

— COOK —

ANNUAL
REPORT

2014



Whenever the senior team debates big things we could be better at as a business, “celebrating” usually comes up. Apparently, when it comes to COOK I’m not very good at standing back and celebrating all the remarkable things we’ve achieved and this tends to rub off on everyone else. So please regard this annual report as a license to celebrate everything we did in the last financial year. Read through and you’ll appreciate just how much we accomplished. I hope you’ll feel suitably proud of our collective achievements and your own part in them. We had a great year.

As you’ll read, we did a good job of ticking off the to-dos we set ourselves at the start of the last financial year. We weren’t perfect but we got pretty close. Financially, we’re in the best shape we’ve ever been in. And while budgets aren’t the be-all and end-all of measuring performance (despite what our finance team might have you believe), it’s nice to be able to say that last year we delivered more than the budgeted Ebitda (which is essentially revenues minus direct costs), and budgeted net profit too.

I can’t think of anything in my business life that has given me more satisfaction than seeing how the launch of our Essential Ingredients, our core values, just over a year ago has changed behaviour and influenced decision-making for the better. The quarterly peer-to-peer recognition sessions, when people stand up and recognise someone else for displaying one of our Essential Ingredients, is already something to behold. At the last session for the Kitchen, there were more than 60 nominations from a workforce of 120. Remarkable. Stay true to our values and everything else will follow quite naturally.

ESSENTIAL INGREDIENTS WHAT MAKES US COOK

We often refer to the Kitchen in Sittingbourne as “the beating heart of the business”. If our Kitchen doesn’t produce remarkable food that tastes better than the competition then we simply don’t have a business. It’s therefore great news for everybody that the heart is beating stronger than ever. We have developed the best group of Kitchen leaders in the history of COOK and every team is busting a gut to make the best food they can, as efficiently as they can. We all owe them a big “thank you”.



Ed & Dale and an exploding Double Chocolate Bombe in our “not the Queen’s speech” Christmas video

Out in the shops, we’ve made big strides in terms of putting in place people and structures to enable us to live up to our ambition of being a remarkable retailer. The best measure of the health of our shops remains like-for-like sales from shops open for at least a year (did they sell more this year, than last?). Our like-for-like sales for the year of +3.2% might not sound like much to crow about but factoring in the summer heat wave and the fact we were “missing” Easter in the figures, (because it fell late in 2014), the figure was probably at least 1% lower than the real trading performance. This was a good result that reflected a huge amount of work and care from our shop teams.

Looking ahead, there’s no doubt competition is tougher than ever. We’re now measuring like-for-like sales against two years of strong growth and you’ll be aware of the “price war” going on among the supermarkets. Every bit of like-for-like growth will be hard won and it might often seem like we’re having to run hard just to stand still. But as long as we keep focused on delivering the best taste and the best service we can, we’ll be fine.

My personal highlight of the year was attending the annual conference of B Corporations in Boulder, Colorado in the autumn. It was possibly the most inspiring and thought-provoking two days of my working life. The B Corporation movement is about

business being a force for good in society. I came back convinced that COOK should become one of the UK's first certified B Corporations. In November, we duly qualified (albeit by the skin of our teeth – our score card is on page 8).

As a business, COOK has always been about more than money. By changing our Memorandum and Articles of Association in the summer, which define the responsibilities of the registered directors, we effectively hard-baked this ideal into the constitution of the business.

For example, among the new responsibilities of the directors are:

Providing a positive employment relationship, to promote employee wellbeing and social mobility; and, To have a positive impact on the local community beyond the normal provision of employment, including providing opportunities to disadvantaged and underserved individuals, and supporting local community initiatives.



Ed & Rosie in sunny Colorado for the B-Corp conference

These kind of principles are exactly aligned with being a B Corp. What was crystal clear from the conference in Boulder was that there is an army of people out there who believe the same thing as us – just one more time: that we should strive to make business a force for good in society. By being part of a movement, rather than a lone voice shouting into the wind, we can have more impact, make more progress and, most importantly, have much more fun.

And if we can deliver on that ambition, then it really would be something to celebrate.

