

Consolidated balance sheet

as at 27 November 2011

	Notes	27 November 2011 £'000	28 November 2010 £'000
Non-current assets			
Intangible assets	3.1.1	13,233	8,069
Property, plant and equipment	3.2.1	194,114	100,031
Deferred tax asset	2.2.2	9,615	7,300
Available-for-sale financial asset	3.3.1	395	395
		217,357	115,795
Current assets			
Inventories	3.4.1	14,310	12,480
Trade and other receivables	3.4.2	37,885	18,569
Derivative financial instruments	4.4.1	11	472
Short-term investment	3.4.3	—	30,000
Cash and cash equivalents	3.4.4	92,102	124,639
		144,308	186,160
Total assets		361,665	301,955
Current liabilities			
Trade and other payables	3.4.5	(75,555)	(55,491)
Borrowings	4.1.2	(3,270)	(2,282)
Obligations under finance leases	4.1.3	(19,643)	(16,485)
Derivative financial instruments	4.4.1	(318)	—
Provisions	3.5.1	(686)	(115)
		(99,472)	(74,373)
Net current assets		44,836	111,787
Non-current liabilities			
Borrowings	4.1.2	(45,793)	(9,774)
Obligations under finance leases	4.1.3	(42,561)	(45,573)
Provisions	3.5.1	(555)	(446)
Deferred tax liability	2.2.2	(395)	—
		(89,304)	(55,793)
Net assets		172,889	171,789
Equity			
Share capital	4.6.1	11,167	11,068
Share premium	4.6.1	213,783	206,094
Treasury shares reserve	4.6.1	(53,805)	(47,741)
Reverse acquisition reserve	4.6.1	(116,230)	(116,230)
Other reserves	4.6.1	9	726
Retained earnings		117,965	117,872
Total equity		172,889	171,789

The consolidated financial statements on pages 67 to 114 were authorised for issue by the Board of Directors and signed on its behalf by:

Tim Steiner
Chief Executive Officer

Andrew Bracey
Chief Financial Officer

Ocado Group plc
Company Registration Number 07098618 (England and Wales)

21 March 2012