

# NEXT

January 2024

One year comparison  
v Jan 2023

Rounding differences  
are not adjusted



# Income Statement

| £m                       | Jan 2024          | Jan 2023 | Var                                  |
|--------------------------|-------------------|----------|--------------------------------------|
| Total NEXT Trading sales | 5,317             | 5,146    | + 3.3%                               |
|                          |                   |          |                                      |
|                          |                   |          | Online + 6.0%                        |
|                          | Retail LFL + 1.8% |          | Retail + 0.2%                        |
|                          |                   |          |                                      |
|                          |                   |          | Full Price NEXT Trading sales + 4.0% |

Total sales are not presented on a statutory basis.

# Income Statement

| £m                       | Jan 2024 | Jan 2023 | Var    | Full Price |
|--------------------------|----------|----------|--------|------------|
| Total NEXT Trading sales | 5,317    | 5,146    | + 3.3% | + 4.0%     |
| Subsidiary sales & other | 525      | 370      | + 42%  |            |
| Total Group sales        | 5,842    | 5,516    | + 5.9% |            |

Subsidiary Sales & Profit

% reported = % owned

Total sales are not presented on a statutory basis.

NEXT

# Income Statement

| £m   | Jan 2024   | Jan 2023   | Var           |
|--|------------|------------|---------------|
| Total Group sales                            | 5,842      | 5,516      | + 5.9%        |
| Operating profit                             | 996        | 947        |               |
| Lease interest                               | (47)       | (47)       |               |
| <b>Operating profit</b> incl. lease interest | <b>949</b> | <b>900</b> | <b>+ 5.5%</b> |

Total sales are not presented on a statutory basis.

**NEXT**

# Income Statement

| £m                        | Jan 2024 | Jan 2023 | Var    |
|---------------------------|----------|----------|--------|
| Total Group sales         | 5,842    | 5,516    | + 5.9% |
| Operating profit          | 996      | 947      |        |
| Lease interest            | (47)     | (47)     |        |
| External finance interest | (31)     | (25)     | + 6m   |
| Interest                  | (78)     | (72)     |        |

Total sales are not presented on a statutory basis.

NEXT

# Income Statement

| £m                | Jan 2024 | Jan 2023 | Var    |
|-------------------|----------|----------|--------|
| Total Group sales | 5,842    | 5,516    | + 5.9% |
| Operating profit  | 996      | 947      |        |
| Interest          | (78)     | (72)     | + 6m   |
| Profit before tax | 918      | 875      | + 5.0% |

'Pre-amortisation of brands'

|                                     |     |     |
|-------------------------------------|-----|-----|
| Post-amortisation profit before tax | 908 | 870 |
|-------------------------------------|-----|-----|

Total sales are not presented on a statutory basis.

NEXT

# Income Statement

| £m                 | Jan 2024 | Jan 2023 | Var    |
|--------------------|----------|----------|--------|
| Total Group sales  | 5,842    | 5,516    | + 5.9% |
| Operating profit   | 996      | 947      |        |
| Interest           | (78)     | (72)     | + 6m   |
| Profit before tax  | 918      | 875      | + 5.0% |
| Tax charge         | (216)    | (159)    | + 36%  |
| Effective tax rate | 23.6%    | 18.2%    |        |

Total sales are not presented on a statutory basis.

**NEXT**

# Income Statement

| £m                      | Jan 2024 | Jan 2023 | Var    |
|-------------------------|----------|----------|--------|
| Total Group sales       | 5,842    | 5,516    | + 5.9% |
| Operating profit        | 996      | 947      |        |
| Interest                | (78)     | (72)     | + 6m   |
| Profit before tax       | 918      | 875      | + 5.0% |
| Tax charge              | (216)    | (159)    |        |
| Profit after tax        | 702      | 716      | - 2.0% |
| EPS                     | 578.8p   | 576.8p   | + 0.3% |
| Final ordinary dividend | 141.0p   | 140.0p   | + 0.7% |

Total sales are not presented on a statutory basis.

**NEXT**



# Income Statement

| £m                | Jan 2024 | Jan 2023 | Var    |
|-------------------|----------|----------|--------|
| Total Group sales | 5,842    | 5,516    | + 5.9% |
| Operating profit  | 996      | 947      |        |
| Interest          | (78)     | (72)     | + 6m   |
| Profit before tax | 918      | 875      | + 5.0% |
| Tax charge        | (216)    | (159)    |        |
| Profit after tax  | 702      | 716      | - 2.0% |
| EPS               | 578.8p   | 576.8p   | + 0.3% |

**Exceptional gain - Reiss**

**+ 109m**

**Non-cash**

Total sales are not presented on a statutory basis.

**NEXT**

# Cash Flow

| £m                                   | Jan 2024 | Jan 2023 | Var   |
|--------------------------------------|----------|----------|-------|
| Profit before tax                    | 918      | 875      | + 44m |
| Depreciation & software amortisation | 128      | 110      | + 18m |
| Capital expenditure                  | (167)    | (206)    | ↓ 39m |

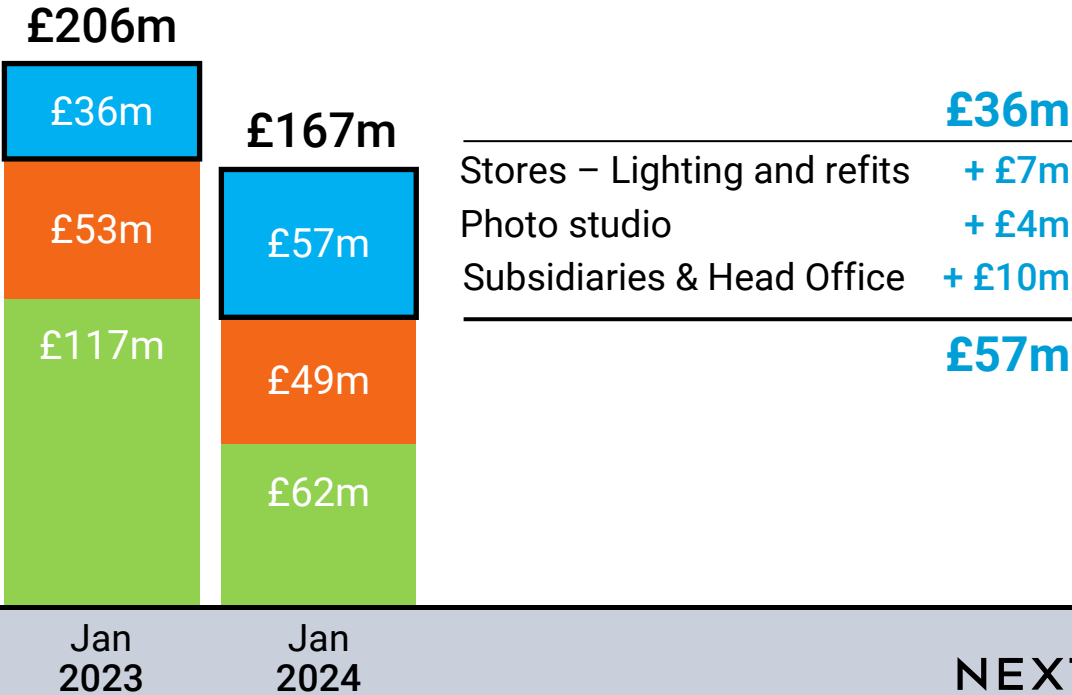
The cash flow statement is not presented on a statutory basis.

NEXT

# Cash Flow

## Capital expenditure

- Stores & other
- Technology
- Warehouse



NEXT

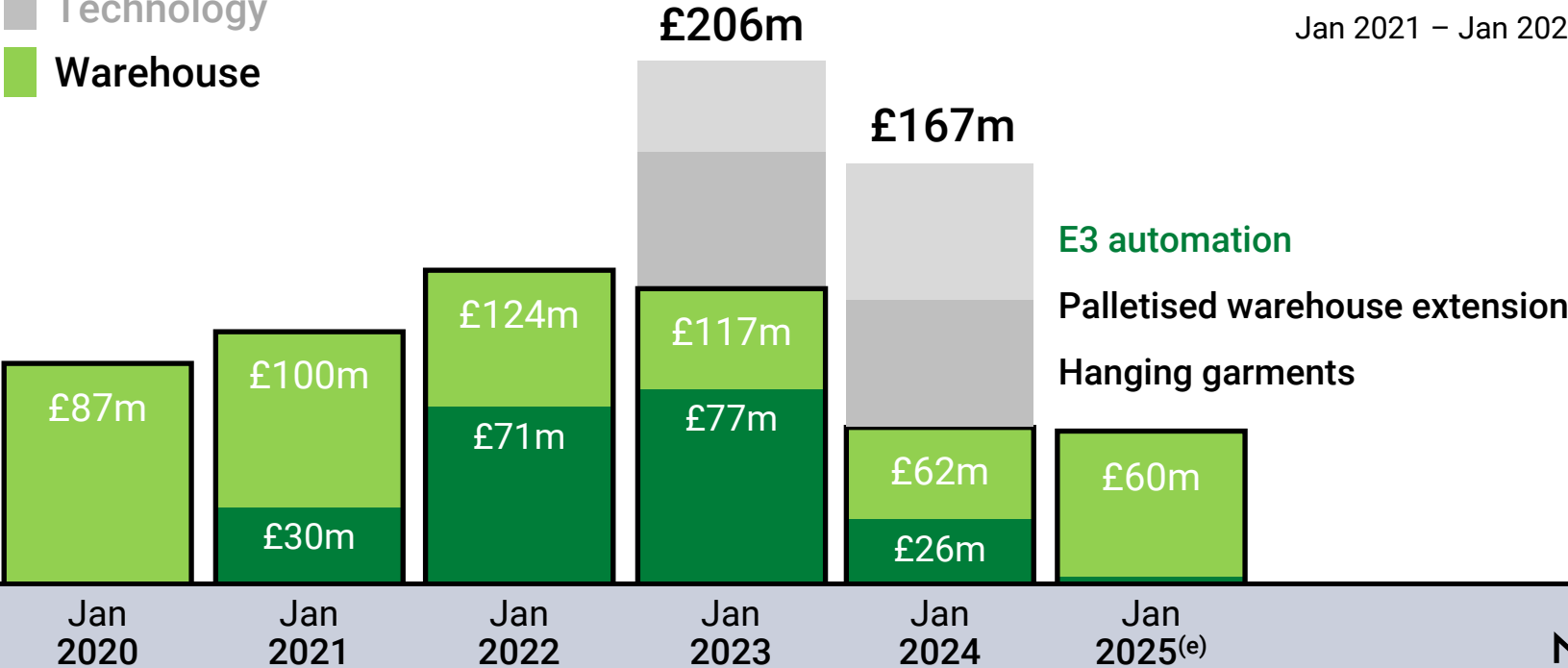
# Cash Flow

## Capital expenditure

- Stores & other
- Technology
- Warehouse

E3 ~£200m

Jan 2021 – Jan 2024



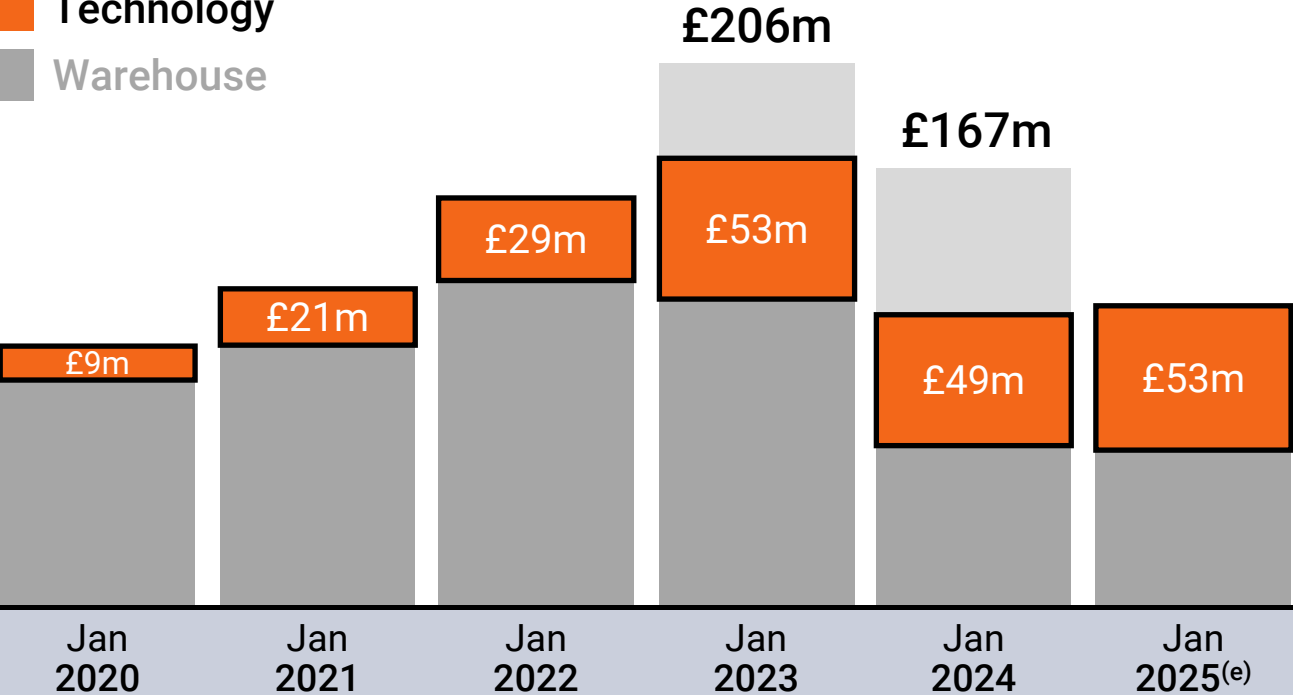
NEXT

# Cash Flow

## Capital expenditure

- Stores & other
- Technology
- Warehouse

In Jan 2020 to Jan 2022 capital spend was previously categorised as technology and other

