

A woman with long dark hair, wearing a black knit beanie with a white geometric pattern, a grey and black striped sweater, and a watch with a white face and brown strap. She is resting her chin on her hand and looking directly at the camera. The background is a bright, out-of-focus outdoor setting.

Half Year Statement

July 2012

next

Income Statement

next

£m	July 2012	July 2011	
Revenue	<u>1,640</u>	<u>1,565</u>	+ 4.8%
Operating profit <small>(underlying)</small>	<u>266</u>	241	+ 10.2%
Interest	<u>(15)</u>	<u>(13)</u>	
Profit before tax <small>(underlying)</small>	<u>251</u>	228	+ 10.2%
Taxation	<u>(60)</u>	<u>(60)</u>	
Profit after tax	<u>191</u>	<u>168</u>	+ 13.7%
Exceptionals/Ventura	<u>(5)</u>	<u>41</u>	
Total profit	<u>186</u>	<u>209</u>	

Income Statement

next

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Profit after tax	<u>191</u>	<u>168</u>	+ 13.7%
EPS (underlying)	118.5p	99.8p	+ 18.7%
Dividend per share	31.0p	27.5p	+ 12.7%

Balance Sheet

next

£m	July 2012	July 2011	
Fixed assets	564	582	
Goodwill	45	46	
Stocks	388	391	- 1%
Debtors	674	608	+11%
Creditors	(842)	(817)	
Pension surplus	41	48	
Dividends	(100)	-	
Buyback / ESOT commitment	(96)	(105)	
Net debt	(519)	(640)	
Net assets	<u>155</u>	<u>113</u>	

Balance Sheet

next

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Goodwill	45	46	
Stocks	388	391	
Debtors	674	608	+11%