Edward

AND A NOTE FROM DALE:

What an amazing year. COOK is now getting on for 18 years old and I feel that the business has finally grown up (even if I haven't). Now that we're solidly profitable the journey has become much more fun as we can do some of the things that we always aspired to. It is so satisfying to see the investment that we have put into our teams pay big dividends, and we have a truly remarkable kitchen, staffed with motivated and caring people, doing a fantastic job making brilliant food.

The launch of our values has been awe inspiring and seeing them embraced by our staff is remarkable, as I see them put into use every single day. Giving back and helping others runs right through us and our values have helped steer us in the right direction.

For me, personally, our partnership with Caring Hands has been the highlight of my year. At its drop-in centre in nearby Rochester, we feed 120 people a day with nutritious hot food. We have completely changed the cost base of this amazing local charity. As a result, they are now helping more people than ever by providing a much needed safety net for those most in need.



James, Dale, Fiona, Rosie, Margaret & Jamie with Caring Hands founder, Matthew Guest

This year we are also resurrecting our partnership with Standford Prison and again it is so rewarding to be able to offer people a second chance in life with the offer of meaningful, full-time employment. So its onwards and upwards as COOK touches the lives of many more people - we really are starting to COOK for Good.

Dale

COOK FOR Good

Our purpose is to create a remarkable food business that's a force for good in society.

Good BUSINESS

We beat our financial targets and generally kept good control of costs



The launch of our 'Shop in a Shop' format has given us a good new way to grow

We want to be recognised as the best maker of ready meals there has ever been. By being a successful business we can provide financial peace of mind for employees and owners alike. That means being profitable, entrepreneurial, sustainable, open and honest; being guided by our values, and executing plans brilliantly.



Like for like shop sales of 3.2% and 5.9% at Christmas (Petts Wood's festive window)



A beautiful new website that helped grow online sales

Our local delivery trial in South West London was a big success. We've got big plans for 2014/15 along with launching click-and-collect.

Good FOOD



Tasting every dish, every day... it takes some stamina from chief tasters Jamie and Sue but it's the only way we can be sure everything tastes just right.



OMG! Our pots were our most successful ever range launch

We cook using the same ingredients and techniques a good cook would use at home so everything looks and tastes homemade. By sticking to our founding statement we make sure our food tastes better than all the competition. We want to be completely transparent about how we source ingredients, the nutrition of our food and the way we make it.



Roast Veg Lasagne - one of our 14 Great Taste Award winners

The team at Henley united in gingham for the Summer tasting event



Alan and Mark at the kitchen away day



After this particular tour, one of the attendees wrote in to say how much she had enjoyed her visit and that it was a memorable day for everyone. They can't wait to come back! You can never have too many friends...

We believe that by making and sharing good food we can bring people closer together. Our remarkable company culture will enable employees to improve their lives and fulfil their potential. Through our Community Kitchen we will touch as many people as possible. By COOKing for GOOD we will create a company in which the owners, employees, suppliers and customers feel truly proud.



Damien & Dale's magical kitchen tours



OUR SHOPS

★ NEW SHOPS THIS YEAR ★

- Sanderstead
- Wilmslow
- Woodbridge
- Glasgow
- West Bridgford

73 shops
353 concessions
2 shop-in-a-shops

Shopkeeping is a noble profession. Just ask Edward, who prides himself on being a remarkable shopkeeper. That means selling the best-tasting food; in a lovingly cared-for shop; with friendly, knowledgeable and personal service you certainly won't find in the supermarket aisles. As the map shows, we now have COOK shops the length and breadth of the country. It means we have a unique opportunity to bring people closer together by sharing good food. COOK shopkeepers, we salute you. Keep up the good work.

● company-owned
● franchise
Ⓝ new this year

NUMBERS

THAT MAKE US

HAPPY

\$34m
sales

\$3.3m
Ebitda

\$2.4m
net profit

11.3m
portions
dished at the
Kitchen

+3.2%
LFL

120
new lines
through the
kitchen

65th
best company
to work for

880k
cases picked
at logistics

550
Remarkable
People

14
Great Taste
Awards

46
internal
promotions

73
Shops



We believe there is a better way to do business than the conventional capitalist approach that pursues profit at all costs.

This is why we became one of the UK's first certified B Corporations, a global movement of companies that believe in business as a force for good in society. Becoming a certified B Corporation has provided us with a "no bullshit" stamp that proves we mean what we say. To be certified we had to pass a rigorous assessment to prove we meet tough standards of social and environmental performance, accountability and transparency.