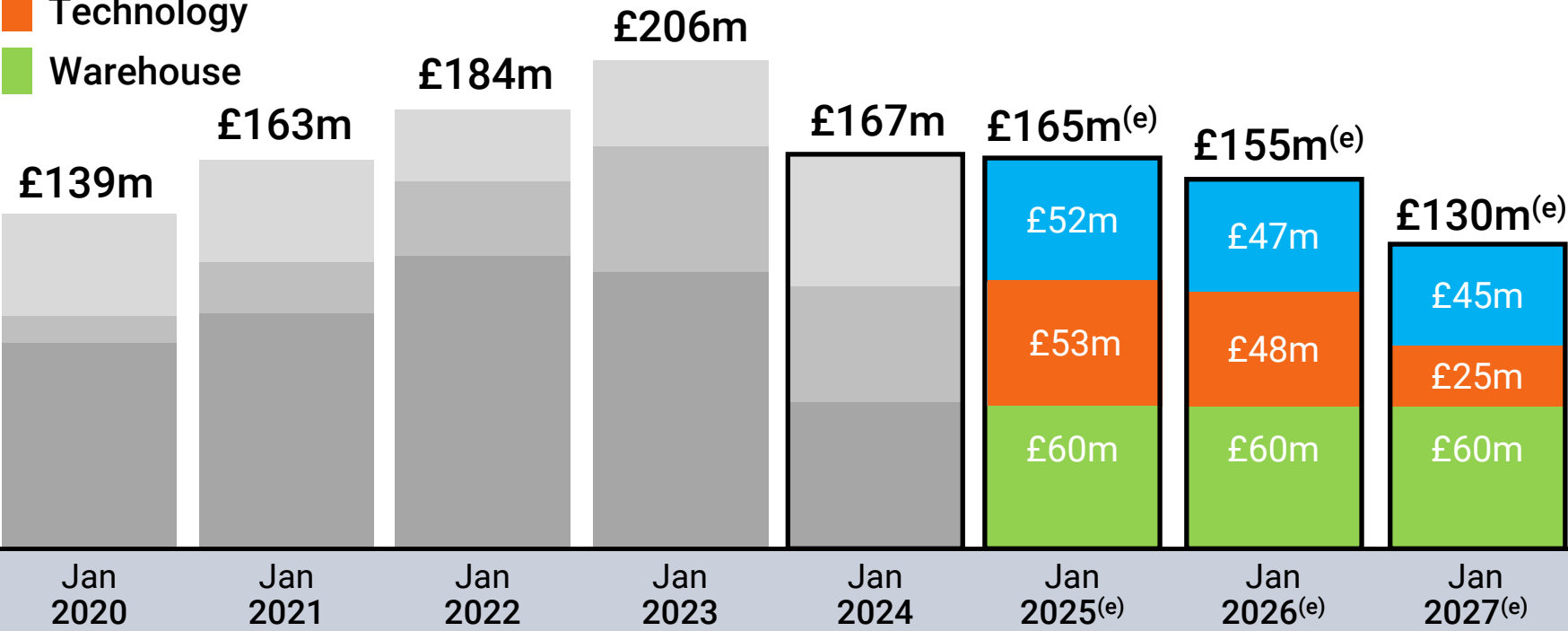


NEXT

# Cash Flow

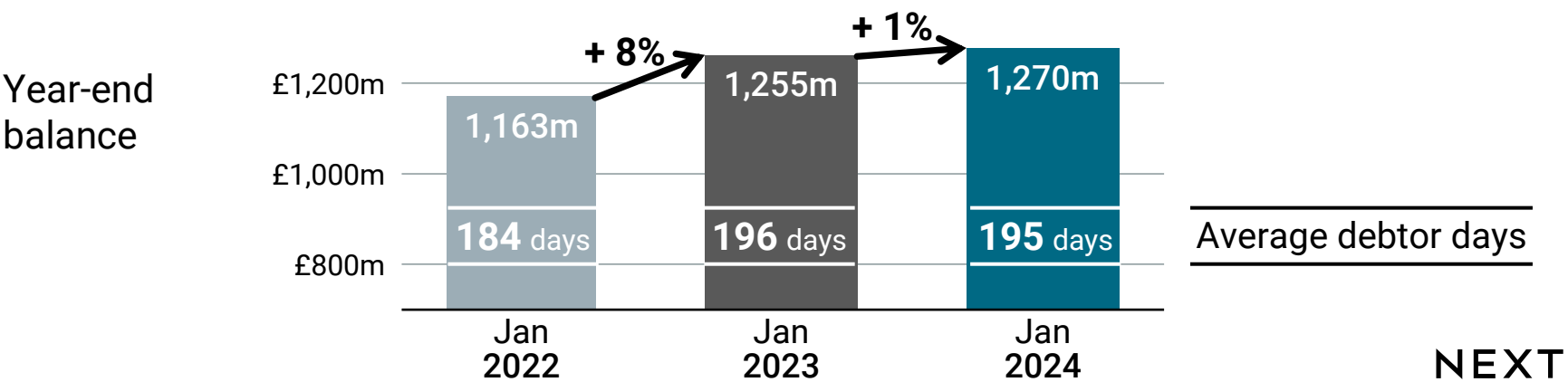
## Capital expenditure

- Stores & other
- Technology
- Warehouse



# Cash Flow

| £m                                   | Jan 2024 | Jan 2023 | Var    |
|--------------------------------------|----------|----------|--------|
| Profit before tax                    | 918      | 875      |        |
| Depreciation & software amortisation | 128      | 110      |        |
| Capital expenditure                  | (167)    | (206)    |        |
| Working capital / other              | (4)      | (268)    | ↑ 264m |
| Online receivables                   | (16)     | (92)     | 76m    |



# Cash Flow

| £m                      | Jan 2024 | Jan 2023 | Var    |
|-------------------------|----------|----------|--------|
| Working capital / other | (4)      | (268)    | ↑ 264m |
| Online receivables      | (16)     | (92)     | 76m    |
| ESOT                    | (19)     | (89)     | 70m    |
| Staff incentives        | 46       | (44)     | 89m    |

The cash flow statement is not presented on a statutory basis.

NEXT



# Cash Flow

| £m                                   | Jan 2024     | Jan 2023     | Var    |
|--------------------------------------|--------------|--------------|--------|
| Profit before tax                    | 918          | 875          |        |
| Depreciation & software amortisation | 128          | 110          |        |
| Capital expenditure                  | (167)        | (206)        |        |
| Working capital / other              | (4)          | (268)        |        |
| Tax paid                             | (191)        | (151)        |        |
| Surplus cash                         | 684          | 359          | ↑ 325m |
| Investments                          | (161)        | (91)         |        |
| Buybacks                             | £68.60 (177) | £63.85 (228) |        |
| Ordinary dividends                   | (248)        | (237)        |        |
| Net cash flow                        | 97           | (197)        |        |

The cash flow statement is not presented on a statutory basis.

NEXT

# Balance Sheet

| £m                      | Jan 2024 | Jan 2023 | Var    |
|-------------------------|----------|----------|--------|
| Fixed assets & software | 771      | 713      |        |
| Brand acquisition       | 577      | 184      | + 393m |
|                         |          | Reiss    | 307m   |
|                         |          | FatFace  | 87m    |

Brand acquisition includes Brand name, Goodwill & Investments.

NEXT

# Balance Sheet

| £m                      | Jan 2024 | Jan 2023 | Var    |
|-------------------------|----------|----------|--------|
| Fixed assets & software | 771      | 713      |        |
| Brand acquisition       | 577      | 184      |        |
| Stock                   | 800      | 695      | + 105m |
| Reiss & FatFace         | 84       | -        |        |
| NEXT                    | 716      | 695      | + 3.0% |

Brand acquisition includes Brand name, Goodwill & Investments.

NEXT

# Balance Sheet

| £m                            | Jan 2024 | Jan 2023 | Var  |
|-------------------------------|----------|----------|------|
| Fixed assets & software       | 771      | 713      |      |
| Brand acquisition             | 577      | 184      |      |
| Stock                         | 800      | 695      |      |
| Customer receivables          | 1,270    | 1,255    | + 1% |
| Credit sales year to Jan 2024 | 2,027    | 2,035    | 0%   |

Brand acquisition includes Brand name, Goodwill & Investments.  
Credit sales includes Online and Retail credit sales and interest income

NEXT

# Balance Sheet

| £m                            | Jan 2024 | Jan 2023         | Var    |
|-------------------------------|----------|------------------|--------|
| Fixed assets & software       | 771      | 713              |        |
| Brand acquisition             | 577      | 184              |        |
| Stock                         | 800      | 695              |        |
| Customer receivables          | 1,270    | 1,255            |        |
| Other debtors                 | 168      | 133              |        |
| Other creditors / derivatives | (1,004)  | (813)            | ↑ 191m |
|                               |          | Reiss & FatFace  | - 109m |
|                               |          | Staff incentives | - 41m  |
|                               |          | Capital accruals | - 24m  |

Brand acquisition includes Brand name, Goodwill & Investments.

**NEXT**

# Balance Sheet

| £m                            | Jan 2024 | Jan 2023 | Var   |
|-------------------------------|----------|----------|-------|
| Fixed assets & software       | 771      | 713      |       |
| Brand acquisition             | 577      | 184      |       |
| Stock                         | 800      | 695      |       |
| Customer receivables          | 1,270    | 1,255    |       |
| Other debtors                 | 168      | 133      |       |
| Other creditors / derivatives | (1,004)  | (813)    |       |
| Pension surplus               | 59       | 157      | - 98m |

2024/25 non cash exceptional ~£20m

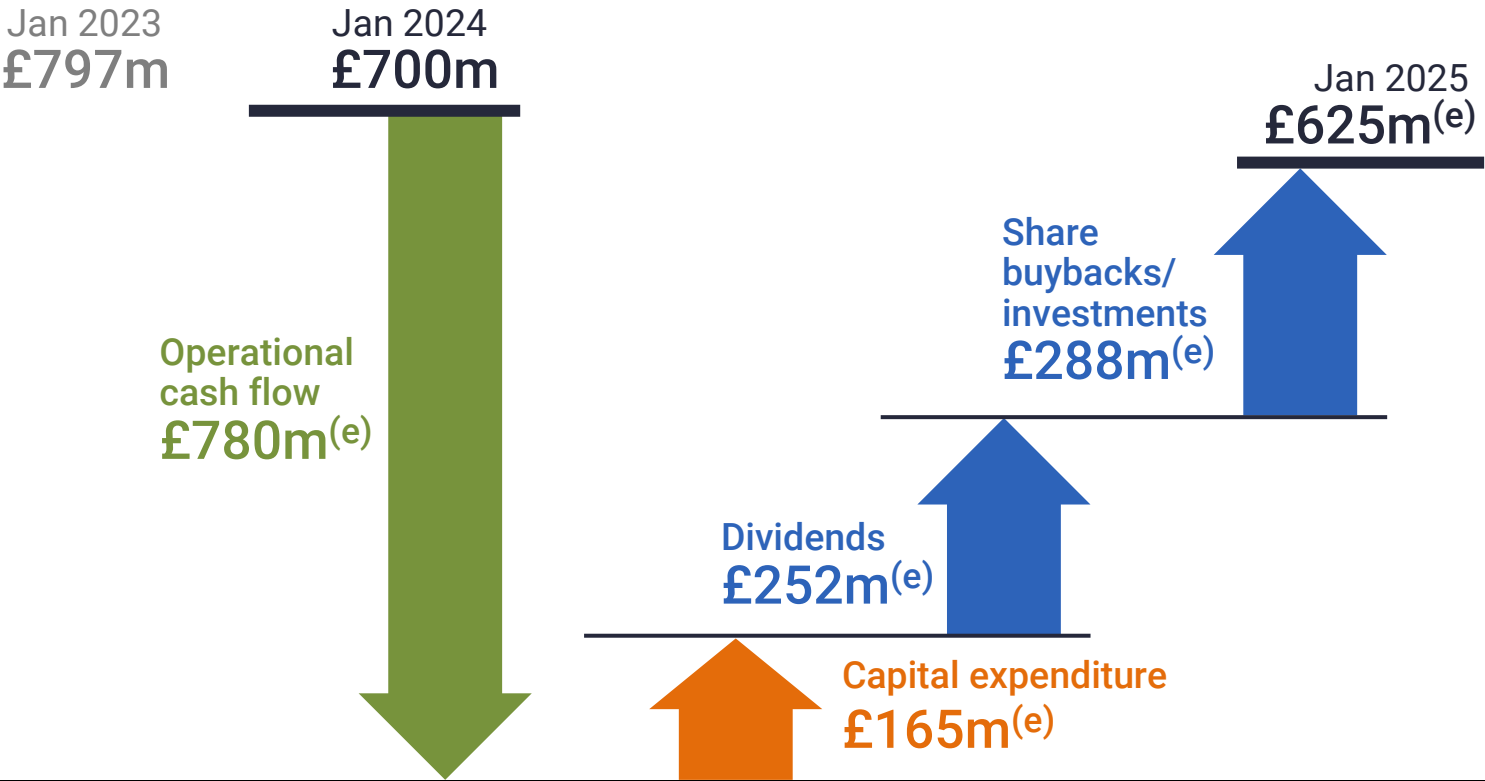
NEXT

# Balance Sheet

| £m                                 | Jan 2024     | Jan 2023     | Var          |
|------------------------------------|--------------|--------------|--------------|
| Fixed assets & software            | 771          | 713          |              |
| Brand acquisition                  | 577          | 184          |              |
| Stock                              | 800          | 695          |              |
| Customer receivables               | 1,270        | 1,255        |              |
| Other debtors                      | 168          | 133          |              |
| Other creditors / derivatives      | (1,004)      | (813)        |              |
| Pension surplus                    | 59           | 157          |              |
| <b>Net debt</b> (excl. lease debt) | <b>(700)</b> | <b>(797)</b> | <b>↓ 97m</b> |

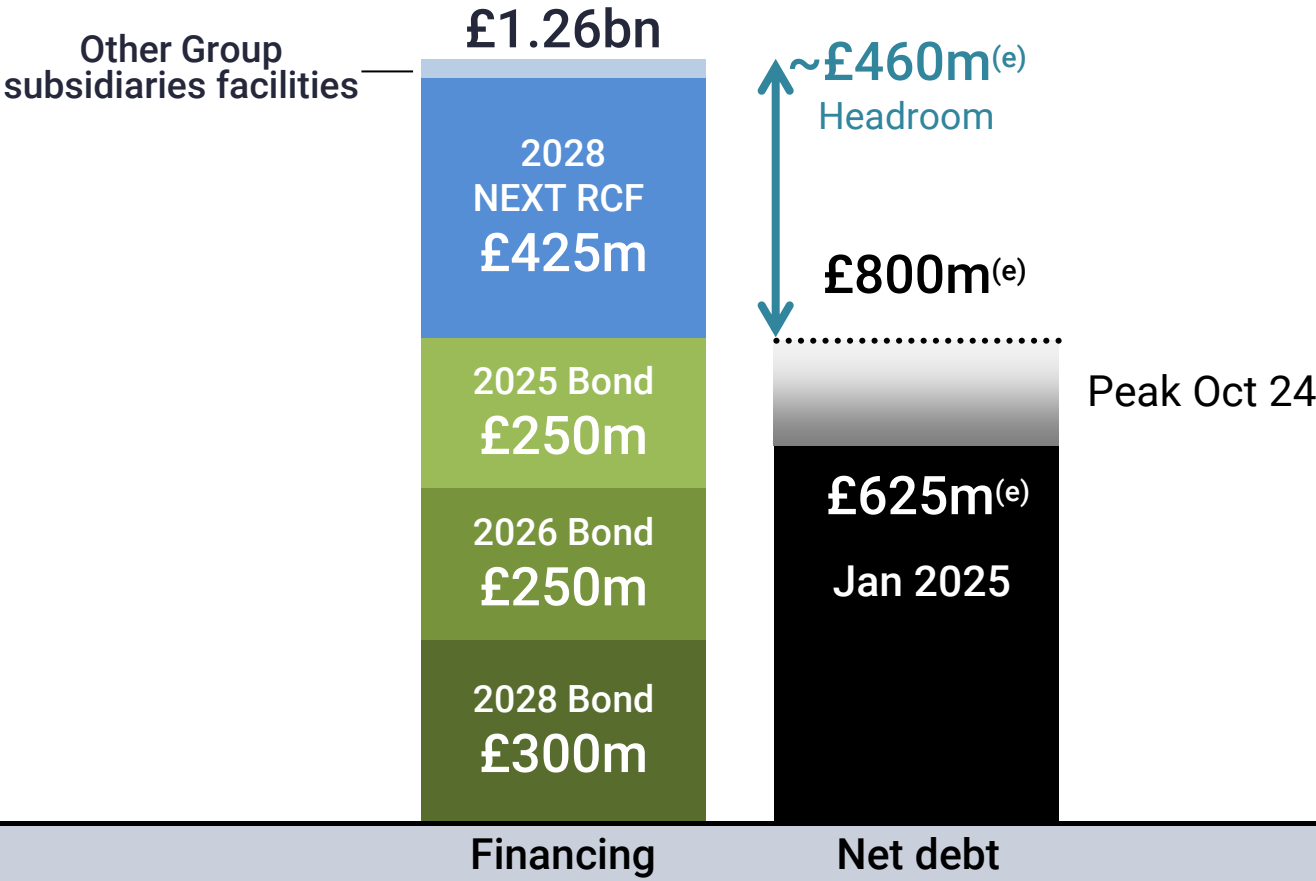
NEXT

# Net Debt and Financing | Headroom



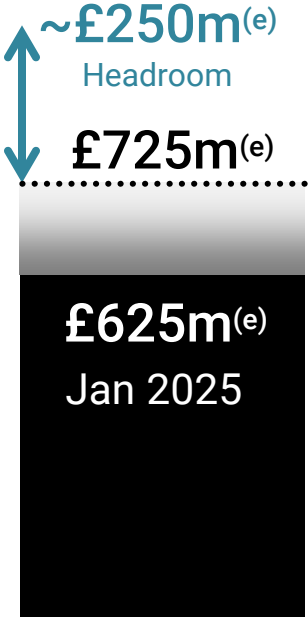


# Net Debt and Financing



# Net Debt and Financing

Group subsidiaries  
facilities repaid and  
without 2025 Bond



Peak Oct 25

# Balance Sheet

| £m                            | Jan 2024     | Jan 2023     | Var             |
|-------------------------------|--------------|--------------|-----------------|
| Fixed assets & software       | 771          | 713          |                 |
| Brand acquisition             | 577          | 184          | ↑ 393m          |
| Stock                         | 800          | 695          | Reiss & FatFace |
| Customer receivables          | 1,270        | 1,255        |                 |
| Other debtors                 | 168          | 133          |                 |
| Other creditors / derivatives | (1,004)      | (813)        |                 |
| Pension surplus               | 59           | 157          |                 |
| Net debt (excl. lease debt)   | (700)        | (797)        |                 |
| Right-of-use assets           | 735          | 662          |                 |
| Lease debt                    | (1,038)      | (1,023)      |                 |
| Net assets                    | <u>1,639</u> | <u>1,165</u> | ↑ 474m          |