Directory Debtors

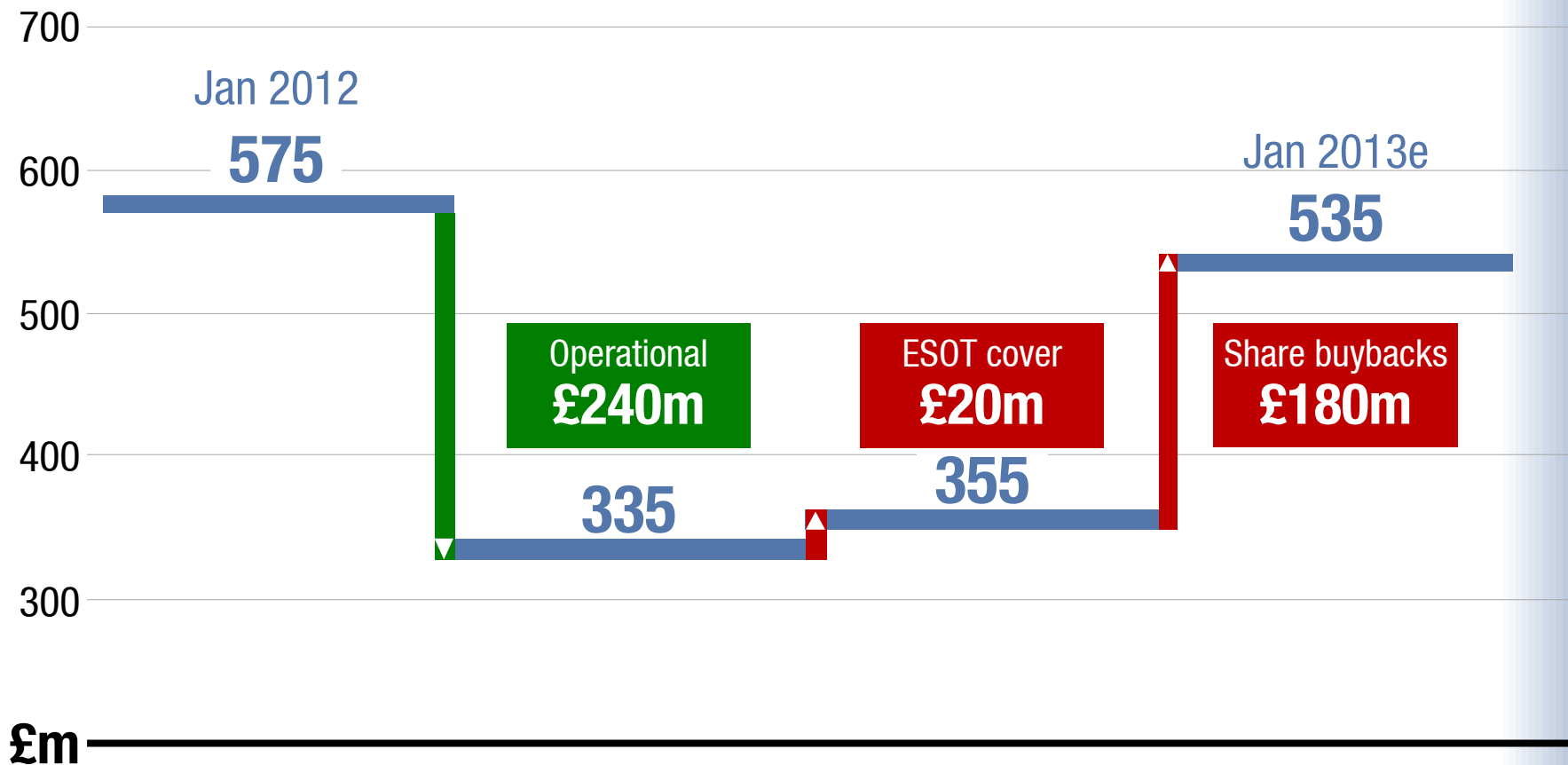


Annual Credit Sales Increase



Full Year Debt and Cash Flow Estimate

next



Cash Flow

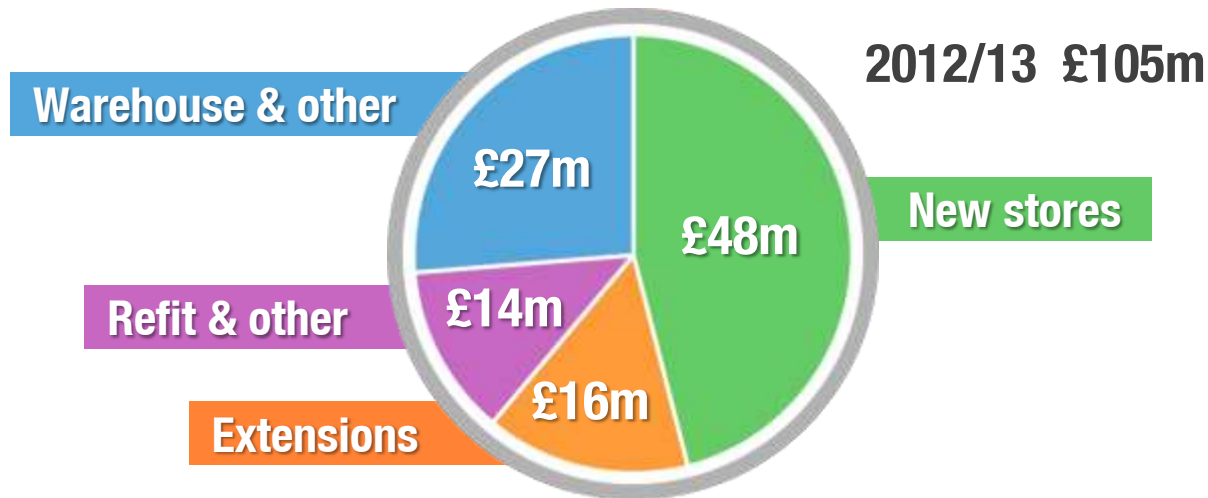
next

£m	July 2012	July 2011
Profit before tax <small>(underlying)</small>	251	228
Depreciation / disposals	63	64
Capital expenditure	(38)	(57)
Ventura sale	2	63
Working capital / other	(1)	(67)
Dividends paid	-	(89)
Tax paid	(72)	(68)
ESOT	(37)	4
Share buybacks	<u>(112)</u>	<u>(188)</u>
Net cash flow	<u>56</u>	<u>(110)</u>

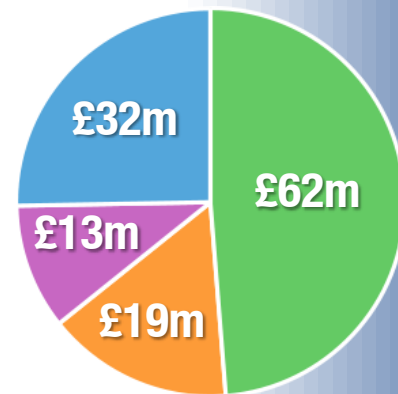
Cash Flow

next

£m	July 2012	July 2011
Profit before tax (underlying)	251	228
Depreciation / disposals	63	64
Capital expenditure	(38)	(57)



2011/12 £126m



Shares in issue

next

	Gross	Net of ESOT
July 2011	173m	167m
July 2012	165m	159m
Year on year	- 4.5%	- 4.8%
Jan 2013e	163m	158m
Year on year	- 3.4%	- 3.4%