Becoming a B Corporation has also given us the ideal framework to better understand and express our ambitions beyond just being a profitable company. It's also a great way to start a conversation about how and why our business is different.

There are nearly 1,000 B Corporations globally from big, familiar brands like Ben & Jerry's ice cream and Patagonia, the outdoor clothes company, to small start-ups. What unites us all is the belief that business success is about more than just profits. It's about helping to create a society that enjoys shared and durable prosperity. A society with equality of opportunity; a healthy environment; strong communities; and work with dignity and purpose.

Yes, it's lofty and idealistic stuff. And we're thrilled to be part of it.

Be the change (man).



B Impact Report Summary

	Company Score	Median Score*
Governance	14	10
Workers	28	22
Community	18	32
Environment	20	9
Overall B Score	80	80

80 out of 200 is eligible for certification

*Of all businesses that have completed the B Impact Assessment



~2013-2014~ TODO LIST

24/30
=80%

We ticked off 24 of the 30 to-dos we set ourselves in 2013-14. That's 80% and would have got us an A in every school exam we ever sat, so we feel pretty happy with our performance.

We'd also give ourselves an "A" for effort. Our efforts weren't always well-directed or rewarded but we definitely gave it our all.

DESTINATION = SHOPS =

Muswell Hill all dressed up for the Spring event day



Open six new shops and agree our new store strategy for next year ✓

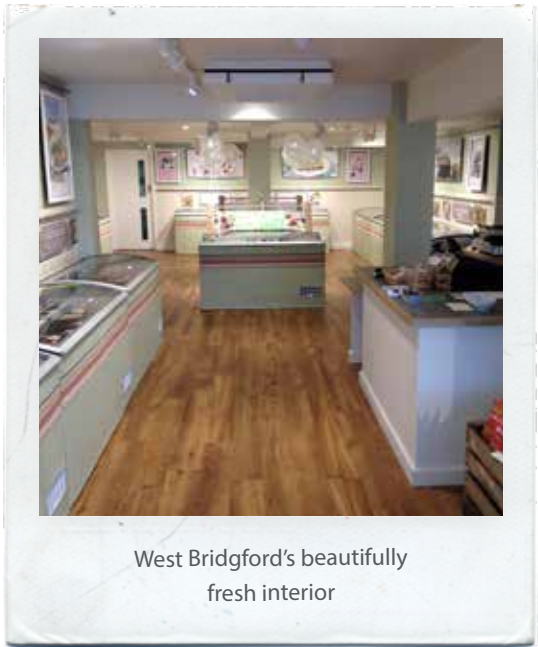
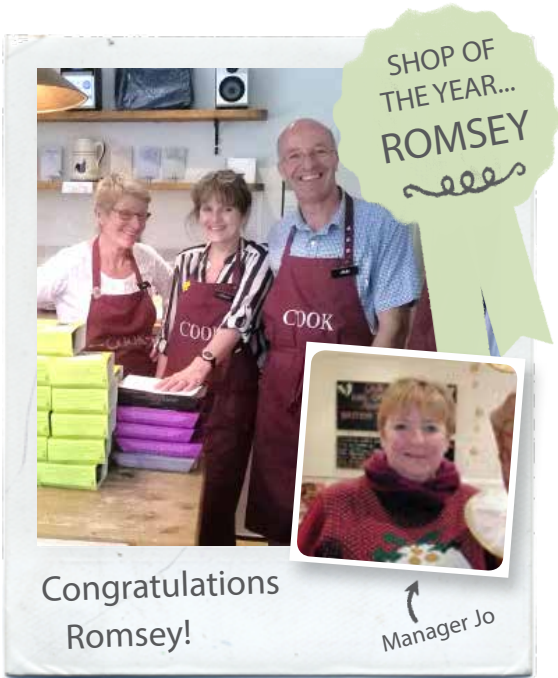
We opened five shops and two shop-in-a-shops (see concessions opposite), which we're counting as an additional full shop. We realized quite early in the year that we were lagging behind our planned opening schedule. This was partly because finding sites was tough; partly because finding suitable franchisees was tough; and partly because we just didn't have enough focus on it. The good news was that we came to this conclusion last summer and as a result created a crack New Space Team, headed by Chris, to make sure we nail our new store opening schedule going forwards. The five stores we opened were a company-owned shop in Sanderstead and franchises in Wilmslow, Woodbridge, Glasgow and West Bridgford. As ever, Fiona did a brilliant job managing the projects and Karen proved invaluable in supporting new franchisees in their first week of trading. A special mention too for Graham in North Leeds for his help with in-store training of new franchisees. Our new store strategy for this year is to open six company-owned shops, probably all within the M25, and one franchise in Eastbourne with existing franchisees.