Brand acquisition includes Brand name, Goodwill & Investments

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DIVISIONAL ANALYSIS

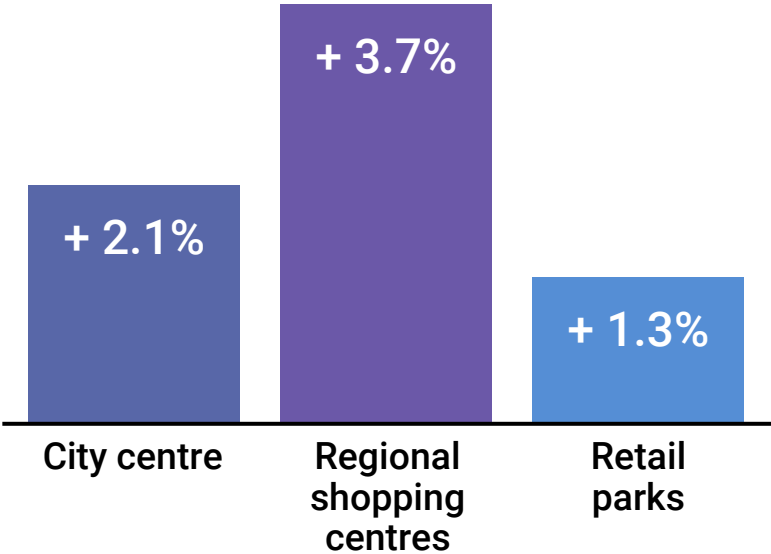
# Retail



| £m          | Jan 2024 | Jan 2023 | Var |
|-------------|----------|----------|-----|
| Total sales | 1,865    | 1,865    | 0%  |

Full price like-for-like sales  
by store type

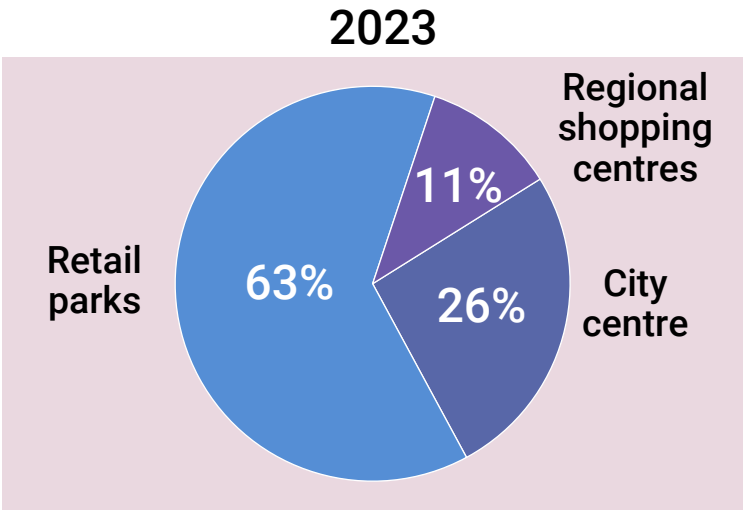
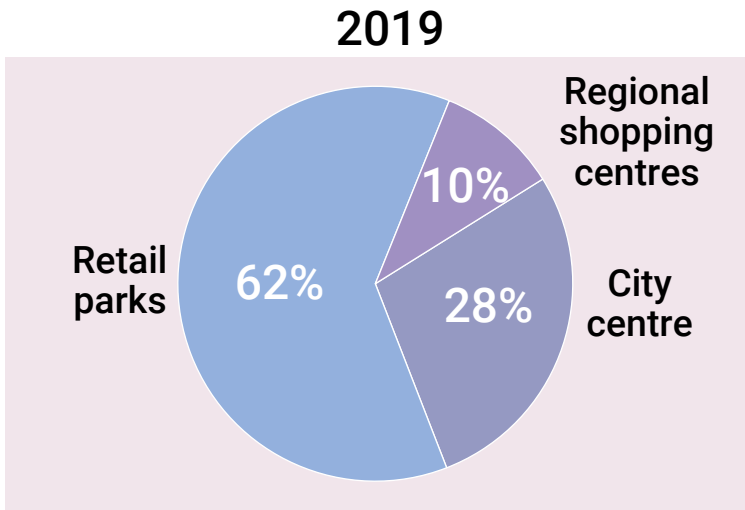
FP sales + 0.2%  
FP LFL sales + 1.8%





| £m          | Jan 2024 | Jan 2023 | Var |
|-------------|----------|----------|-----|
| Total sales | 1,865    | 1,865    | 0%  |

Full price sales participation  
by store type



## Retail | Sales & Profit Analysis



| £m                                    | Jan 2024 | Jan 2023 | Var  |
|---------------------------------------|----------|----------|------|
| Total sales                           | 1,865    | 1,865    | 0%   |
| Operating profit                      | 245      | 240      |      |
| Lease interest charge                 | (34)     | (36)     |      |
| Operating profit incl. lease interest | 210      | 204      | + 3% |
| % to sales                            | 11.3%    | 11.0%    |      |

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# Retail | Sales & Profit Analysis



| £m                     | Jan 2024 | Jan 2023 | Var                    |
|------------------------|----------|----------|------------------------|
| % to sales             | 11.3%    | 11.0%    |                        |
| Bought-in gross margin | + 0.4%   | —        | Freight costs          |
| Markdown               | + 0.7%   | —        | Surplus stock - 17%    |
|                        |          | —        | Clearance rates + 3.4% |
| Achieved margin        | + 1.1%   |          |                        |

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| £m                               | Jan 2024 | Jan 2023       | Var    |
|----------------------------------|----------|----------------|--------|
| % to sales                       | 11.3%    | 11.0%          |        |
| Achieved margin                  | + 1.1%   |                |        |
| Warehouse & distribution         | + 0.2%   |                |        |
| Payroll                          | - 0.5%   | Wage inflation | - 0.9% |
|                                  |          | Productivity   | + 0.4% |
| Central costs & staff incentives | - 0.7%   |                |        |
| Store occupancy                  | + 0.2%   |                |        |
| Margin movement                  | + 0.3%   |                |        |

# Retail | Sales & Profit Analysis



| £m                               | Jan 2024 | Jan 2023                 | Var    |
|----------------------------------|----------|--------------------------|--------|
| % to sales                       | 11.3%    | 11.0%                    |        |
| Achieved margin                  | + 1.1%   |                          |        |
| Warehouse & distribution         | + 0.2%   |                          |        |
| Payroll                          | - 0.5%   |                          |        |
| Central costs & staff incentives | - 0.7%   |                          |        |
| Store occupancy                  | + 0.2%   |                          |        |
| Margin movement                  | + 0.3%   |                          |        |
|                                  |          | Rates and rent           | + 0.9% |
|                                  |          | Fully depreciated assets | + 0.4% |
|                                  |          | Electricity              | - 0.6% |
|                                  |          | PY rates & rent credits  | - 0.5% |

NEXT



| £m         | Jan 2024 | Jan 2023 | Var |
|------------|----------|----------|-----|
| % to sales | 11.3%    | 11.0%    |     |

Lease renewals full year 2023/24

|                  |                  |                        |                    |
|------------------|------------------|------------------------|--------------------|
| Number of stores | Occupancy saving | Annualised cash saving | Weighted avg. term |
| 56               | -31%             | £6.7m                  | 3.9 years          |



| £m         | Jan 2024 | Jan 2023 | Var |
|------------|----------|----------|-----|
| % to sales | 11.3%    | 11.0%    |     |

| Forecast Jan 2025 <sup>(e)</sup>                |       |
|---|-------|
| Full price sales                                | - 2%  |
| Operating profit margin<br>incl. lease interest | 10.5% |

DIVISIONAL ANALYSIS

**Online**





| £m          | Jan 2024 | Jan 2023 | Var    | Full Price |
|-------------|----------|----------|--------|------------|
| Total sales | 3,160    | 3,007    | + 5.1% | + 6.0%     |

Full price sales 2024 v 2023

|          |       |                     |                   |
|----------|-------|---------------------|-------------------|
| UK total | + 3%  | NEXT Brand UK + 4%  |                   |
|          |       | LABEL UK + 2%       |                   |
| Overseas | + 17% | nextdirect.com + 8% | Participation 72% |
| Total    | + 6%  | Aggregators + 52%   | 28%               |

| £m          | Jan 2024 | Jan 2023 | Var    | Full Price |
|-------------|----------|----------|--------|------------|
| Total sales | 3,160    | 3,007    | + 5.1% | + 6.0%     |

## Total sales by customer type 2024 v 2023

|                           | No. of customers |      | Spend per customer |      |
|---------------------------|------------------|------|--------------------|------|
| UK credit                 | 2.9m             | + 1% | £565               | - 2% |
| UK cash                   | 3.9m             | + 7% | £210               | + 1% |
| Overseas (nextdirect.com) | 1.7m             | 0%   | £310               | + 9% |
| Total                     | 8.4m             | + 4% |                    |      |

UK Online Credit sales exclude interest income

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| £m                                    | Jan 2024 | Jan 2023            | Var     |
|---------------------------------------|----------|---------------------|---------|
| Total sales                           | 3,160    | 3,007               | + 5.1%  |
| Operating profit incl. lease interest | 506      | 457                 | + 10.8% |
| % to sales                            | 16.0%    | 15.2%               | + 0.8%  |
| Bought-in gross margin                | + 0.8%   | Overseas margin     | + 0.5%  |
| Markdown                              | + 1.3%   | Lower freight costs | + 0.3%  |
| Warehousing & distribution            | + 0.5%   | Surplus stock       | - 14%   |
| Marketing                             | - 0.4%   | Overseas            |         |
| Technology                            | - 0.1%   |                     |         |
| Central costs & staff incentives      | - 1.3%   |                     |         |
| Total margin movement                 | + 0.8%   |                     |         |

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| £m                        | Jan 2024 | Jan 2023         | Var    |
|---------------------------|----------|------------------|--------|
| % to sales                | 16.0%    | 15.2%            | + 0.8% |
| Margin by Online division |          |                  |        |
| NEXT Brand UK             | 19.9%    | 19.9%            | + 0.0% |
| LABEL UK                  | 12.8%    | 12.9%            | - 0.1% |
| Overseas                  | 13.0%    | 8.6%             | + 4.4% |
| Overseas margin movements |          |                  |        |
| Warehouse & distribution  | + 2.9%   | Staff incentives | - 1.3% |
| Bought-in gross margin    | + 2.3%   | Marketing        | - 0.3% |
| Markdown                  | + 0.8%   |                  |        |

| £m         | Jan 2024 | Jan 2023 | Var    |
|------------|----------|----------|--------|
| % to sales | 16.0%    | 15.2%    | + 0.8% |

Forecast Jan 2025<sup>(e)</sup>

|   |       |
|---|-------|
| Full price sales                                | + 5%  |
| Operating profit margin<br>incl. lease interest | 15.4% |

A woman with dark hair, wearing a bright blue, sleeveless, high-necked dress, stands on the left side of the image. Her right hand is in her pocket. The background is a plain, light-colored wall.

DIVISIONAL ANALYSIS

# Total Platform & Investments

REISS

*joules*

GAP

MADE.COM

FATFACE

LAURA  
ASHLEY

VICTORIA'S  
SECRET

JoJo Maman Bébé

# Total Platform Sales Analysis



REISS

| £m                             | Jan 2024 | Jan 2023 | Var   |
|--------------------------------|----------|----------|-------|
| Sales on client websites (GTV) | 148.5    | 110.3    | + 35% |
| Commission income              | 30.3     | 21.2     | + 43% |
| Cost plus income               | 13.3     | 7.7      | + 74% |
| Recharges (at cost)            | 8.8      | 7.6      | + 15% |
| NEXT income                    | 52.4     | 36.5     | + 44% |

Jan 2023 excludes discontinued clients.

NEXT

# Total Platform Sales & Profit Analysis



| £m                                | Jan 2024 | Jan 2023 | Var   |
|-----------------------------------|----------|----------|-------|
| Sales on client websites (GTV)    | 148.5    | 110.3    | + 35% |
| NEXT income                       | 52.4     | 36.5     | + 44% |
| Profit from services              | 10.5     | 5.4      | + 94% |
| Margin % on clients' online sales | 6.5%     | 4.6%     |       |
| Margin % on NEXT income           | 20.0%    | 14.8%    |       |

Jan 2023 excludes discontinued clients

Margin % on clients' online sales includes income from cost-plus services.

NEXT

# Total Platform Sales & Profit Analysis



REISS

| £m                             | Jan 2024    | Jan 2023    | Var                       |
|--------------------------------|-------------|-------------|---------------------------|
| Sales on client websites (GTV) | 148.5       | 110.3       | + 35%                     |
| NEXT income                    | 52.4        | 36.5        | + 44%                     |
| Profit from services           | 10.5        | 5.4         | + 94%                     |
| <b>Equity profit</b>           | <b>32.3</b> | <b>21.1</b> | <b>+ 53%</b>              |
| REISS                          | 24.1        | 15.3        | — + 11%<br>underlying PBT |
| FatFace                        | 6.5         | -           |                           |
| Joules                         | (5.7)       | (2.8)       |                           |
| Other clients*                 | 7.4         | 8.6         |                           |

Jan 2023 excludes discontinued clients.

\* Victoria's Secret, GAP, JoJo Maman Bébé, Swoon, Made TP, Cath Kidston, Aubin, Sealskinz.

**NEXT**

# Total Platform Sales & Profit Analysis



| £m                             | Jan 2024    | Jan 2023    | Var   |
|--------------------------------|-------------|-------------|-------|
| Sales on client websites (GTV) | 148.5       | 110.3       | + 35% |
| NEXT income                    | 52.4        | 36.5        | + 44% |
| Profit from services           | 10.5        | 5.4         | + 94% |
| Equity profit                  | 32.3        | 21.1        | + 53% |
| Total profit                   | <u>42.8</u> | <u>26.5</u> | + 61% |

## Forecast Jan 2025<sup>(e)</sup>

Total profit £77m

Jan 2023 excludes discontinued clients.

NEXT

# Total Platform Return on Capital Analysis



|                   | Cash out  | Cash in                         | Return |
|-------------------|---|---------------------------------|--------|
| TP service profit | TP capex  | TP profit<br>+ TP depreciation  | 55%    |
| Equity profit     | Equity investment<br>+ Debt<br>+ Setup costs<br>- Recovered PAT | Cash PBT<br>+ Interest received | 21%    |
| Total ROCE        |   |                                 | 25%    |

PBT is adjusted for one off non-cash adjustments required to reflect the acquisition of Reiss & FatFace  
Recovered PAT is included up to January 2023.