Retail



Retail : Sales Analysis

next

£m	July 2012	July 2011	
Revenue (statutory sales)	1,009.9	1,008.2	+0.2%
Operating profit	122.7	122.5	

Sales from new space

Average net space growth	5.7%
Sales growth from net space	3.7%
Return on space	65%

Retail Space Expansion

next

	Stores	Sq. Ft. 000's		
July 2011	532	6,256		
Jan 2012	536	6,475		
New	1	9		
Closed	(3)	(20)		
Re-sites & extensions (7)	-	69		
Home stand-alone	2	31		
July 2012	536	6,564	+ 4.9%	
Jan 2013e	539	6,725	+ 3.9%	+ 250k sq ft

Retail Space Expansion

next

New store performance

	Sales v target	Payback (months)	Store profit	Company avg. store profit
Mainline	+ 15%	16	23%	23%
Home	+ 6%	23	19%	17%
Total	+ 12%	19	22%	22%

Retail : Profit Analysis

next

£m	July 2012	July 2011	
Revenue (statutory sales)	1,009.9	1,008.2	+0.2%
Operating profit	122.7	122.5	+0.2%
% to revenue	12.2%	12.2%	

Margin Movement

Bought-in gross margin	+ 0.5%
Freight and slippage	+ 0.3%
Markdowns	- 0.1%
Achieved gross margin	<u>+ 0.7%</u>

Retail : Profit Analysis

next

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% to revenue	12.2%	12.2%	

Margin Movement

Achieved gross margin	+ 0.7%
Store payroll	- 0.1%
Store occupancy	- 0.6%
Margin movement	<u>+ 0.0%</u>

AUTUMN
WINTER
next
DIRECTORY

WINTER
next
DIRECTORY

next
next directory

Directory





Directory : Sales Analysis

next

£m	July 2012	July 2011	
Revenue (statutory sales)	551.7	486.7	+ 13.3%
Operating profit	137.7	112.8	

Sales analysis

Contribution to growth

UK full price	+ 8.0%
International full price	+ 1.9%
UK Offers tab	+ 2.4%
End of season Sale	+ 1.0%
Sales growth	<u>+ 13.3%</u>



Directory : Sales Analysis

next

£m	July 2012	July 2011	
Revenue (statutory sales)	551.7	486.7	+ 13.3%
Operating profit	137.7	112.8	

Sales drivers

		Increase	Contribution to customer growth
Credit	2.7m	+111k	+ 3.8%
Cash	0.6m	+231k	+ 7.9%
Average active customers	<u>3.3m</u>	<u>+342k</u>	<u>+ 11.7%</u>



Directory : Sales Analysis

next

£m	July 2012	July 2011	
Revenue (statutory sales)	551.7	486.7	+ 13.3%
Operating profit	137.7	112.8	

Cash v Credit Profitability

	No book	
	+ 4%	
No credit account	+ 4%	% to revenue
	Lower returns	- 4%
- 12%		



Directory : Profit Analysis

next

£m	July 2012	July 2011	
Revenue (statutory sales)	551.7	486.7	+ 13.3%
Operating profit	137.7	112.8	+ 22.1%
% to revenue	25.0%	23.2%	

Margin movement

Bought-in gross margin	+ 1.1%
Freight and slippage	+ 0.2%
Markdowns	- 0.8%
Commission received	+ 0.3%
Achieved gross margin	<u>+ 0.8%</u>



Directory : Profit Analysis

next

£m	July 2012	July 2011	
Revenue (statutory sales)	551.7	486.7	+ 13.3%
Operating profit	137.7	112.8	+ 22.1%
% to revenue	25.0%	23.2%	

Margin movement

Achieved gross margin	+ 0.8%
Marketing	+ 1.0%
Catalogue production	+ 0.9%
Warehouse & distribution	- 0.6%
Central overheads	- 0.3%
Margin movement	<u>+ 1.8%</u>