Launch a standard store operating procedure that delivers a remarkable (and consistent) customer experience X

The bible of COOK retail operations remains a work in progress ... but then it did take about 1,600 years to gather together all the books of the actual Bible, so perhaps we should cut ourselves some slack. Detailing all the operating procedures for a COOK shop is a big, big task. Last year it was, quite simply, beyond us. The new approach we're taking is to try and approach it in bite-size chunks with the first of these (on deliveries, credits and contributions, products and brand standards) completed this summer.



Graham and Sam in North Leeds celebrating their 2nd Birthday



New and better communication between central teams and retail ✓

Thanks to Mary P, retail operations manager, and the bedding in of our new retail management team (Lorna, Louise, Dave and Maureen), communication between shops and our central teams has never been better. Weekly retail briefs, monthly meetings with the area managers, monthly marketing briefs, Christmas launch, our first franchise conference... there is more focus than ever on making sure our shops get all the information they need.

Present individual store business plans promoting community retail ✗

This sounded like a great idea at the time ... In reality, less so. With everything else going on, it was unrealistic to expect company-owned shop managers to produce a detailed business plan for their stores. We also still need to define exactly what we mean by "community retail". However, all franchisees did present their business plans for the current financial year to Lorna, Retail Director, and finance director Richard – the first time this has happened.

Launch COOK Retail Academy ✓

The launch of the COOK Retail Academy means that for the first time we have a clear training programme for new shop managers. As well as introducing new managers into the business with a great training plan we now send every new starter a COOK Academy folder with all the information they need to train to be a remarkable member of the COOK team. Great work by Alison in the People Team.



Mieltie CHANNEL Retail

Extend our local delivery trial in SW London ✓

This was perhaps the biggest result of the year: Having started local delivery from our Clapham shop in August 2012 with promising results, last September we launched a hub delivery service from Chiswick, covering postcodes around our Fulham, Barnes and East Sheen shops. During the all-important Christmas period, we saw home deliveries in the new area more than double when compared to the previous year's deliveries from Lenham. Most important, the bricks-and-mortar business from these shops actually grew faster than the rest of the estate. Combined like-for-like sales for the five South West London shops were +16% over Christmas.

Clapham, in its second year of local deliveries, was up +17% over Christmas. This great result convinced us to accelerate our plans to roll out local delivery in other areas. This remains probably the biggest opportunity for us (and also a big challenge to get right). Plaudits should go to South West London shop managers: Neil (Chiswick), Amy (Fulham), Helen (East Sheen), and Kellie (Clapham) as well as area manager Dave and Richard at Logistics.

Refine and roll-out a call-and-collect service from most stores ✗

In retrospect, a bit of a silly to-do as we informally run a call-and-collect service from most stores anyway.

The much bigger opportunity is click-and-collect, which we're planning to launch this summer

Develop more targeted, needs-based marketing for core customer groups ✗

Nope. A lack of time and focus meant this didn't happen.



TRANSFORM CONCESSIONS

Launch brand audit programme ✓

Yes. Angela, Carissa and Lauren in the concessions team trawled the countryside visiting each of our 350 customers to grade them on the look and condition of their COOK freezers: are they delivering the remarkable brand experience we've entrusted to them? They scored various criteria under the headings of brand and operational standards. The result was a traffic light system rating each concession.

Green = Grow and maintain relationship;

Amber = Failed in either brand standards or operational standards but straightforward to improve;

Red = Failed both but a shop we'd like to stay in. Serious improvement needed;

Black = Failed both. Earmarked to withdraw unless everything changes.