NEXT





**NEXT plc**

**2024/25 Full Year Outlook**

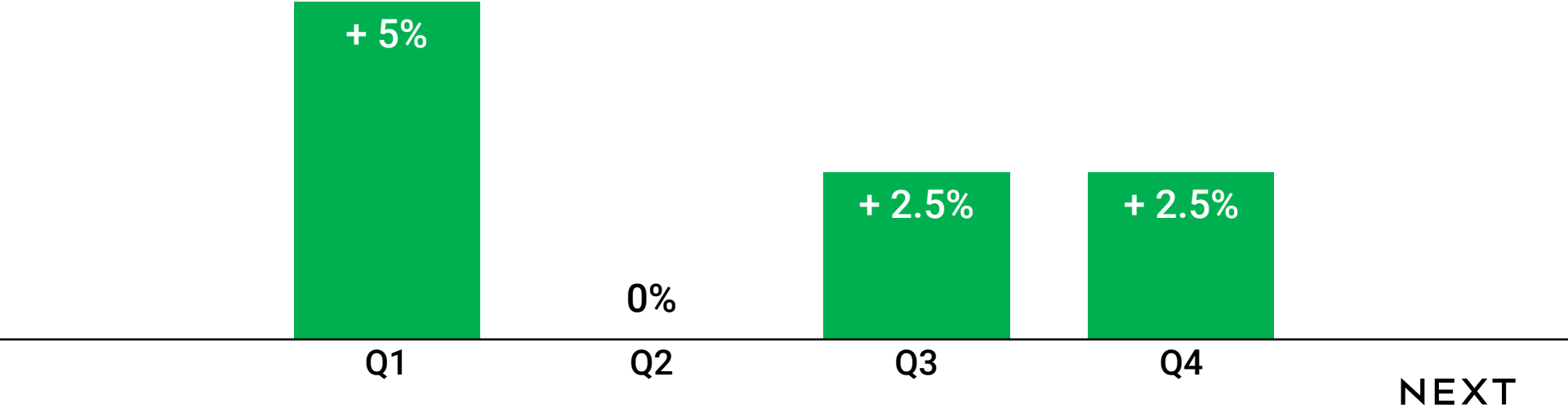
# 2024/25<sup>(e)</sup> Full Year Guidance

Full Price sales

NEXT

+ 2.5%

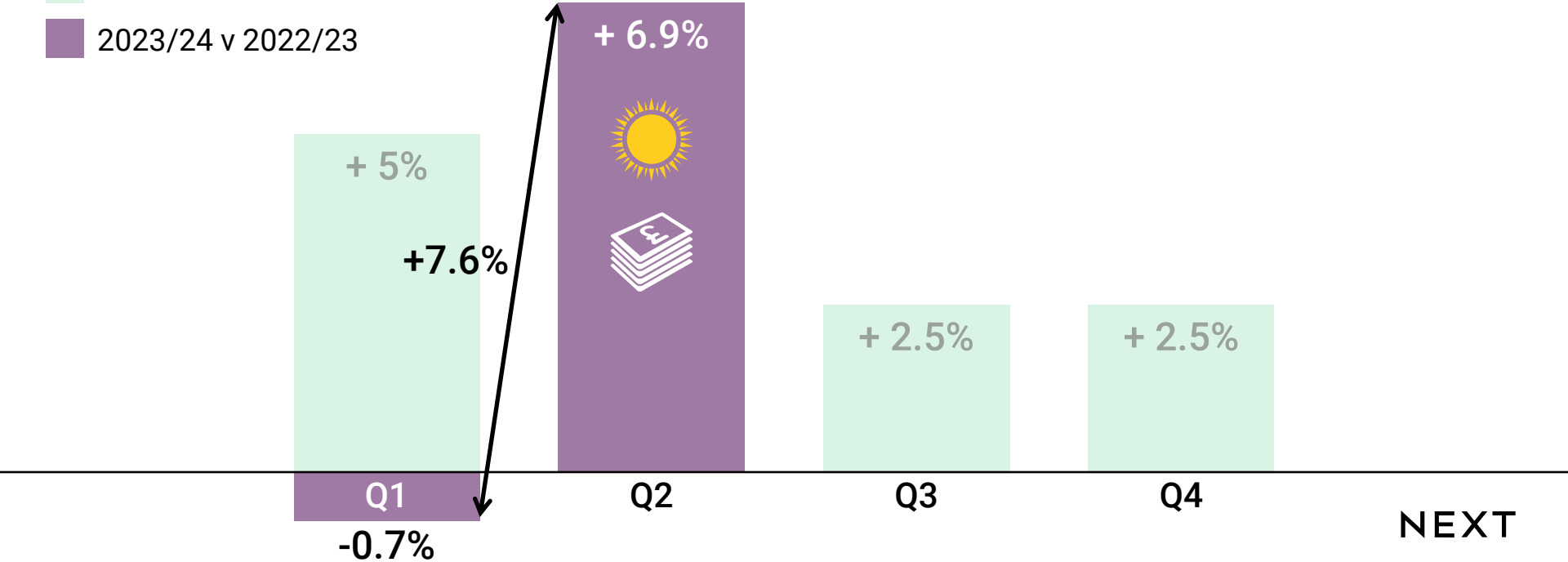
 vs 2023/24



# 2024/25<sup>(e)</sup> Full Year Guidance

|                  |      |        |
|------------------|------|--------|
| Full Price sales | NEXT | + 2.5% |
|------------------|------|--------|

- vs 2023/24
- 2023/24 v 2022/23



## 2024/25<sup>(e)</sup> Full Year Guidance

|                       |        |
|-----------------------|--------|
| Retail                | - 2%   |
| Online                | + 5%   |
| <hr/>                 |        |
| NEXT Full Price sales | + 2.5% |
| <hr/>                 |        |
| Total NEXT sales      | + 2.5% |

## 2024/25<sup>(e)</sup> Full Year Guidance

### Total Sales

|                    | Var £         |               |
|--------------------|---------------|---------------|
| Total NEXT sales   | + 140m        | + 2.5%        |
| Investments        | + 205m        | + 50%         |
| <b>Total Group</b> | <b>+ 345m</b> | <b>+ 6.0%</b> |
| <br>Profit         | <br>+ 42m     | <br>+ 4.6%    |

\*Total NEXT sales include NEXT's full price (+£120m) plus markdown sales and TP commission (+£20m).

**NEXT**

## 2024/25<sup>(e)</sup> Full Year Guidance

2023/24

**£918m**

+ £42m

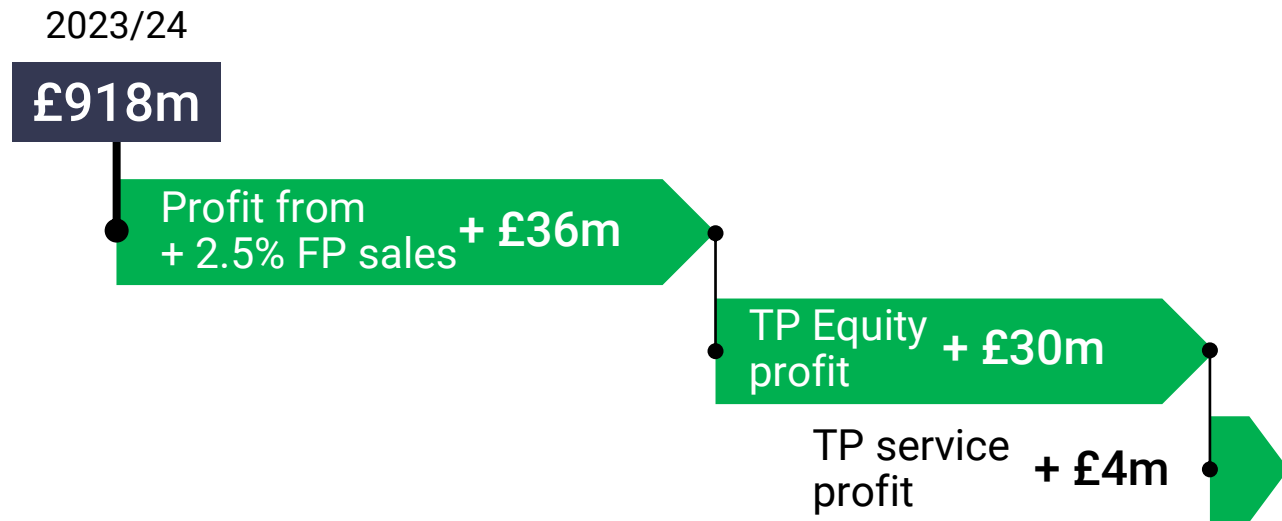
2024/25<sup>(e)</sup>

**£960m**

+ 4.6%

NEXT

# 2024/25<sup>(e)</sup> Full Year Guidance



NEXT

# 2024/25<sup>(e)</sup> Full Year Guidance

2023/24

£918m

Total profit from FP sales, TP & subsidiaries + £70m

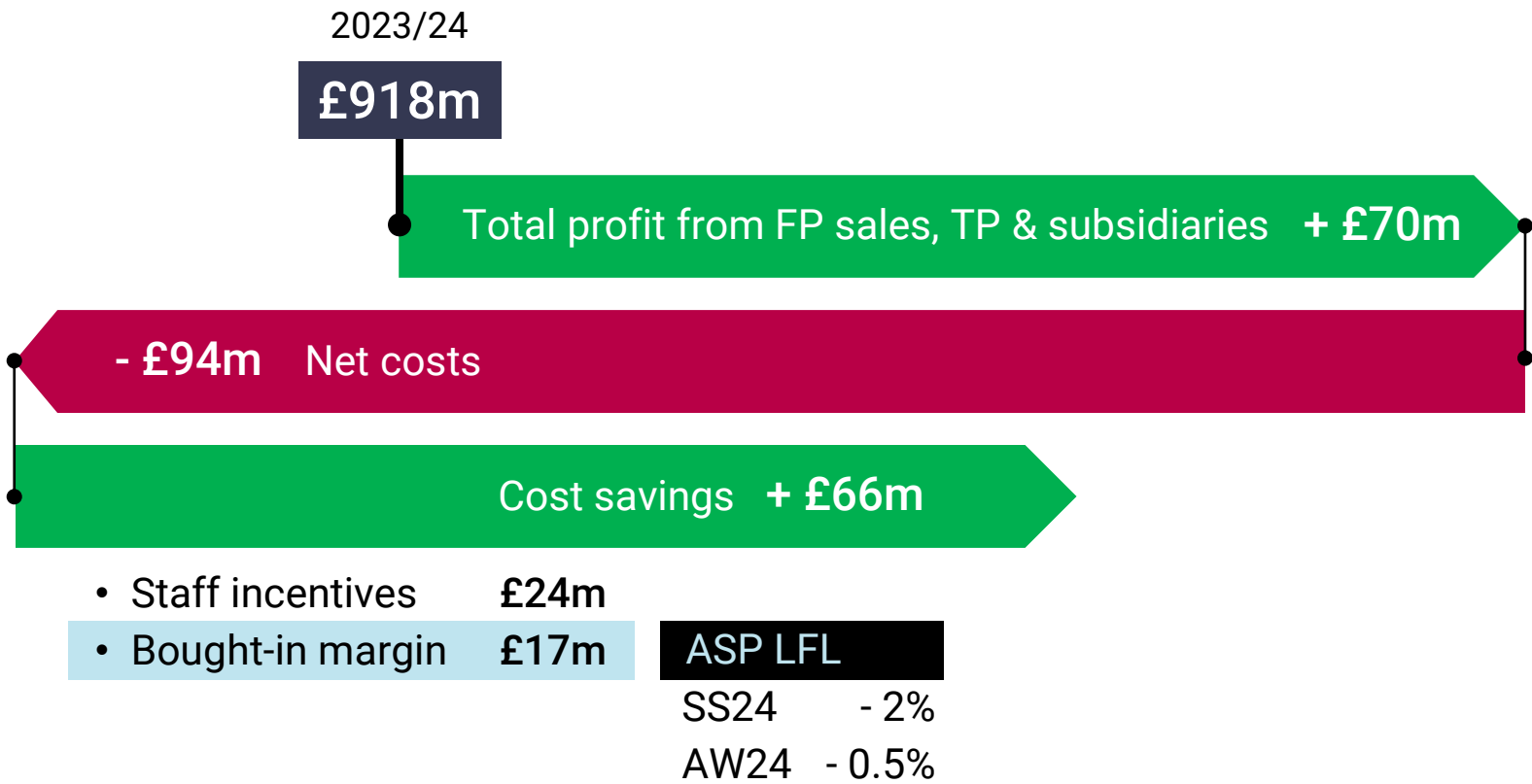
- £94m Net costs

- Wage inflation £60m
- Technology £17m
- Markdown £13m
- Marketing £4m

NEXT



# 2024/25<sup>(e)</sup> Full Year Guidance



NEXT

# 2024/25<sup>(e)</sup> Full Year Guidance

2023/24

**£918m**

Total profit from FP sales, TP & subsidiaries **+ £70m**

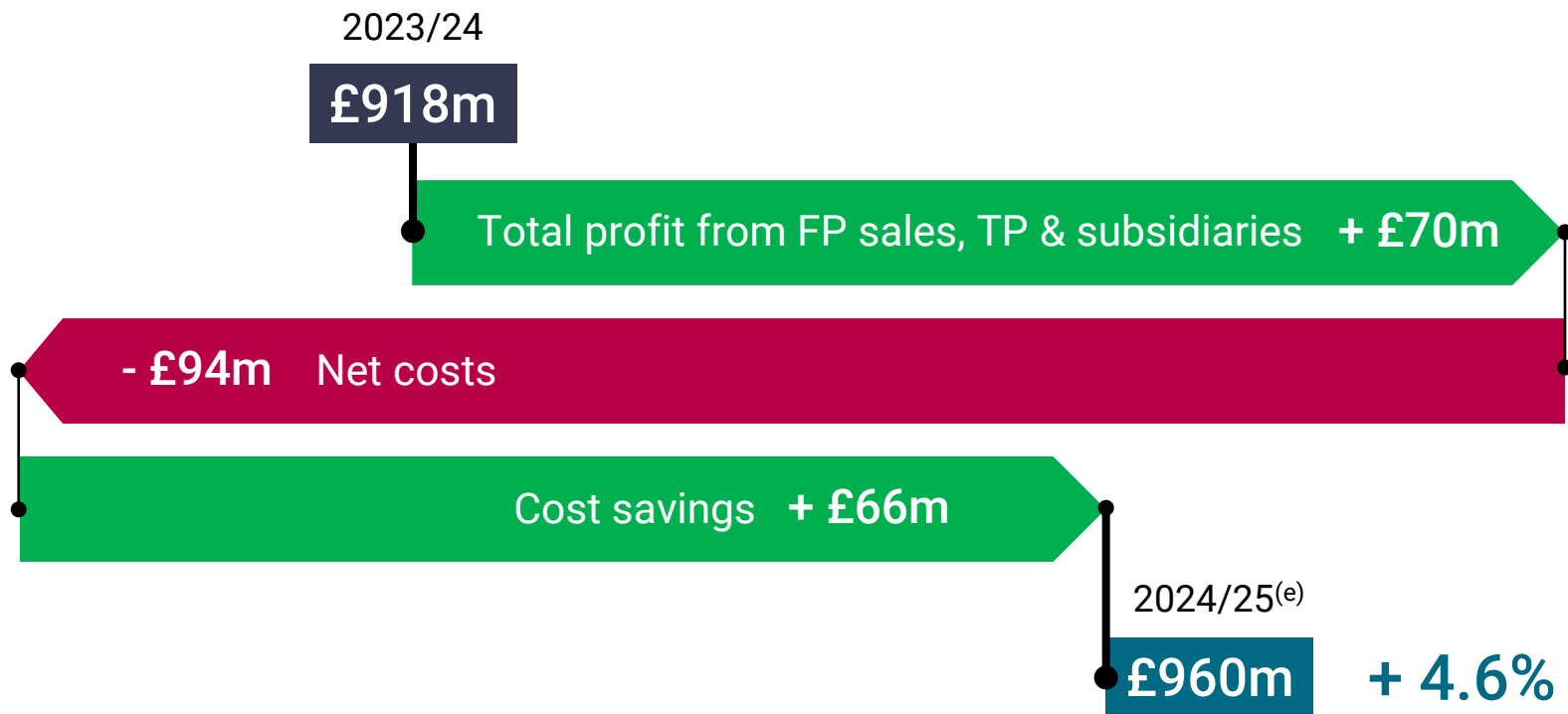
**- £94m** Net costs

Cost savings **+ £66m**

- Staff incentives **£24m**
- Bought-in margin **£17m**
- Electricity **£12m**
- TP integration **£6m**
- Warehousing **£4m**

**NEXT**

# 2024/25<sup>(e)</sup> Full Year Guidance



NEXT

# 2024/25<sup>(e)</sup> Full Year Guidance

FP sales

+ 2.5%

Total Group sales

+ 6.0%

Profit\*

£960m

+ 4.6%

Pre-tax EPS\*

805.2p

+ 6.3%

Post-tax EPS\*

606.3p

+ 4.8%

\* Pre-amortisation and exceptionals.

NEXT

A background image of a sunset or sunrise. The sun is a bright yellow-orange circle near the bottom center, partially obscured by thin, dark clouds. The sky transitions from a deep orange near the horizon to a pale blue at the top. There are some wispy white clouds scattered across the sky.