Outlook and Plans

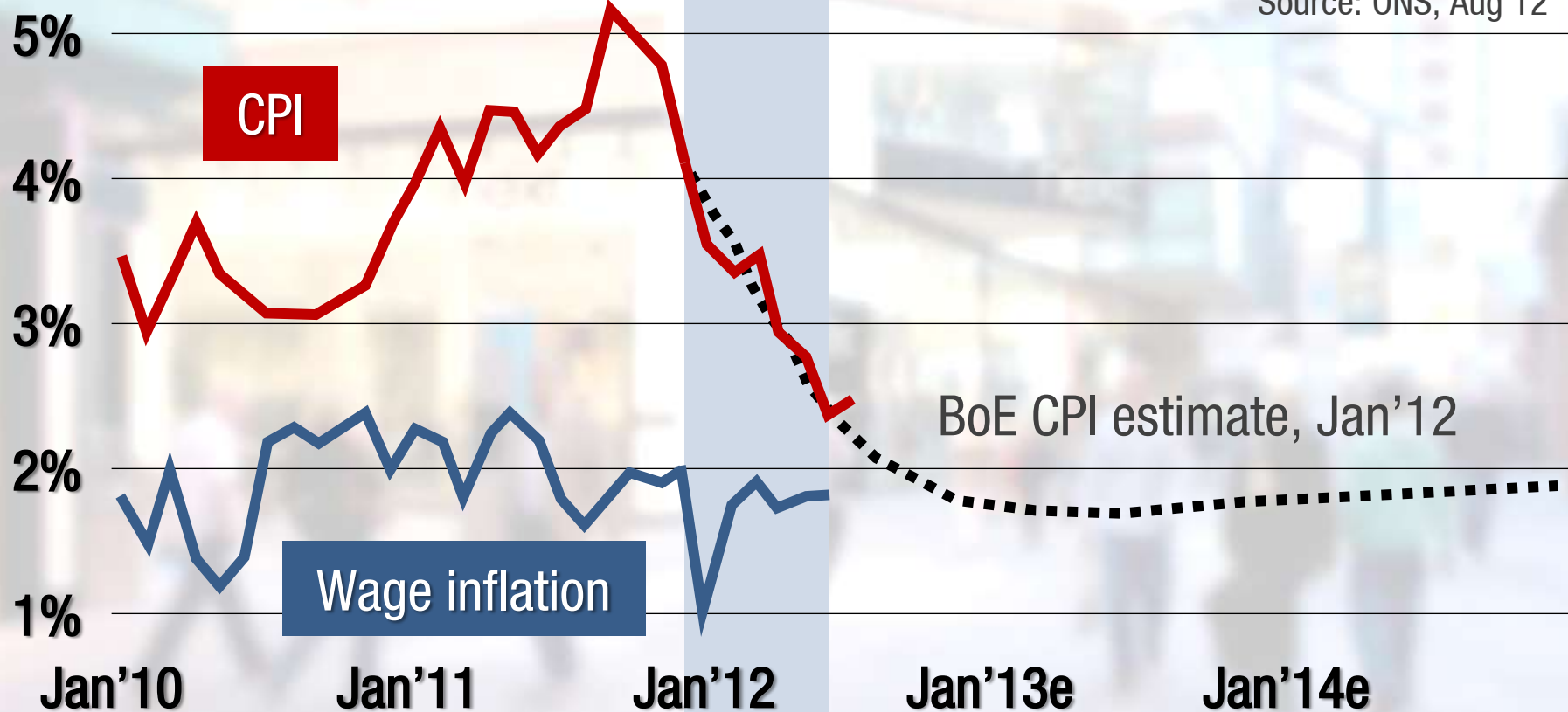


The Consumer Economy

Inflation

next

Source: ONS, Aug'12

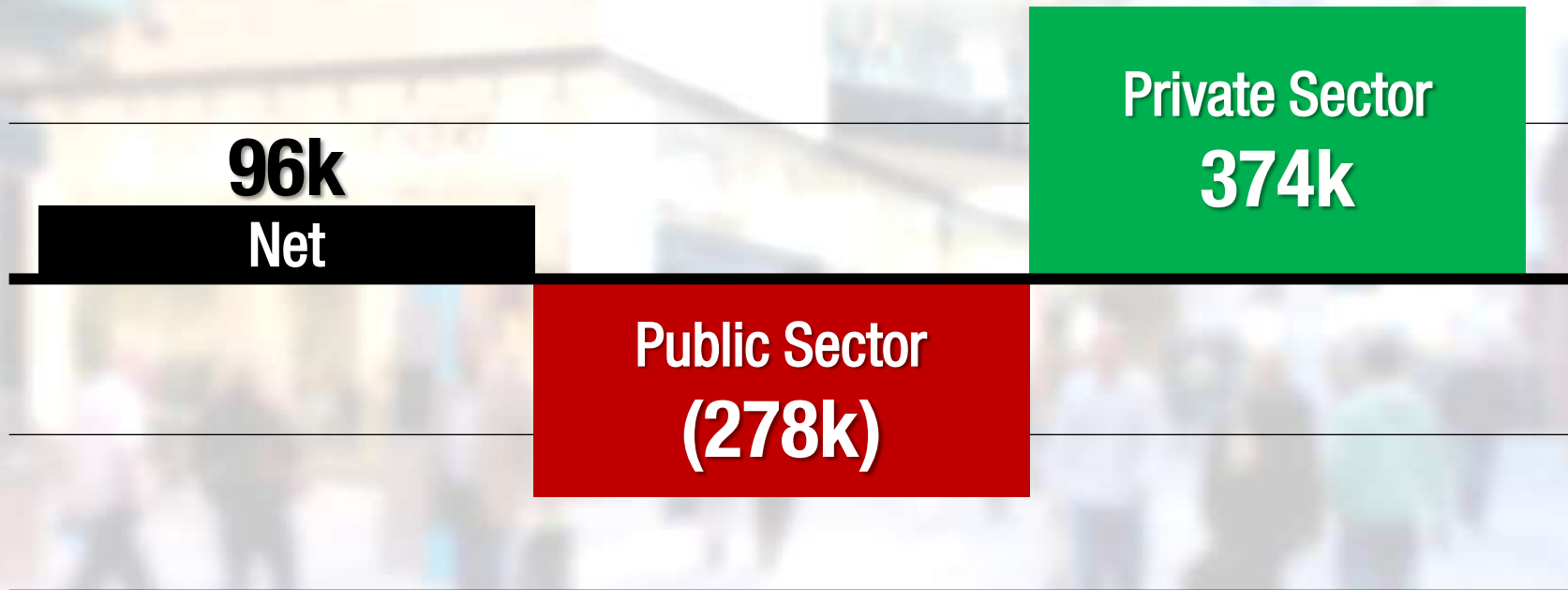


Employment : Working Hard To Stay Still

next

UK 16+, seasonally adjusted, Year on year movement as at March 2012

Source: ONS, Aug'12



2012/13 Central Profit Scenario

next

September 2012

2011/12
£570m

2012/13
£597m

RETAIL LFLs -£39m

COST INCREASES -£40m

COST SAVINGS +£41m

DIRECTORY +£39m

NEW SPACE +£26m

Our continued focus is on...

next

Rigorous