The concessions team has now launched Project Butterfly (caterpillar-chrysalis-butterfly...geddit?), to improve the brand experience across all our concessions. We've already withdrawn from some and many others have reacted positively to our desire to improve standards.

Launch new concession formats at Speciality Food Show in September following in-store trials ✓

SIAS (pronounced sy-yas) may be the world's worst acronym but our new Shop-In-A-Shop format for concessions was a big step forward. A trial installation at Budgens Ascot was followed by the official launch at the Speciality Food Show. We opened a second SIAS at Beckworth Emporium in Northamptonshire and have 4 more planned this year. The idea behind SIAS is to target areas with attractive demographics (in other words, where there are a decent number of our target customers), but which don't have a big enough town to support the running costs of a full COOK shop. Instead, we take over space in a thriving local retailer and sell virtually our full range from a permanent, branded area. Exciting stuff. We also launched a new-look format for all other concessions, adapting the "table-top" design we launched last year in Muswell Hill with some great design work by Mary H. Excellent progress.

Re-brand all Booths stores to drive double digit LfL growth ✓

So this was a blatantly over-ambitious to-do that we nevertheless signed up to. Sigh. What we actually achieved was re-branding one store. Yep, just one. But what a one... The new look for our area in Booths supermarket Knutsford has delivered a remarkable 70% growth in like-for-like sales since it was revamped in July – more than we hoped for and certainly more than Booths was expecting. It has resulted in a more realistic and achievable plan to roll out a re-branding programme across Booths stores over the next 18 months. Importantly it has also been the catalyst to a much closer and productive relationship with Booths, which remains our biggest concession customer. Good job by Angela in particular. (We think we deserved a tick.)



Booths Knutsford after it's hugely successful re-brand

Carissa, Angela & Lauren



COMMERCIAL "SAVVY"

Intelligent innovation: taking a new approach to food development that joins up the Kitchen, food team, brand, retail and finance so together we deliver an ambitious commercial calendar ✓

Food innovation is what drives our commercial success and we made some good progress in joining together all the different teams that need to collaborate to deliver our commercial calendar. While we wouldn't claim to have reached nirvana, we're certainly in a happier place. The link between the commercial and operation teams is better than ever and the introduction of the 200 batch process (see Britain's Best Kitchen), has dramatically improved the way new recipes go into production. A record 120 new lines through the Kitchen proves we raised our game. And there were some brilliant new recipes from Lyndsay and Jess in the development kitchen.

Top 20 recipes: more focus to drive sales and ensure our most-loved products stay delicious and ahead of the competition ✓

In the autumn we launched new recipes for many of our best-selling dishes. Changing a winning formula is always risky. But at the same time, it's important we keep evolving our core dishes to make sure they're the best-tasting you can buy. The big success story was our lasagnes, with new recipes selling much better than the old ones and also delivering more profit. The one area where our improvements haven't been met with better sales is Moroccan (Harissa Chicken and Lamb Tagine), which we'll continue to monitor and tweak if necessary.



120 new lines went through the Kitchen, including Remarkably good Pizzas



The new recipe for our Rump Beef in Brandy was a big hit



The Chef's Wall in action
at COOK Eastbourne



East Sheen's beautiful bespoke
Christmas window

Trial new merchandising approaches in shops to engage customers, drive sales and showcase our range more dynamically ✓

The introduction of the "Chef Wall" in our shops has given the merchandising of our core range a new focus and clarity. Having introduced merchandising by protein (Beef, Chicken, Lamb etc...) in our new store in Muswell Hill last year, we developed it further with new signage above and inside our freezers, designed by Mary H. There has been great focus on this from area managers Louise, Dave and Maureen and from commercial director Yvonne. We've continued to make improvements this year as we open new shops, with the plan to roll out the Chef Wall to all our company-owned shops.

A massive project that wasn't even on our to-do list, but which was a vital part of launching the Chef Wall, was a new look for all our packaging. This meant new sleeve designs and new labels for the front of all our products. Kendall did a truly remarkable job of the design and with Ben, Jayde and Jenny in Technical and Ceri in IT, they completely overhauled our labelling. Amazing work by this group (and new-look back labels will be appearing soon in a freezer near you).