# The **BIG** Picture

NEXT

# Pre-Tax EPS history

■ Profit contribution

200p

8.4% CAGR

100p

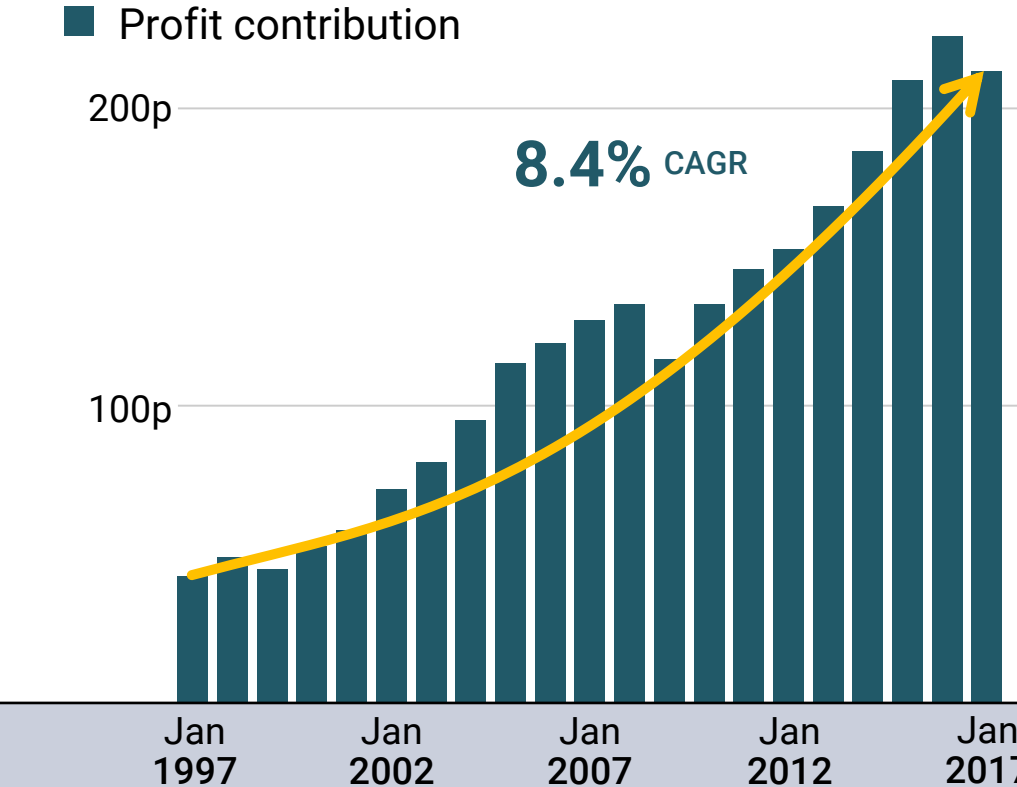
Jan 1997 Jan 2002 Jan 2007 Jan 2012 Jan 2017

Retail space

Directory customers

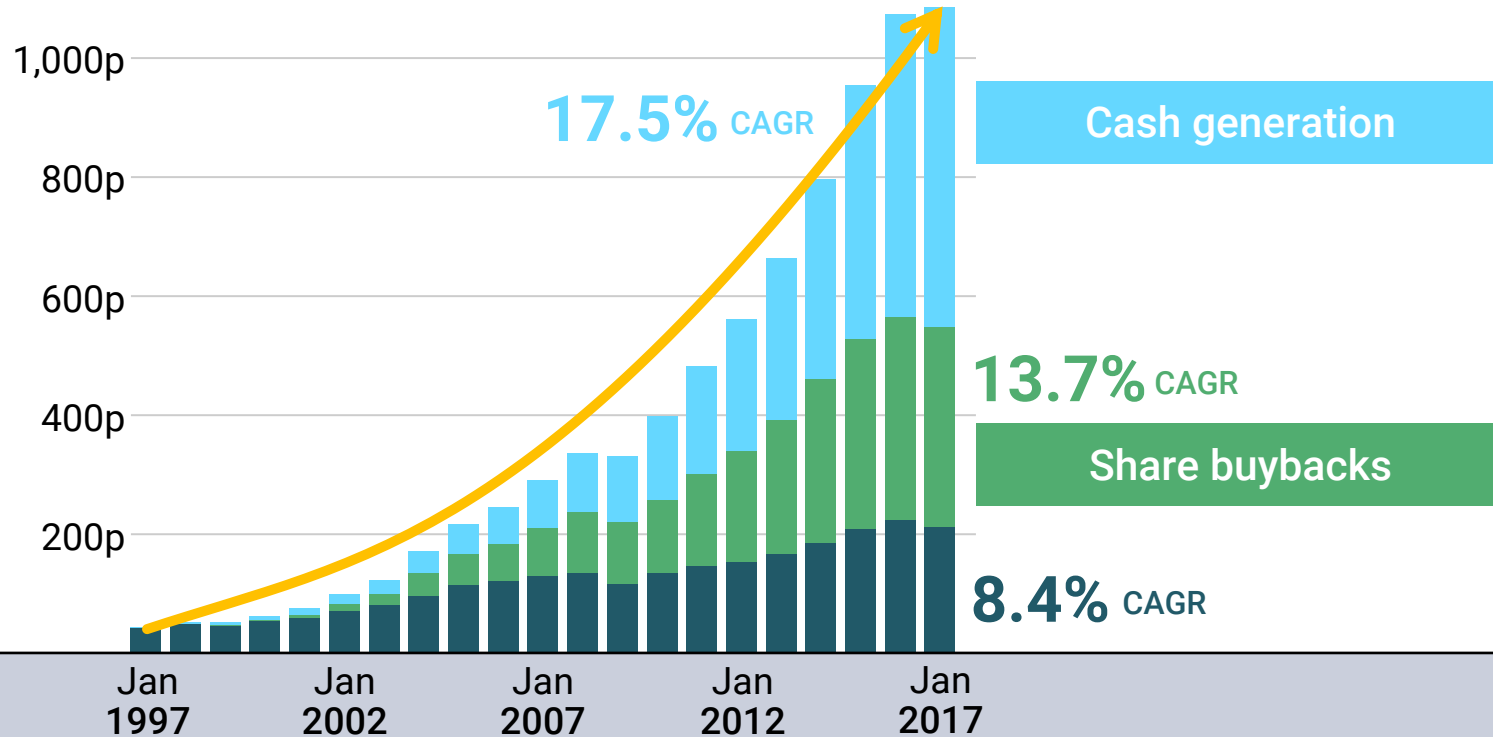
Product offer

NEXT



# Pre-Tax EPS history with dividends reinvested

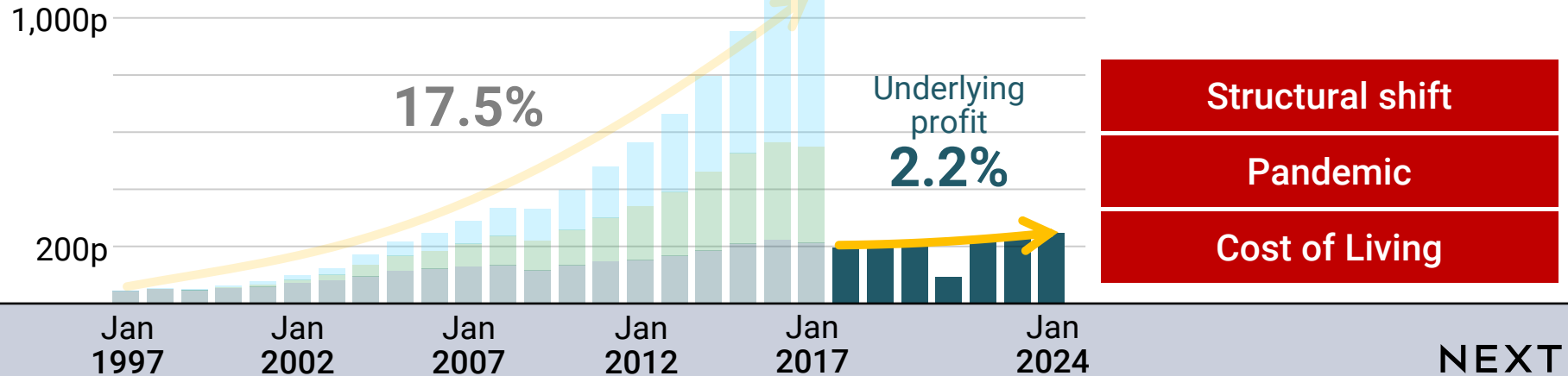
- Reinvestment contribution
- Buyback contribution
- Profit contribution



NEXT

# Pre-Tax EPS history with dividends reinvested

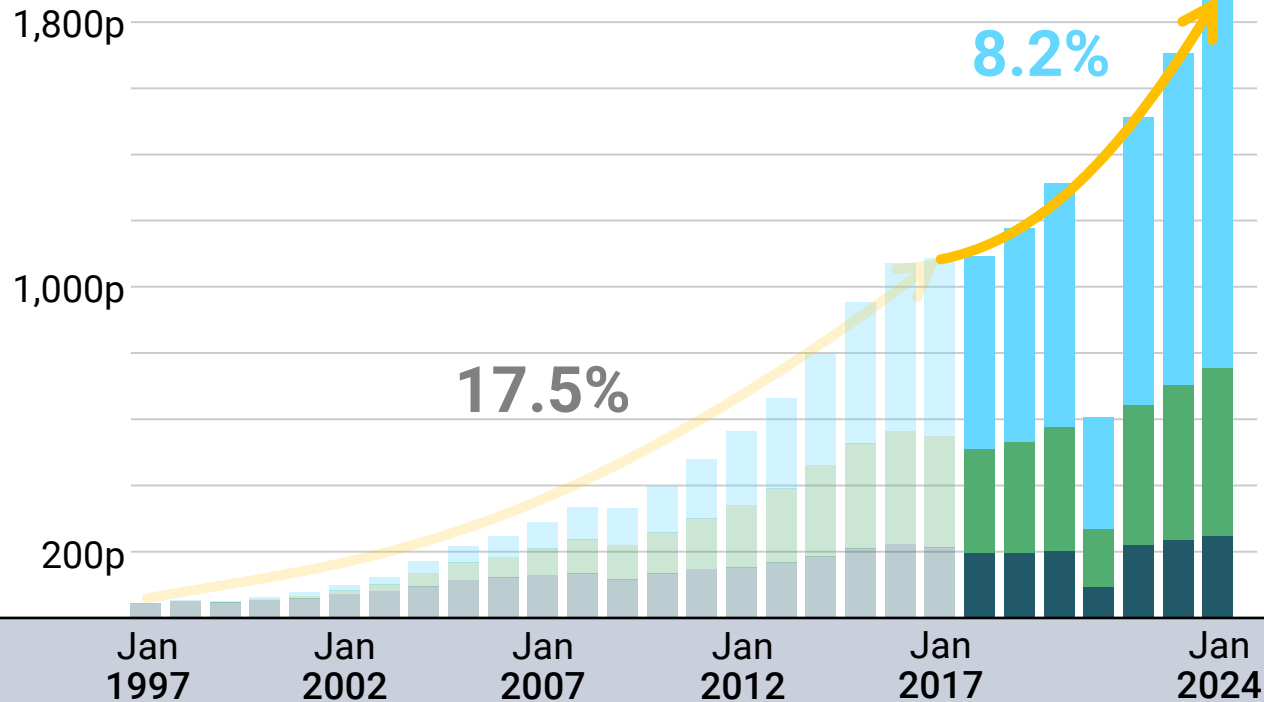
- Reinvestment contribution
- Buyback contribution
- Profit contribution





# Pre-Tax EPS history with dividends reinvested

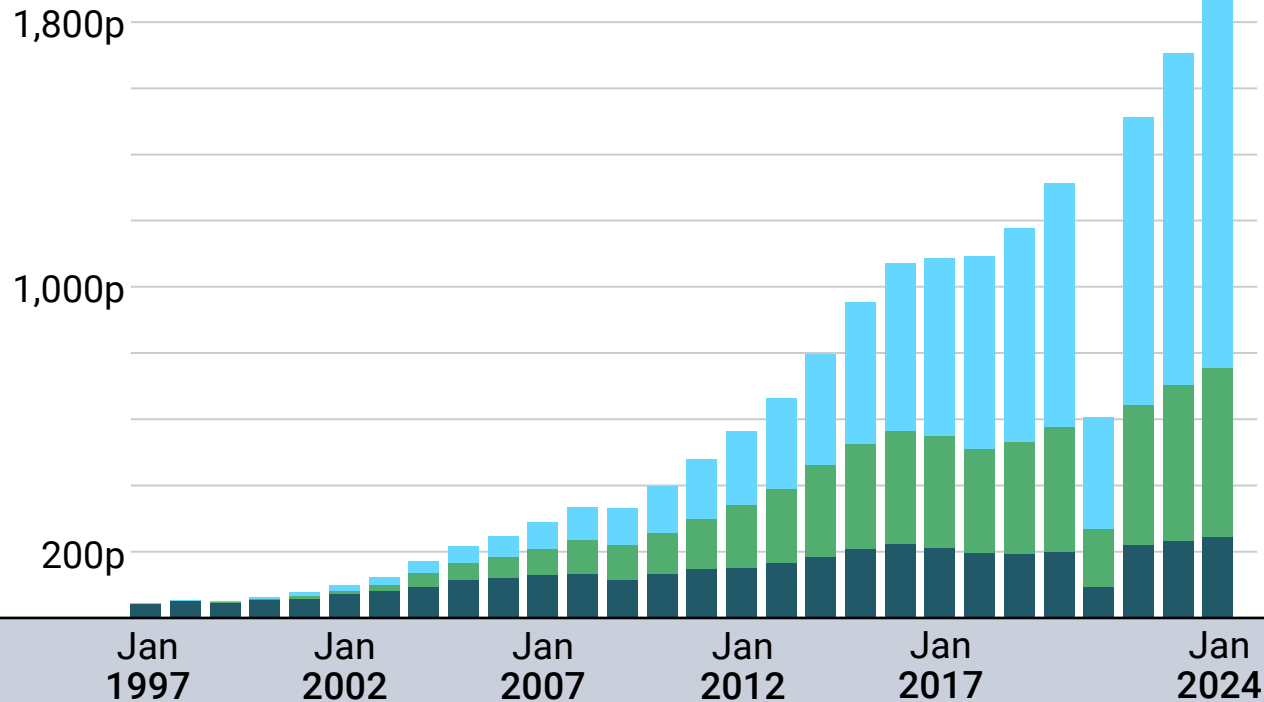
- Reinvestment contribution
- Buyback contribution
- Profit contribution