COST SAVINGS

Developing

DIRECTORY

Growing

RETAIL SPACE



Rigorous Cost Savings - Managing Manhours

next

New Process = 40 seconds

Directory
Returns



Scan
UPOS



Total
refund



Print
receipt



1

2

3

4



Improved returns

Saving £1.2m

Old Process = 1 minute 30 seconds

Directory



Returns



Scan
item no.



Match to
delivery note



Scan
return label



Total
refund



Scan
acct. no.



Print
receipt



1

2

3

4

5

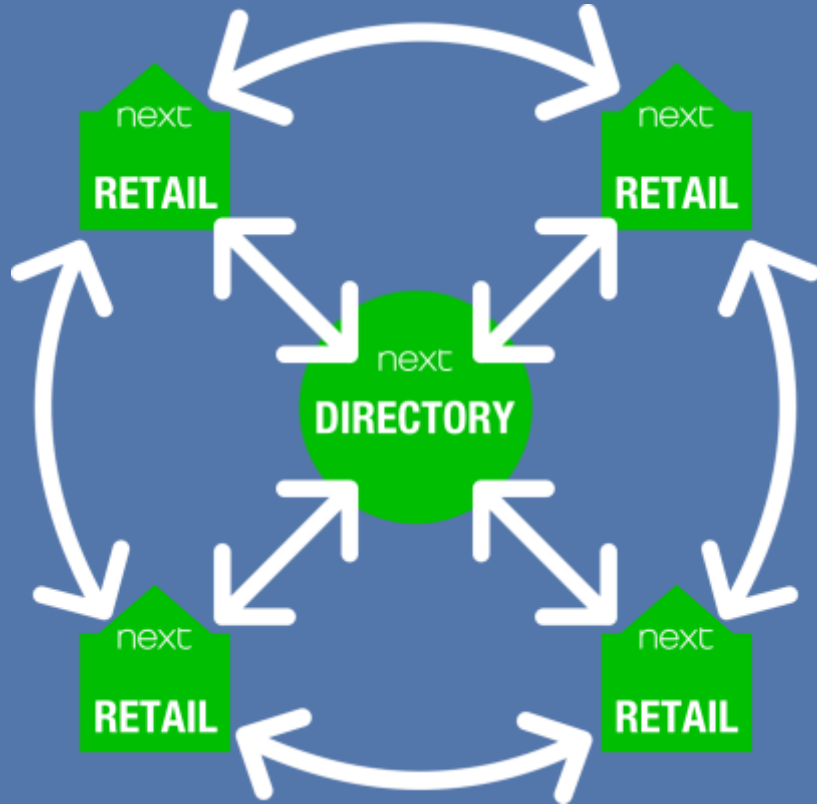
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7