Deliver Christmas. Proudly. Together ✓

Yes. Bring On The Feast, our Christmas campaign, was an all-round success - the best we've ever run. From the food development, to the creative idea, the menu, the launch to shops, the smooth production through the Kitchen, the online presence, stock management, the in-store event days ... it was a big step forward from the year before in just about every respect. Special mentions should go to Estelle who shepherded the whole project through and to Kendall for creating a beautiful campaign. As ever, their work would have

Funnily enough, in the immediate aftermath we actually felt a bit glum about our Christmas sales performance due to our characteristically high expectations. However, in retrospect, achieving +5.9% like-for-like sales growth was very impressive. It certainly put the performance of the multiples (even M&S and Waitrose) in the shade. Now we've got to get even better in 2014...

M A D E SINCE 1997
LIKE YOU WOULD
AT HOME

GET Closer TO OUR Customers

Retail insight: Better understand who our customers are; when and why they shop; what stops them shopping more... ✓

Hello Rachel... For the first time in COOK history, we have a clear idea of who our target customer is. She's Rachel: a thirtysomething mum who's a good cook but doesn't always have time to do it all herself. Serving her family and friends fabulous food makes Rachel feel good about herself. And because we COOK like she does at home, she trusts us to help her create happy, shared memories of eating together. Of course, Rachel isn't the only type of customer we care about – she's just the one we keep in mind when we think about the heart of what we're offering and how we communicate. Other important groups are grown-up mums; empty nesters; young professionals; and the elderly. In different areas, different customer types may be more or less important – we've done some store research to explore this further. While this represents a big step forward in terms of trying to understand our customers better, we've still got a long way to go.

Multi-channel insight: Better understand who our customers and potential customers are; when and why they shop; what stops them shopping more... ✓

As above.

Top 20 insight: Help us keep our most-loved products ahead of the competition ✕

As the economist John Maynard Keynes once said: "When the facts change, I change my mind. Tell me, what do you do?" or words to that effect. When it came to this to-do, we changed our minds simply because we figured out it wasn't worth pursuing. We had already committed to a series of recipe improvements for our best-selling lines and put these into production in the autumn.

Decide "what next" for our digital loyalty card trial in Chiswick... ✓

One of our habitual failures as a company is an inability to say "no" to new things. So break out the Champagne, fire the party poppers and whoop in a highly embarrassing manner – we decided NOT to continue with our digital loyalty card trial in Chiswick. We couldn't give it the focus required and the trial didn't deliver any compelling results. One for the future.

BETTER ★RUN★ BUSINESS



Buzz and Woody
getting everyone
fired up for the
launch

James and
Romaine
from Finance
exhibiting great
fortitude and
resilience!



Project Lightyear:

1. Sign the contract! ✓
2. Phase 1 design, build, test and train ✓
3. Phase 1 GO LIVE - Feb 2014 ✓

Project Lightyear, the introduction of our new and very expensive Enterprise Resource Planning system, remains the biggest investment we've ever made (other than building the Kitchen itself). The big prize is to put in place internal systems and technology that provide us with a robust platform for growth. The slightly smaller prize is the chance to dress up Richard, our finance director, in a Buzz Lightyear costume at every opportunity... The fact we launched Phase 1 without everything grinding to a halt (and without sales or customers being affected) is a testament to the patience, endurance and endeavour of the project team. The finance department, in particular, showed great fortitude and resilience during an often testing time. The first phase covered accounts, sales ordering processing, finished good stocks and despatch. We now have product codes! (Apparently, this is exciting to some people.) Now for Phase 2...

BRITAIN'S ★ BEST ★ KITCHEN

"Footsteps" project to improve efficiency at the Kitchen and Lenham ✓

It seems the COOK Kitchen in Sittingbourne is actually a tardis (this makes Mark Dennis, The Dr and Wayne Fritter his glamorous assistant, Amy). Whenever we think we may be reaching the limit of our space and capacity to produce more food, the Kitchen proves us wrong. Of course, this has nothing to do with the Kitchen itself and everything to do with the remarkable people that make it work. The Kitchen leadership team has really come of age in the past year. As a result, the Kitchen is more efficient than ever and therefore more profitable than ever.