NEXT

# Pre-Tax EPS history with dividends reinvested

- Reinvestment contribution
- Buyback contribution
- Profit contribution



**NEXT Product**



**Infrastructure**



**Cash**

**NEXT**

 NEXT product

Newness

Breadth

Quality



NEXT

# NEXT Product

Newness

Breadth

Quality



Crochet



Trend



Stripes



Wide leg



Embroidery

NEXT

**Newness**

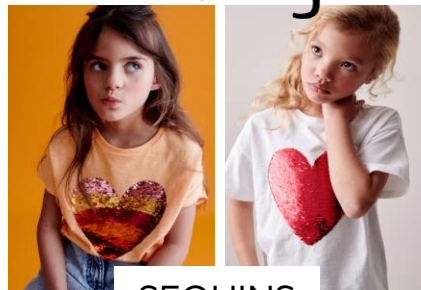
**Breadth**

**Quality**

*of design*



**PRINTS**



**SEQUINS**



**BOXY PLAINS**



# NEXT Product

Newness

Breadth

Quality

of design



LICENCE



PRINTS



SEQUINS



BOXY PLAINS



SLOGAN  
SPORTY



TIE DYE  
EFFECT



CLEAN  
LINES



GRAFFITI



BACK PRINT



STRIPES



CLASSIC  
COLOURS



SPARKLE &  
FOIL



EMBROIDERY  
**NEXT**



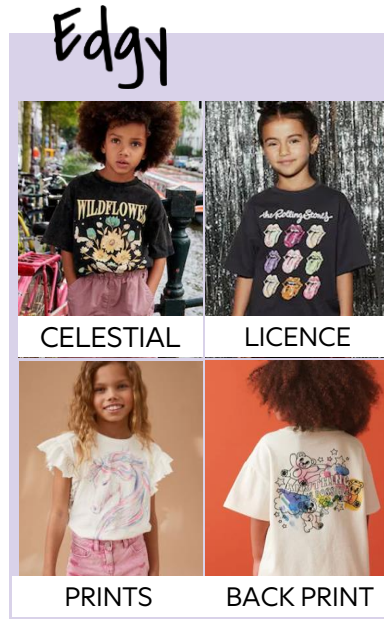
# NEXT Product

Newness

Breadth

Quality

of customer type



NEXT

# NEXT Product

Newness

Breadth

Quality

of price

Edgy

Princess

£48

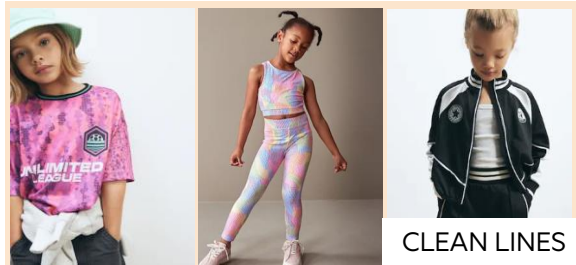


CELESTIAL

LICENCE



SPARKLE & FOIL EMBROIDERY TULLE LAYERS



SLOGAN  
SPORTY

TIE DYE  
EFFECT

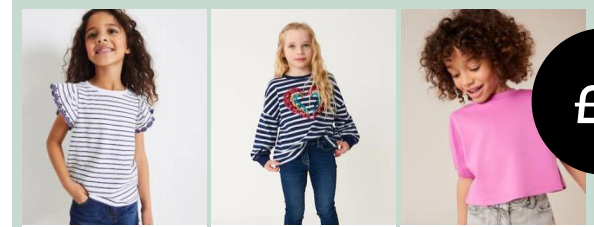
CLEAN LINES

Sporty



PRINTS

BACK PRINT



STRIPES

CLASSIC  
COLOURS

BOXY PLAINS

Traditional

£4

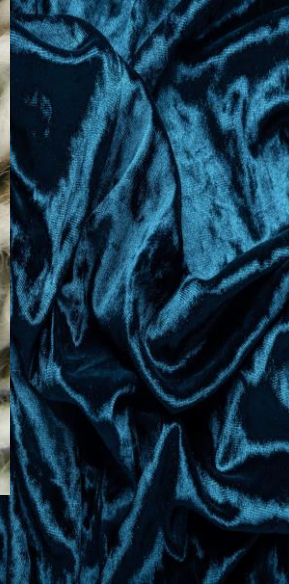
NEXT



**Newness**

**Breadth**

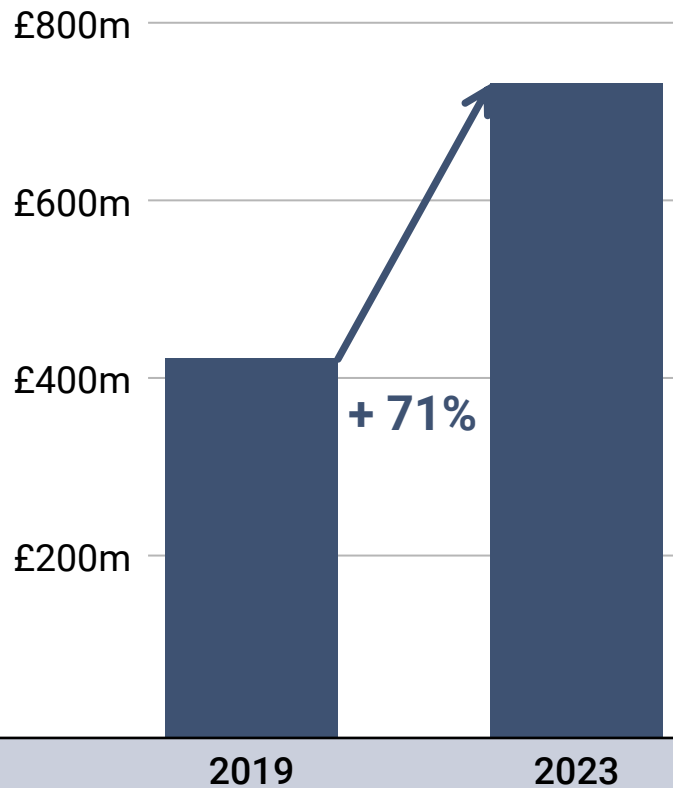
**Quality**





## Overseas

### Total sales

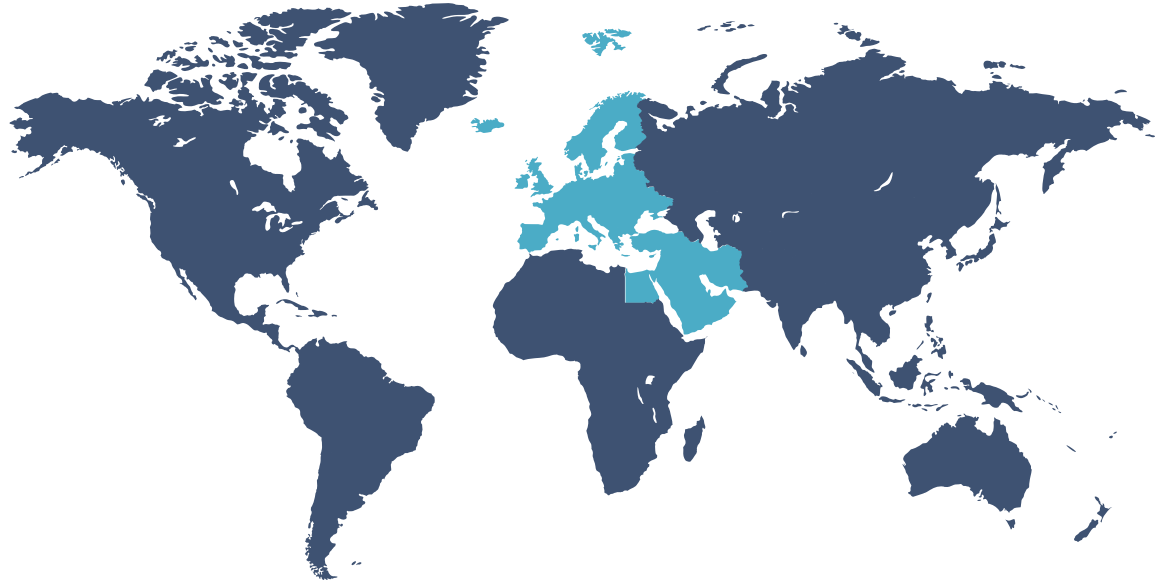
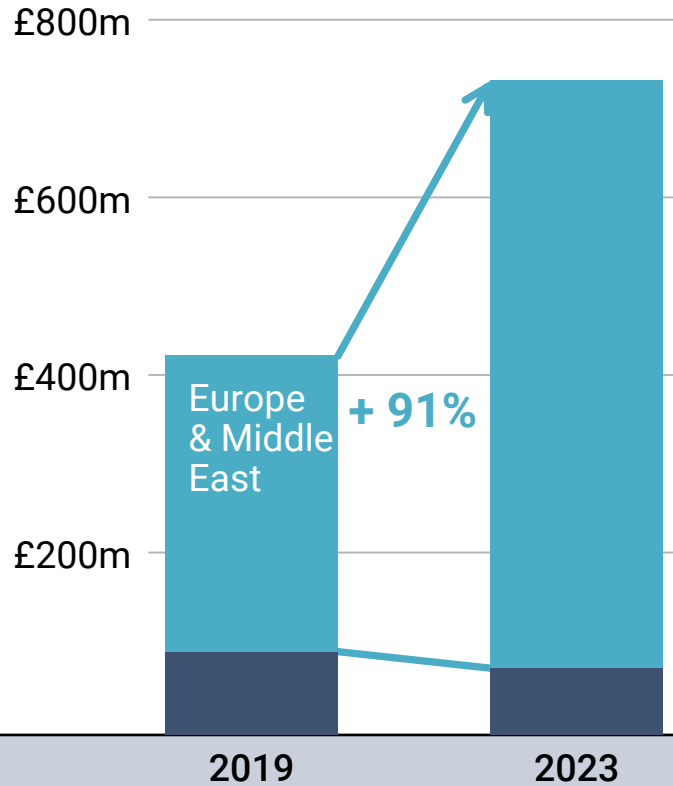


Total sales exclude Russia.

NEXT

# Overseas

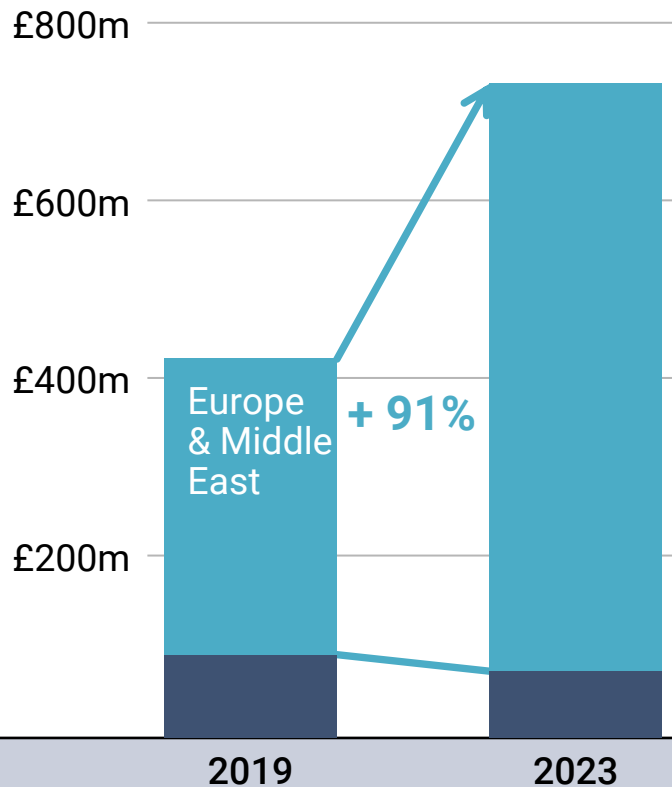
## Total sales



Total sales exclude Russia.

## Overseas

### Total sales



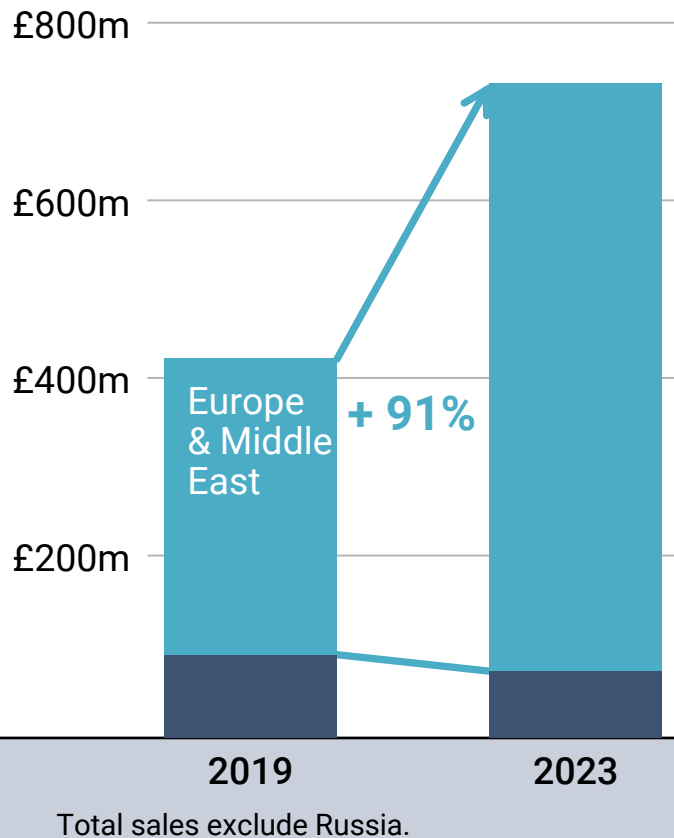
Speed, reliability and cost

Total sales exclude Russia.

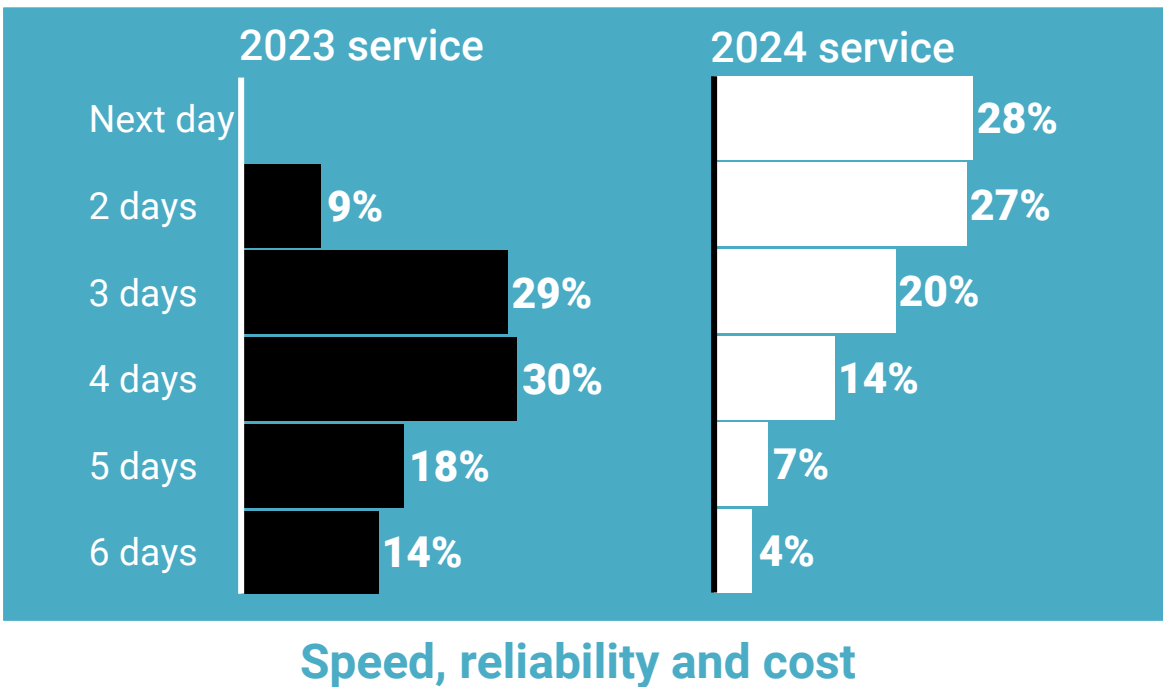
NEXT

# Overseas

## Total sales



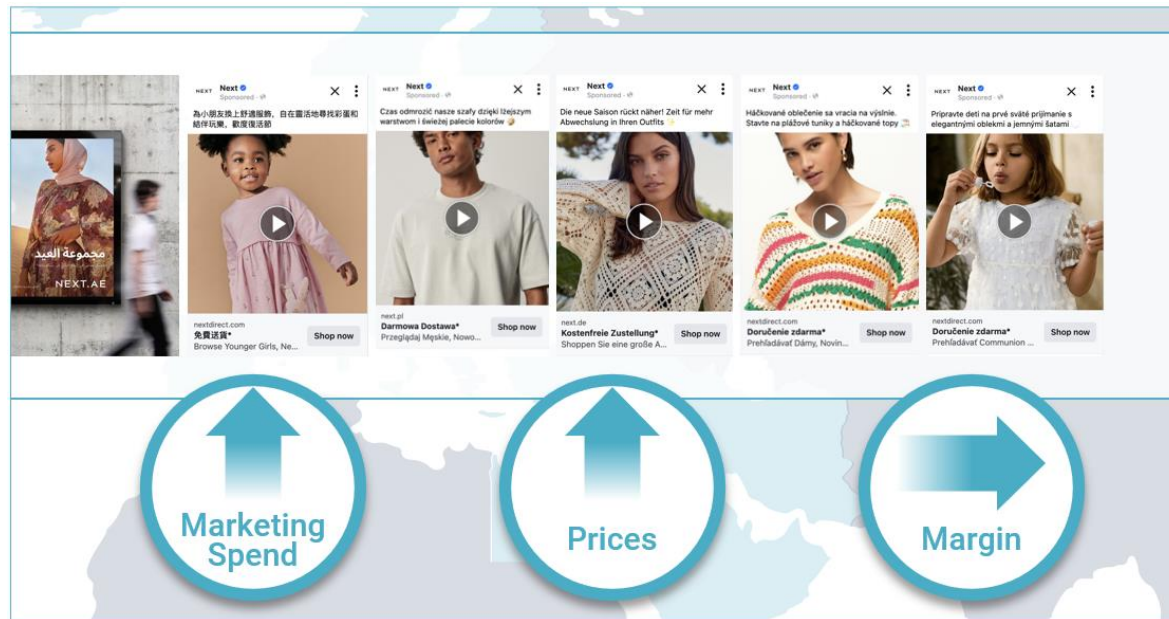
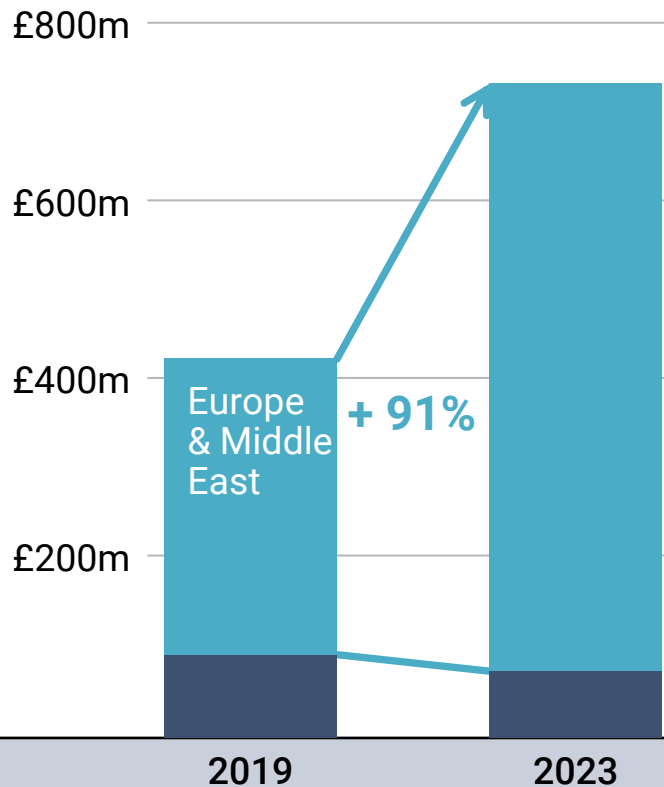
## Middle East % of parcels by delivery time\*



\* Cut off varies by region and data excludes non-delivery days as per localised offering

NEXT

## Total sales

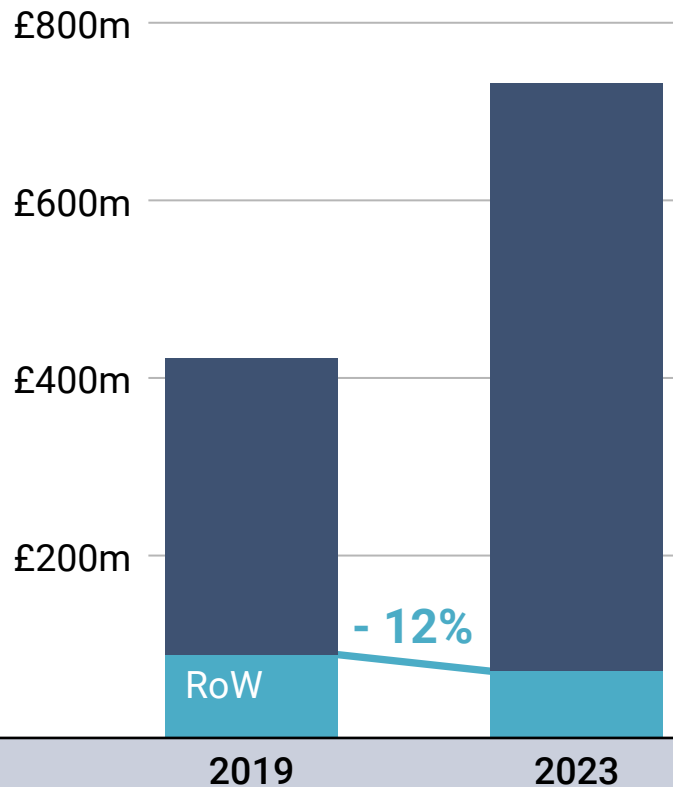


## Digital Marketing

Total sales exclude Russia.

