

NEXT Manufacturing Limited: 02570801

Section 172 Statement

This section describes how the directors have engaged with and considered the interests of our key stakeholders when exercising our duty to promote the success of the Company under section 172(1) of the Companies Act 2006.

References to Group refer to the wider NEXT plc Group structure (hereafter the “Group” or “NEXT”).

The Company is a wholly-owned subsidiary of NEXT Holdings Limited. Its purpose is to manufacture furniture for sale in store and online. Therefore the Company considers that, indirectly, its key stakeholders reflect those of NEXT plc. The relationships of direct relevance and importance to the long term success of the Company are as follows:

Relationship and engagement with stakeholders

Employees

Our current executive directors have a combined service of over 120 years in the NEXT Group. This gives them extensive knowledge of the business as well as an acute insight into the mood, culture and views of their colleagues. All of our executive directors have a high degree of personal oversight and engagement in the business. This is complemented by active engagement between our colleagues and non-executive directors and regular workforce updates to the Group, ensuring a well rounded view of the workforce. The directors also engages in the following ways:

- Annual Business Review Meetings.
- Reviewing the output of employee engagement surveys and agreeing follow up actions.
- Presentations on performance and business priorities from the Chief Executive and the Chief Financial Officer to our workforce following the announcements of our key trading results. Where possible, the directors present to the business in person, but a video link is sent to remote employees.
- Visits to stores and warehouses, providing an opportunity to meet a wide range of our workforce.
- Online performance, development and feedback tools.

Business Review Meetings

Our Business Review Meetings form the workforce advisory panels as referred to in the UK Corporate Governance Code and focus on specific business outputs such as efficiencies and ideas to improve engagement. Dame Tristia Harrison and Venetia Butterfield, two of our non-executive directors, attended the meetings along with the Chief Executive, our HR Director and workforce representatives for each division of the business. These meetings offer our employees the chance to voice their opinions on the issues that are important to them. Following discussion on the key issues in different parts of the business, actions were agreed and feedback was reviewed by the Group. Agreed actions from matters raised in 2024 included:

- Further training on handling challenging customers safely and increasing the visibility and impact of our ‘Respect in Retail’ initiative.
- Reviewing the questions of the employee engagement survey to elicit responses to which management can take action, as well as providing additional support to management to enable them to respond to comments.

Our Business Review Meetings were supplemented by Your Team Voice meetings which take place regularly throughout the year. Each business function and area has a nominated Your Team Voice representative, and employees can submit questions to Business Review Meetings via Your Team

Voice meetings. One purpose of Your Team Voice meetings is to agree initiatives coming out of the Business Review Meetings.

Employee engagement surveys

Our Group wide employee engagement survey, 'Your Voice Counts', spans the majority of our business. The survey, conducted anonymously using a third-party tool, was sent to approximately 43,000 employees and response rates at 78% were improved from the year before. The overall engagement score for the whole NEXT Group was marginally higher than the prior year. Employees believe that our main strengths as a Group are recognition for performance and championing equality and health. Wellbeing remains an area of focus for our people and we encourage our managers to make it an every day part of their role, through promotions and campaigns as well as access to our wellbeing intranet site, which hosts a whole range of support and resources for all NEXT colleagues. The directors considered the results of the survey as well as the initiatives planned to address the matters raised.

Continuous performance management and feedback

Our online performance and development tool provides a forum for positive and constructive feedback by individuals, peers and managers. Our HR Director attended a meeting to brief the directors on employee-related matters, including workforce demographics, engagement activities, the results of employee engagement surveys, staff retention rates, diversity, whistleblowing, disciplinary and grievance procedures, learning and development activity, pay and reward including gender pay gap and HR initiatives. With a focus on developing great people, senior management attended workshops in 2024 aimed at maximising performance to bring out the best in their teams.

The directors considers that, taken together, these arrangements deliver an effective means of ensuring the directors stay alert to the views of the workforce. With regard to health, safety and wellbeing, during the year the Audit Committee received an update on safety performance, safety risk management and mental health wellbeing initiatives.

Suppliers

Throughout the year the directors approved major contract renegotiations and strategy with key suppliers, notably with the Group's lenders for the revolving credit facility, providers of warehouse services and certain landlords. We balanced the benefits of maintaining strong partnerships with key suppliers alongside the need to obtain value for money for our investors and excellent quality and service for our customers.

Customers

As a large retail business, the sentiment of customers can be seen in the Company's underlying sales performance figures, which the directors reviews regularly. The executive directors provide updates to the Group on their perceptions and the market view of consumer sentiment. The interests of customers are considered in key decisions, e.g. relating to: store portfolio changes; selection of product lines including third-party brands; selection and monitoring of suppliers to ensure quality and safety standards are met; freight and logistics arrangements to maximise efficiencies from order to delivery; the availability of customer credit products; and the development of the NEXT Online platform. With the interests of customers in mind, during the year the directors reviewed proposals in respect of capital expenditure on warehouses, major freight forwarding and customer order delivery contracts.

Regulators

NEXT manages its tax affairs responsibly and proactively to comply with tax legislation. The Company's approach is to seek to build solid and constructive working relationships with all tax authorities. NEXT's UK tax policy can be found at nextplc.co.uk and was reviewed and approved by the directors during the year. This policy includes that the Company engages with HMRC constructively, honestly and in a timely and professional manner, and seeks to resolve disputed matters through active and transparent engagement. Engagement with HMRC is led by the Company's in-house tax team of qualified tax professionals. The Chief Financial Officer provides regular updates to the directors on tax matters.

Debt capital/credit facility providers and credit reference agencies

The Chief Financial Officer and the Company's Treasury team are responsible for managing the relationships with our banks, bond investors and credit rating agencies, and the management of the

Group's cash/debt and financing activities. The Chief Financial Officer provides regular reports to the directors on these activities including the Company's access to liquidity, monitoring the headroom and maturity schedules of our primary credit facilities and future financing plans. The Group approves the Company's Treasury Policy annually.