8

Rigorous Cost Savings - Surplus Management

next



R to D



D to R



R to R



Developing Directory - UK Deliveries

next



**FASTER. EASIER.
MORE ENGAGING.**



DEVELOPMENT COST £2.4M

WOMEN

MEN

GIRLS

BOYS

SHOES

BRANDS

HOMEWARE

ELECTRICAL

FLOWERS

LIPSY

OFFERS

COLLECTIONS

Tailored Looks

Casualwear

Shoes, Sandals & Boots

Jeans

Going Out & Occasion

Luxe

Modern Twist

The Working Edit

Art Studio

Essential Jersey

Luxe



Beautiful lace, tweed and floral tops, knits and dresses contrast with must have heritage jackets

- P Petite Collections
- T Tall Collections
- M Maternity Collections

SEARCH BY

Bags & Accessories

Bikinis & Swimsuits

Blouses, Tops & Shirts

Coats & Jackets

Dresses

Jeans

Jumpsuits & Playsuits

Knitwear

Leggings & Joggers

Lingerie

Nightwear

Shoes & Boots

Shorts

Skirts

Sportswear

Tailoring

Trousers & Chinos

Women's Fragrance

Beauty & Cosmetics

Plus Collections

New menus

ORDER BY 9PM FOR NEXT DAY DELIVERY AS STANDARD* >

CLICK & COLLECT IN STORE >

WOMENS



CLICK & COLLECT

FREE DELIVERY
TO STORE

SIMPLY ORDER ONLINE AND
COLLECT FROM YOUR

BACK TO SCHOOL





Improved page turn

[WOMEN](#)[MEN](#)[GIRLS](#)[BOYS](#)[SHOES](#)[BRANDS](#)[HOMEWARE](#)[ELECTRICAL](#)[FLOWERS](#)[LIPSY](#)[OFFERS](#)[Back](#)[Home](#) • [Womens Clothing](#) • [Tailored Looks](#) • **Luxe**

TAILORED LOOKS / LUXE

Beautiful lace, tweed and floral tops, knits and dresses contrast with must have heritage jackets

[Change View](#)

Grid view



61 Countries

Last Year

This Year (e)

£33m

Sales

£52m

£7m

Profit

£10m



Now in most of our chosen territories



A world map with a light blue background. Territories where the service is now available are highlighted in green. These include North America (USA, Canada), most of Europe, Russia, Australia, and parts of South America (Brazil, Argentina, Chile) and Africa (South Africa). Territories not highlighted in green include China, India, and most of Africa and South America.