The whole Kitchen operation is humming along as never before. Special mentions for big Rob and the Prep team, who redesigned the layout of the section to create a better flow of products through the department; to Steve and the cold store team at Lenham, who put in place an improved pallet layout to enable smoother and more efficient picking; to the finishing teams under

Janet, Kim and Aysha, who embraced new shift patterns which enabled us to dish 7% more product each day with the same team size; to Richard, Adam and the drivers who increased the utilization of our transport fleet to manage sales growth and new shop openings and to Caila and the Ops Admin team, who worked closely with all the departments to bring greater focus on the menu plan to make sure each piece of Kitchen kit was being fully utilized.

Make at least one big improvement in our ingredient sourcing policy ✗

A resounding fail – and to be honest we never even got out of the starting blocks. However, slowly-but-surely this is moving up the list of priorities and within the next 12 months there should be a plan emerging. There's no doubt that improving sourcing is a complex, emotive and potentially costly challenge. But it's one we cannot afford to ignore as the associated risks to our business and brand are potentially huge.

With the commercial team, put in place new ways of working to make sure we hit product and range launch dates ✓

A record 120 new lines went through the Kitchen in the last financial year. And while it wasn't without the occasional hiccup, we hit all the important deadlines for big new product and range launches. With Jamie Wallace taking charge of how new recipes are handed over from the product development team to the Kitchen, we now have clear ownership of the scaling-up process through the operational development team.

The introduction of the 200 Batch process, in which we cook 200 portions of a new recipe before transferring it to the day-to-day operation, has made the introduction of new dishes to the Kitchen much smoother. Closer involvement from all the Kitchen teams in new products means we're now capturing issues and ideas at an early stage. The time-line review by the commercial and operation teams has also improved. So, while we can always get better, we've definitely taken big steps forward.

Capacity planning to make sure we can meet sales growth ✓

As well as making 2m more portions than we did the previous year (11.3m versus 9.2m), Mark Dennis and the Kitchen leadership team put in place a detailed capacity plan to make sure the Kitchen can keep pace with our planned growth to the end of 2016. Tony Mayer has been working closely with our existing ingredient and packaging suppliers to ensure they will be able to keep pace with our growth, as well as identifying new suppliers in important areas such as fish, lamb and beef.

REMARKABLE FOOD ★★ FOR YOUR ★★ FREEZER



Darren, Craig, Mike, Antony, Louis & Lewis



Alex, Damien, Alan & Joel



Orhan



Debbie



Spencer

BRITAIN'S ★ BEST ★ KITCHEN



Dan P, Dan H, Matt, Tamar & Jordan
Not pictured: Tye, Brandon & Brian



Team of the Year

MIX &
WEIGH

Most Consistent Team

PASTRY



Natasha, Carol, Angela & Robert
Not pictured: Debbie, Keith, Lesley & Charlene



Miles

Most Improved Team

SEALING &
PACKING

DEVELOP DIGITAL



Grow our e-list to at least 120k ✓

We're going to give ourselves a tick for this, even though we ended the year a couple of thousand email addresses short of our target. That still amounts to growth of 50% on the year before – pretty phenomenal. Importantly, even though our list is growing really fast, we continue to get really high engagement with our e-mails as measured by the percentage of subscribers opening our emails and clicking through. Our open rates are regularly mid-to-high 20%, versus an industry average below 20%. Great work by Jemima Ferguson and Sarah Reason.

Enrich our website content to create a remarkable food experience online ✓

Instead of enriching our website, we went out and got a brand new one designed. This was a massive project.

Get ingredient and nutrition information online ✓

Thanks to the new website, another big tick.

Launch email lifecycles ✓

A "lifecycle" is simply an automated email or series of emails triggered by a customer. The one, very simple, lifecycle we launched was an automated email that's sent out whenever someone signs up to our e-newsletter. This is a very basic, first step and we'll be developing plenty of other lifecycles as we develop our digital marketing.