## Overseas

### Total sales



Total sales exclude Russia.



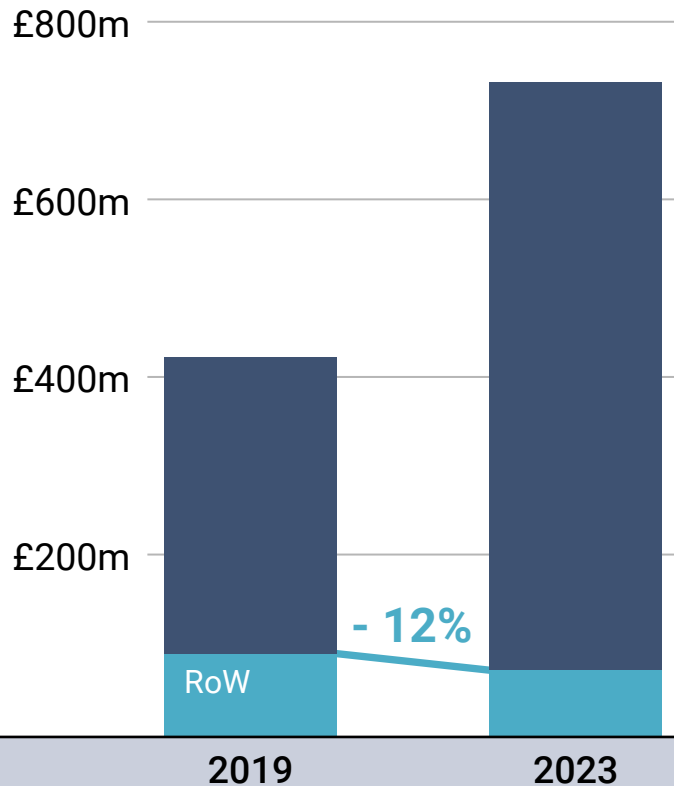
Rest of the World

NEXT



# Overseas

## Total sales



Total sales exclude Russia.