Development of a new web platform

Tender Types

Duty and Tax

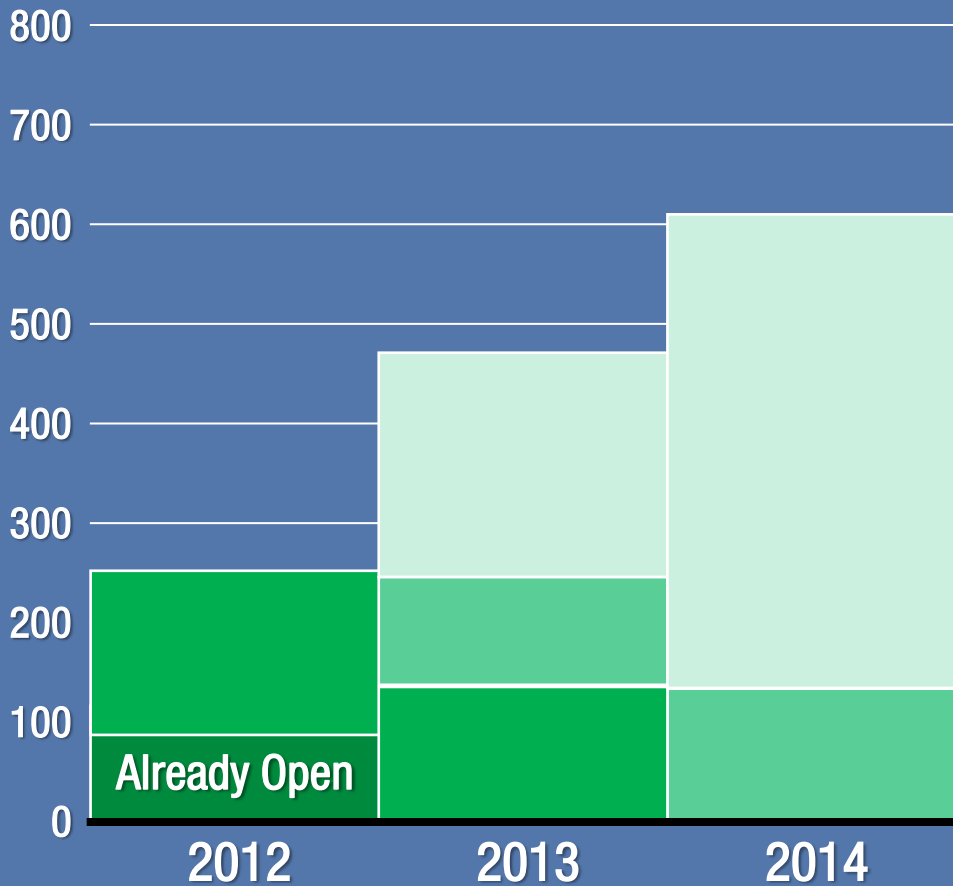
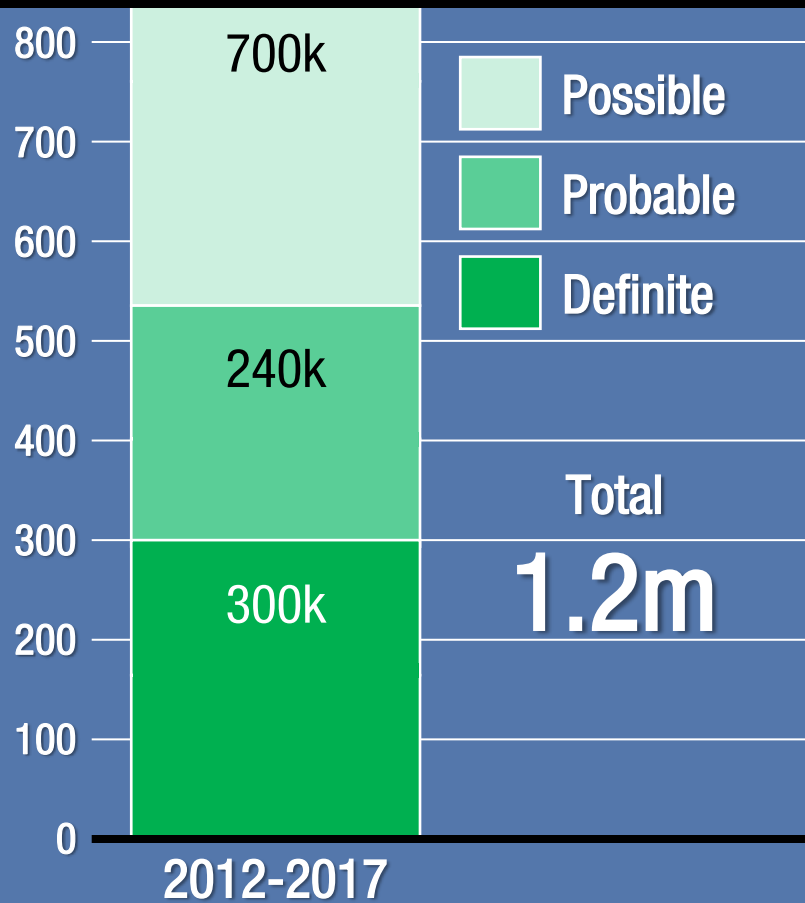
Differential Delivery Charges