PEOPLE HIGHLIGHTS

46 internal promotions (opposite)

Best Companies – 65th

New contract and employee handbook –
birthdays off, employee volunteering

Pension auto-enrolment

Wellbeing clinics for 120 staff

Hardship fund – 10 loans currently

Community Chef, work experience trial
for local unemployed

10 Year's Service, lunch in Paris

(This is Bethany from the Brand team who
recently celebrated 10 years at COOK)

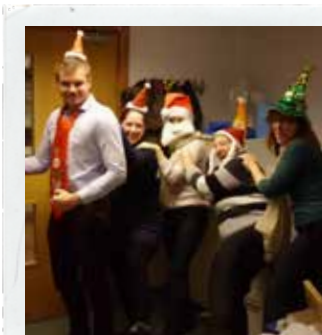


Internal Promotions: Column 1: Caila Fritter / Jo Webster / Robin Macintosh / Alex Fletcher / Angela Dearlove Column 2: Alex Hix Carissa Penfold / Edgars Ezitis / Alan Martin / Lauren Fisher Column 3: Michelle Funnell / Jemima Ferguson / Ashley Clarke Craig Rooney / Michael Ewens Column 4: Ben Walker / Helen McIntyre / Jenny Tunbridge / Joel Durey / Jamie Wallace Column 5: Lorna Miles / Liam Frankham / Tony Mayer / Kendall Wright / Leigh Shacklock

Not pictured: Hannah Stacey / Jordan Gridley / Edward Farren / Samantha Sanowar / Sherif Ganna / Lyndsay Glover / Hannah Brown Anne Terreau (twice!) / Tye Palmer / Jacqueline Joyce / Christina Young / Lesley Aked / Lawrence Darlington / Anton Botev Alex Taylor / John Barton / Lee Hawkins / Ben Bennett / Gillian Gazzard / Abigail Jaggars / Pauline Wright / Andy Hallowell

UNSUNG HEROES

They're seldom in the spotlight but we wouldn't have had such a splendid year without these REMARKABLE teams...



Technical



Customer Care



Site Services



Cleaners



Logistics



Finance & I.T.

COOK FOR Good

CHARITY HIGHLIGHTS



\$2,500
Curry for Change



\$3,335 Tough Mudder



Shop vouchers donated:
\$7,860

\$1,000
Movember for Prostate Cancer



\$650
Race For Life



\$1,500
Harry's Foundation



Dream ACADEMY

Are there things you always wanted to do, but life just keeps getting in the way?

Let's call them dreams... Last year, we set up the COOK Dream Academy to support people in achieving their personal dreams. It doesn't need to be related to work, just something that someone really wants to achieve. We found ourselves a Dream Manager – the lovely AI – whose role is to help people plot a path towards realising their dreams. AI doesn't figure everything out but he's there to help people figure things out for themselves and ultimately get there under their own steam.

Our first Dream Academy had space for 20 people and we invited everyone to apply in strictest confidence. We got more than 70 applications and chose at random.

For a good number of people on the first intake, the Dream Academy proved to be a life-changing experience (we've included a few comments below).

The Dream Academy 2014 is already up and running and this year 36 people will go through it.

As it says on the inside cover of our dream book:

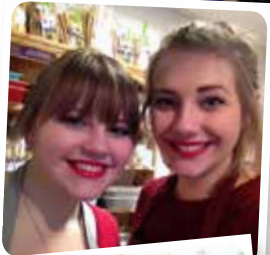
Twenty years from now you will be more disappointed by the things you didn't do than the ones you did. So, throw away the bowlines, sail away from the safe harbour, catch the trade winds in your sails. Explore. Dream. Discover.

My personal dream has been realised and my aspirational dream is a work in progress... in no small measure, because of the Dream Manager!

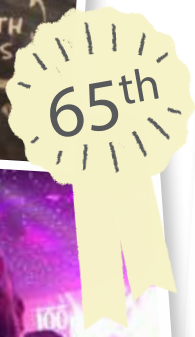
I whole heartedly recommend that if you have a dream (however big or small, simple or difficult you think it is) then sign up to the next launch because I honestly can't explain in words how much I got out of it.

The positive effect it has had on me is truly amazing. Will I fulfil my dream? I really don't know, but for the first time in my life I'm giving it a bloody good go. Thanks Cook and thanks Alastair for helping me believe nothing is impossible.

Going through Dream Academy has helped me line up other dreams that I will make a reality in future. This is all a long term project for me, so watch this space!



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On a final note, a HUGE thank you goes to Hannah Roberts for translating our annual report into this little book of beauty.

ESSENTIAL

INGREDIENTS

WHAT MAKES US

COOK

Be Remarkable

BE PART OF OUR
FAMILY

CARE

HAVE

FUN

CHURCHILL'S PIG