### Direct

Worse economics



Worse service



Less well known



### Partnership



Local infrastructure



Local service

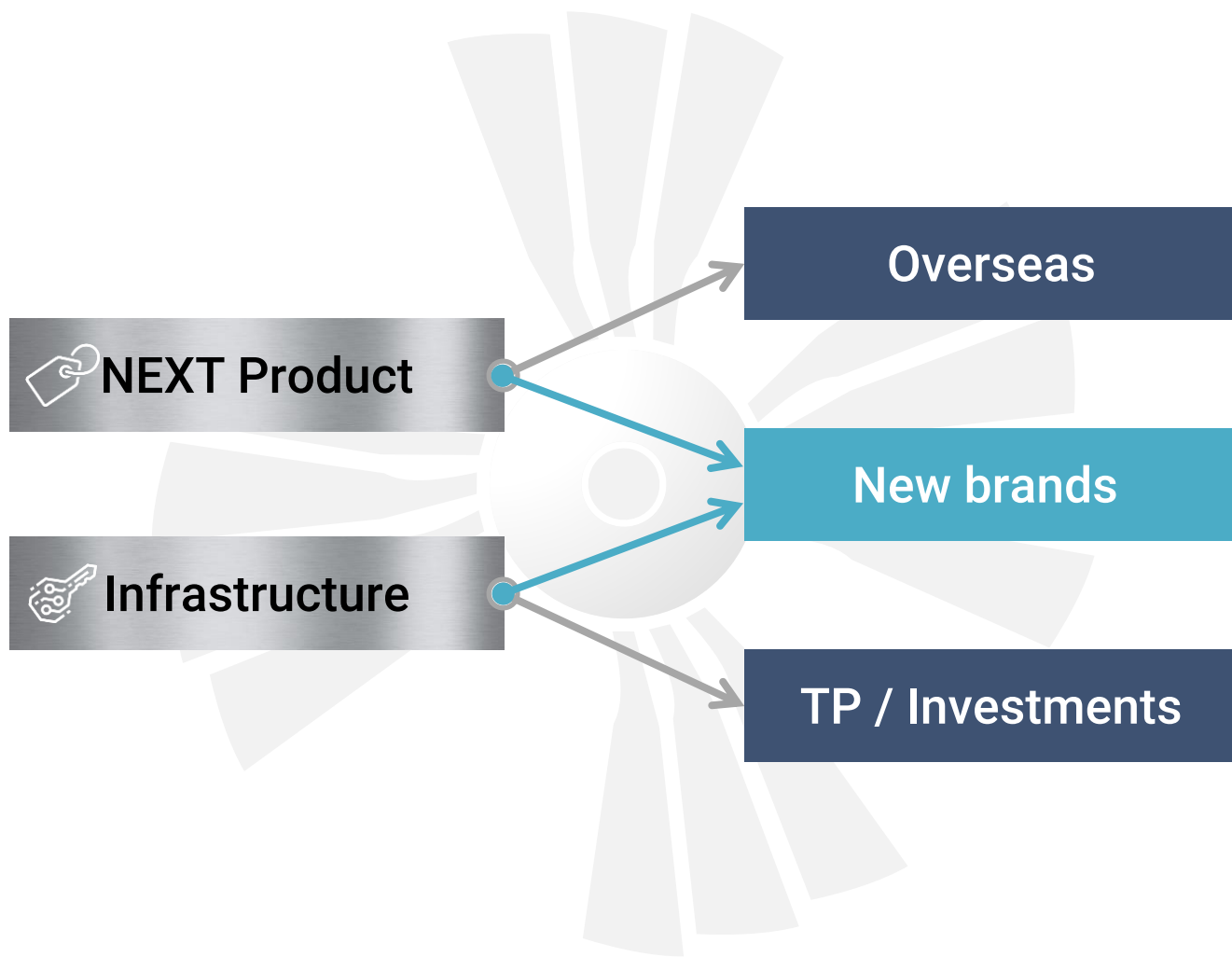


Customer base

*Low risk/capex, lower margin*

Rest of the World

NEXT





Wholly owned



3<sup>rd</sup> party license



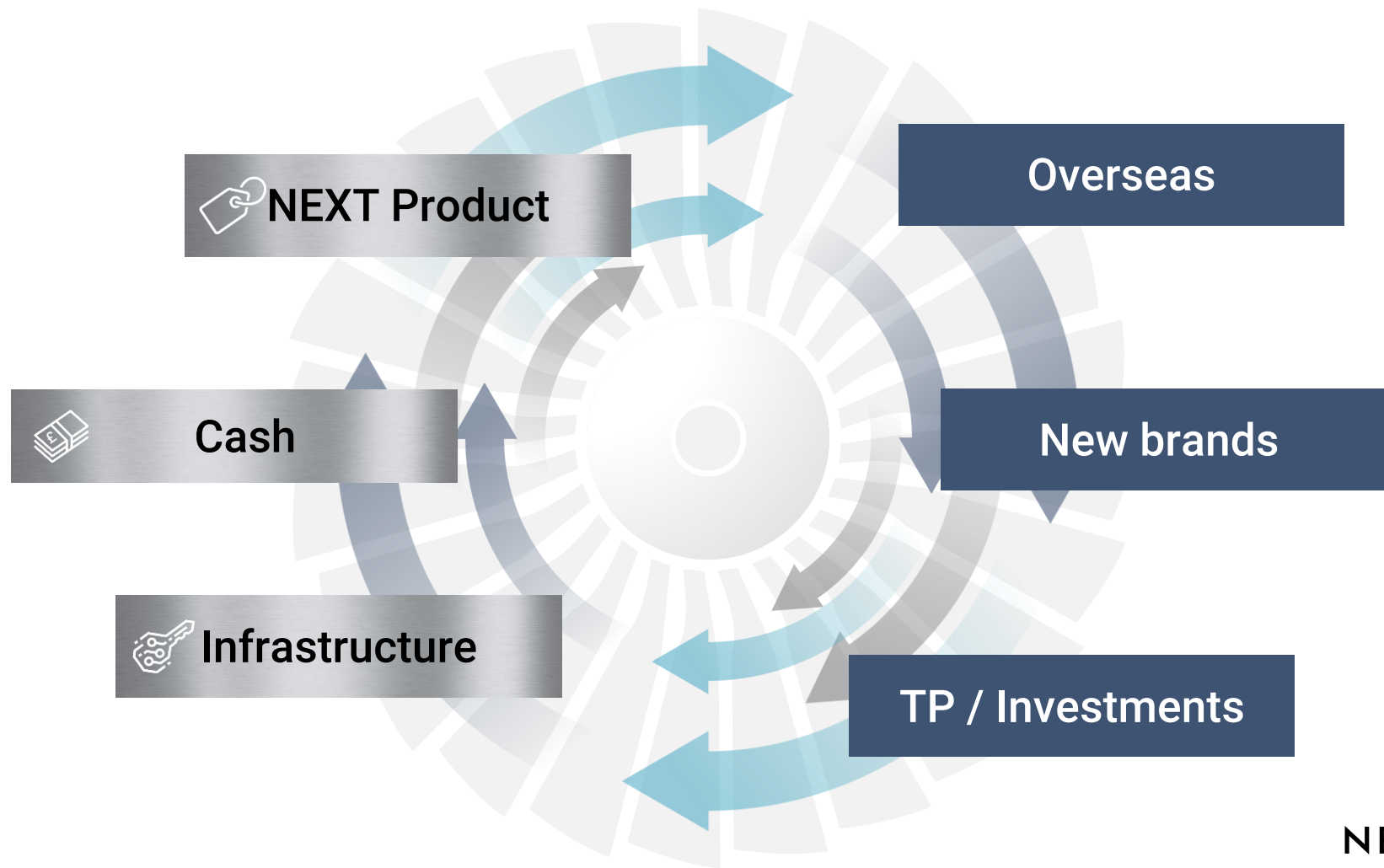
Owned license

Overseas

New brands

TP / Investments

NEXT

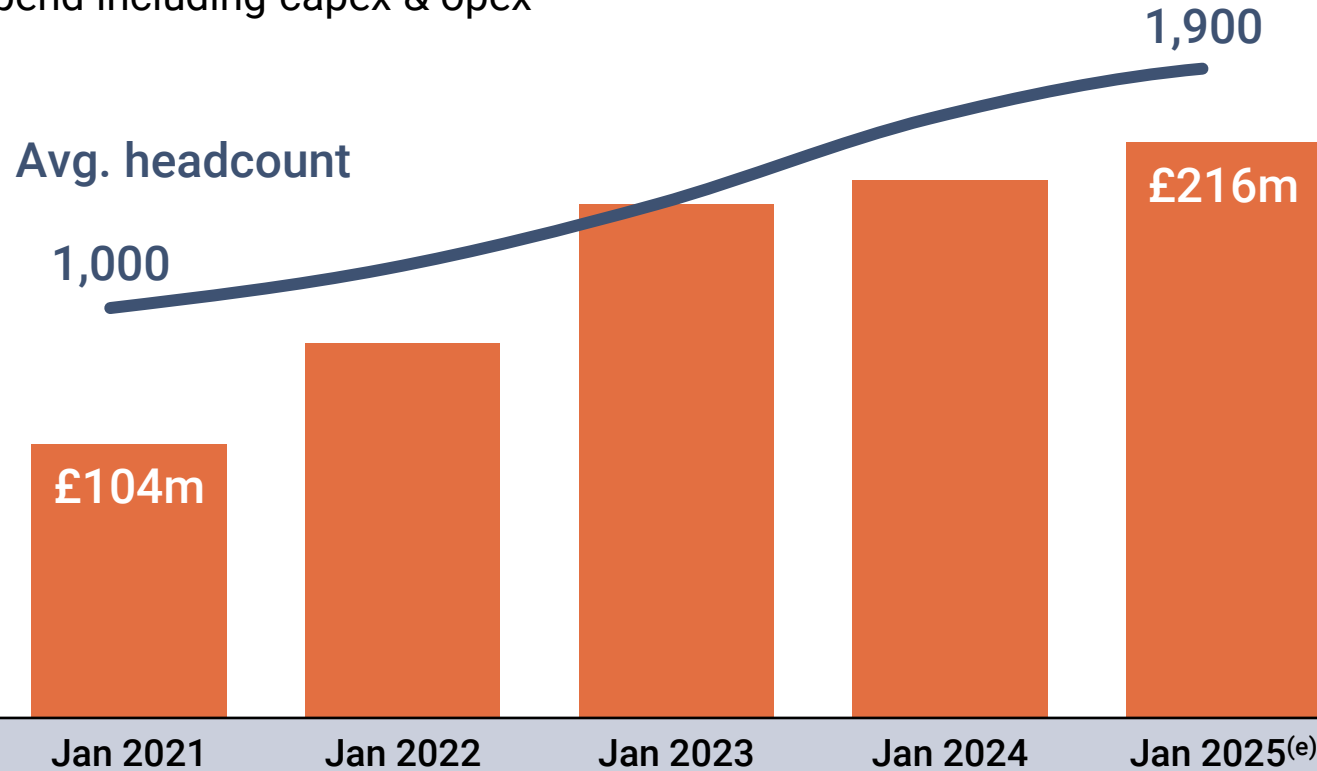


NEXT



## Costs

■ Total spend including capex & opex

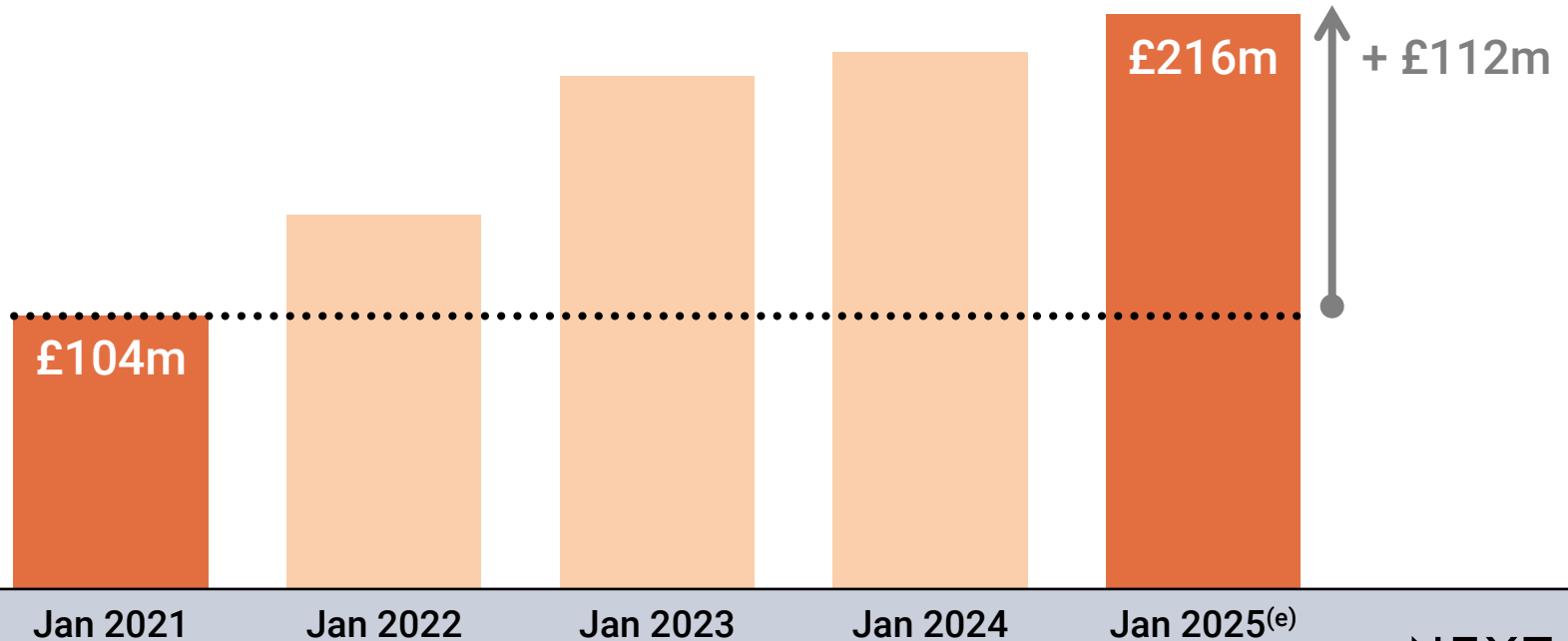


NEXT



## Costs

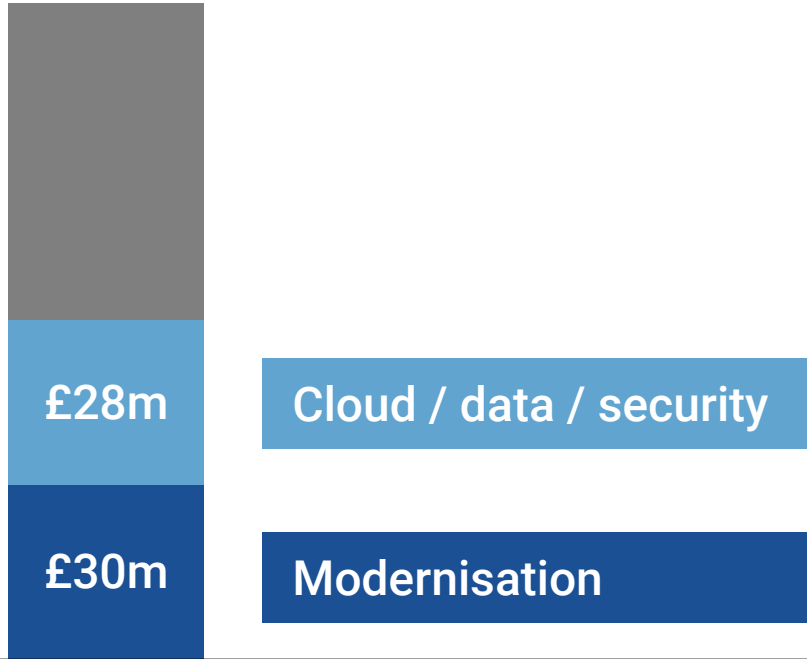
■ Total spend including capex & opex



NEXT



Tech cost increase  
2024 v 2020  
+ £112m

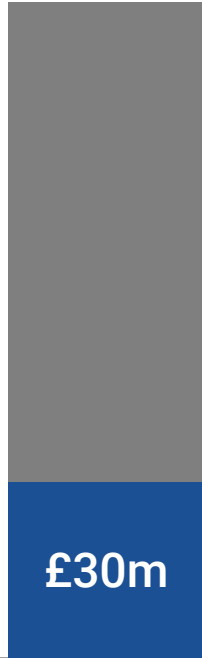


Jan 2025<sup>(e)</sup>

NEXT



Tech cost increase  
2024 v 2020  
+ £112m



## Modernisation

*Re-writing legacy code*

- More reliable ✓
- More scalable ✓
- Easier to develop ✓

Jan 2025<sup>(e)</sup>

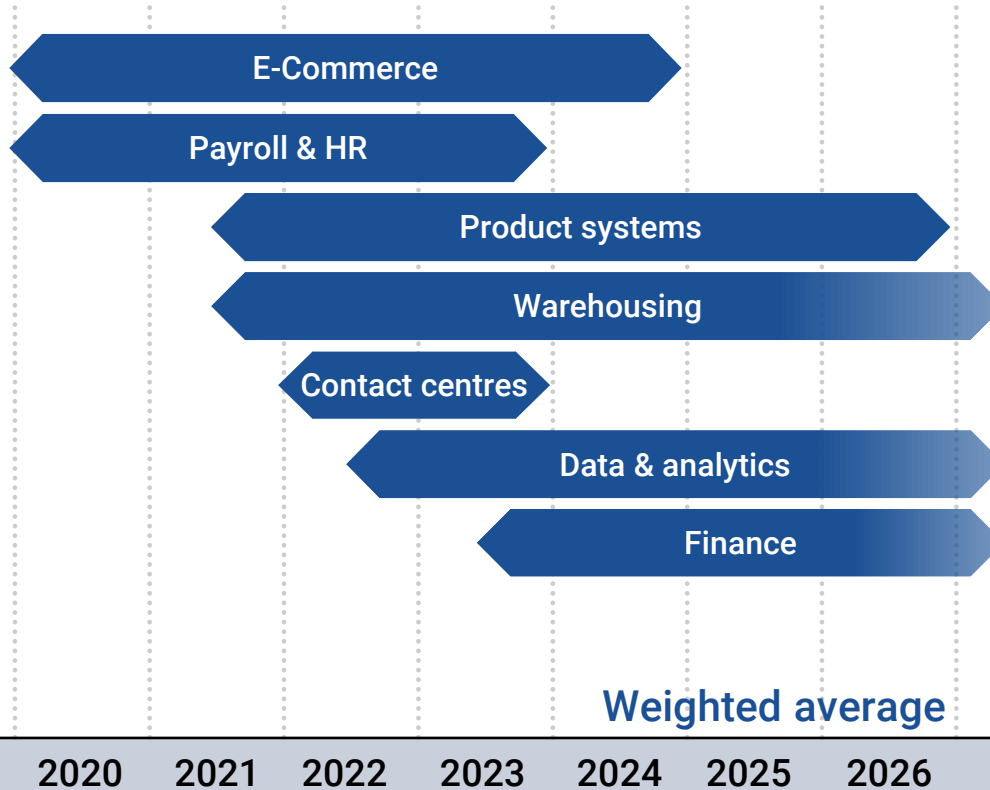
NEXT





## Modernisation

£30m



| <u>% complete</u> | <u>£m spend<sup>(e)</sup></u> |
|-------------------|-------------------------------|
| 96%               | 24                            |
| 100%              | 6                             |
| 58%               | 12                            |
| 24%               | 16                            |
| 100%              | 4                             |
| 0%                | 3                             |
| 5%                | 40                            |
| <b>55%</b>        | <b>106</b>                    |
| <b>44%</b>        |                               |

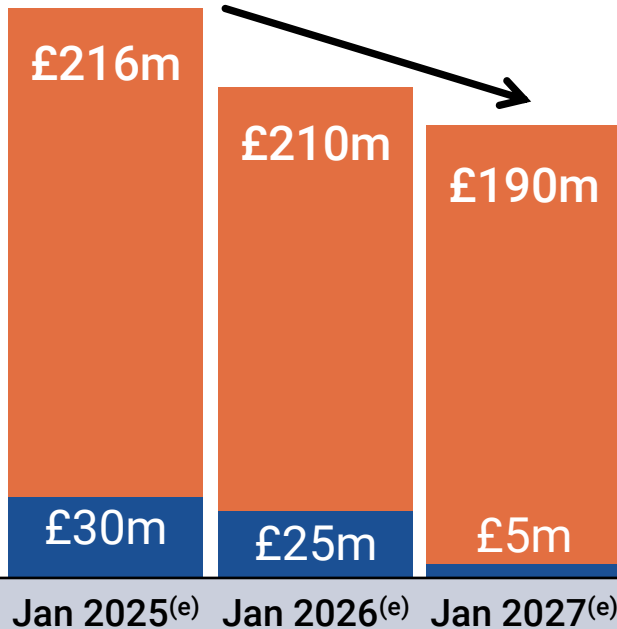
Weighted average

NEXT



## Costs

- Total spend including capex & opex
- Modernisation spend



### Driving efficiencies

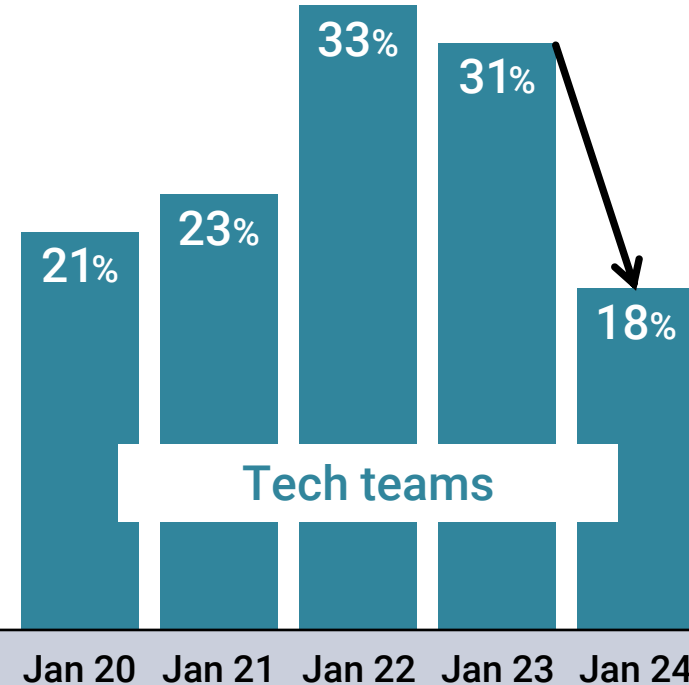
- Modernisation gains ✓
- More experience ✓
- Yin-Yang development ✓



## Driving efficiencies

- Modernisation gains ✓
- More experience ✓
- Yin-Yang development ✓

< 12 months service



NEXT



## Driving efficiencies

- Modernisation gains ✓
- More experience ✓
- Yin-Yang development ✓



## Returns project

*Problem*  
*28 day returns*  
*policy not enforced*

*Solution*

*Expected*

*Annual saving*

*£3m*

*Elapsed time*

*6mths*

*Cost*

*£1.1m*

*Development time*  
*(person years)*

*4.8yrs*

NEXT

## Driving efficiencies

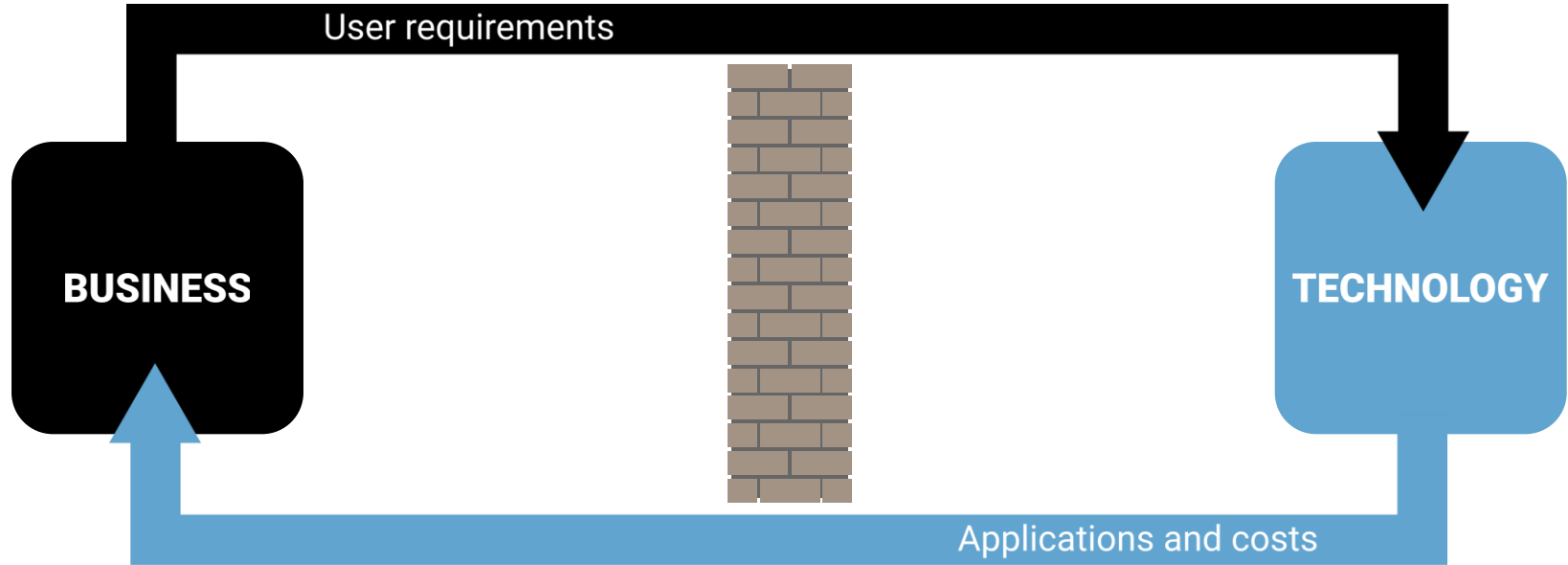
- Modernisation gains ✓
- More experience ✓
- Yin-Yang development ✓

## Returns project

| <i>Solution</i>                            | <i>Expected</i>   | <i>Revised</i> |
|--|-------------------|----------------|
| <i>Annual saving</i>                       | <del>£3m</del>    | £3m            |
| <i>Elapsed time</i>                        | <del>6mths</del>  | 3mths          |
| <i>Cost</i>                                | <del>£1.1m</del>  | £540k          |
| <i>Development time<br/>(person years)</i> | <del>4.8yrs</del> | 2.1yrs         |



## Yin-Yang development

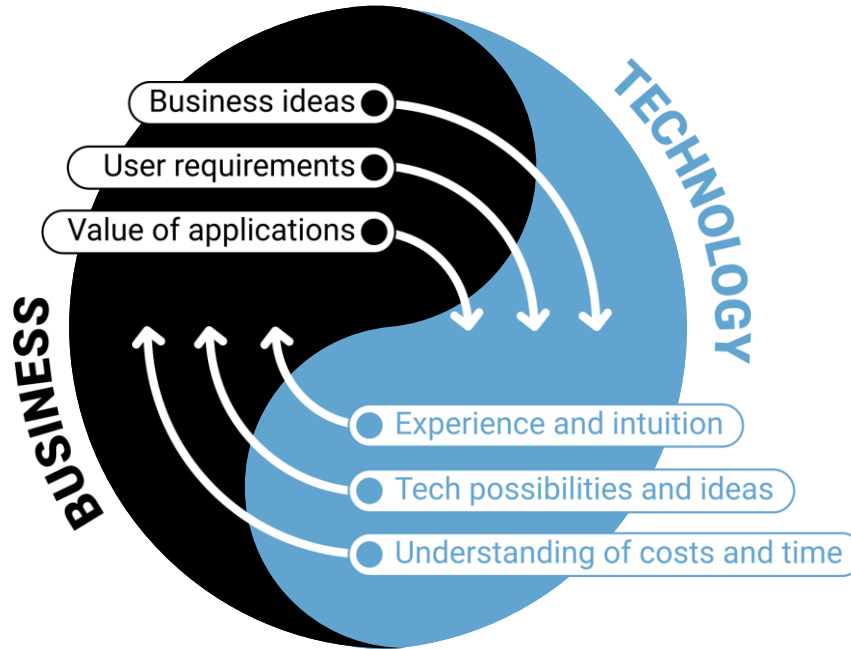


The old way

NEXT



## Yin-Yang Development




The new way

NEXT



## In conclusion

 **NEXT Product**

 **Cash**

 **Infrastructure**

**Traditional capabilities**

**Overseas**

**New brands**

**TP / Investments**

**New opportunities**