Currencies and Prices



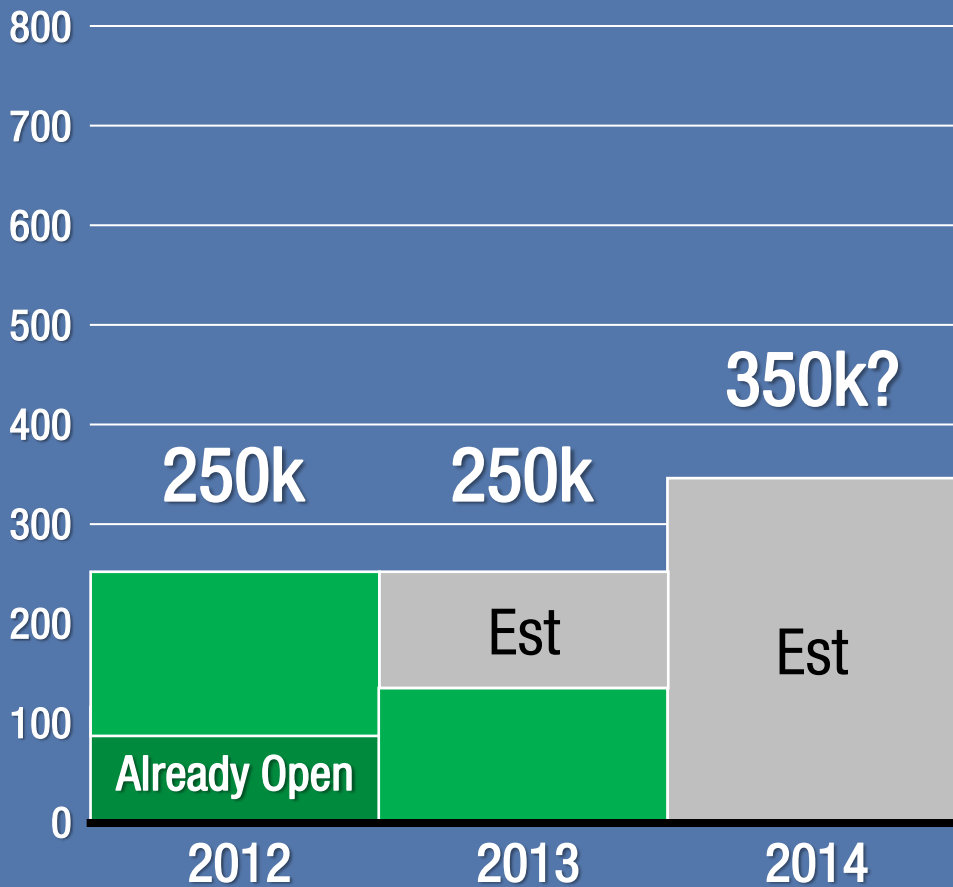
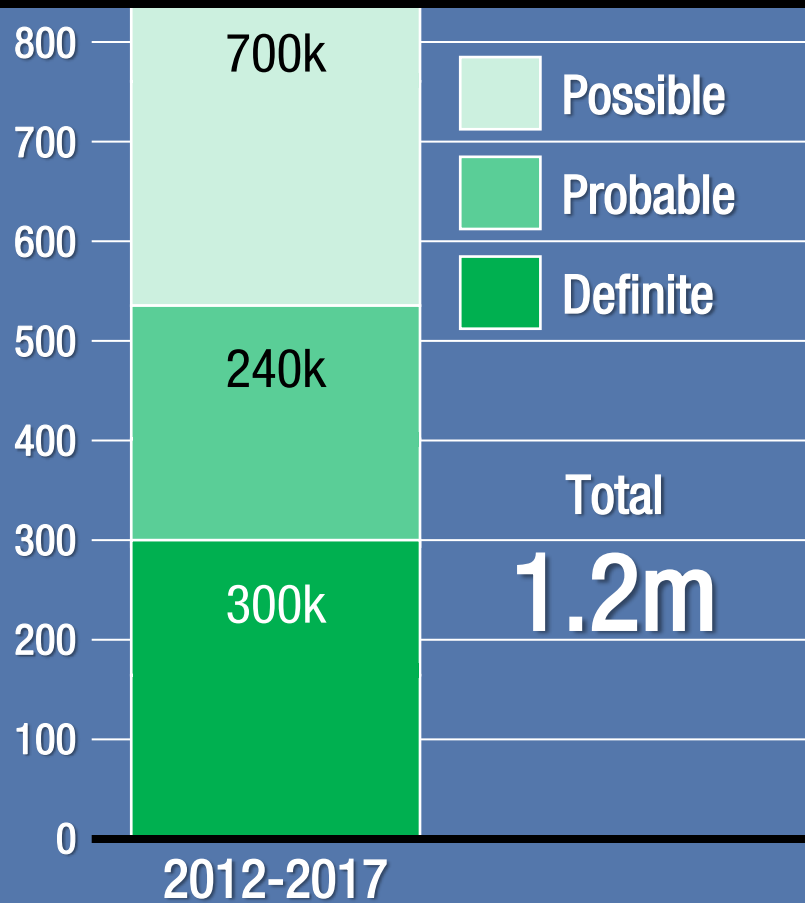
Growing Retail Space - Five Year Pipeline Sq. Ft.

next



Growing Retail Space - Three Year Estimate Sq. Ft.

next



Ipswich Before

next



Ipswich After

next



'Shoreham-style' Roll Out 2013-2017

next



'Shoreham-style' Roll Out 2013-2017

next



**THE BIG ISSUE IS
PLANNING**

Southampton

Shoreham

ich Open

Open



Outlook for Full Year Sales and Profit

Outlook for 2012/13 - Estimate

next

If...

Full Year Brand Sales

+ 2.0%

to

+ 4.5%

Then...

Profit before tax

£575m

to

£620m

Variance to last year

+ 0.8%

to

+ 8.7%

Buyback and tax enhancement + 6%

Growth in EPS

+ 7%

to

+ 15%

Dividend yield + 3%

TSR (Assuming constant PE ratio)

+ 10%

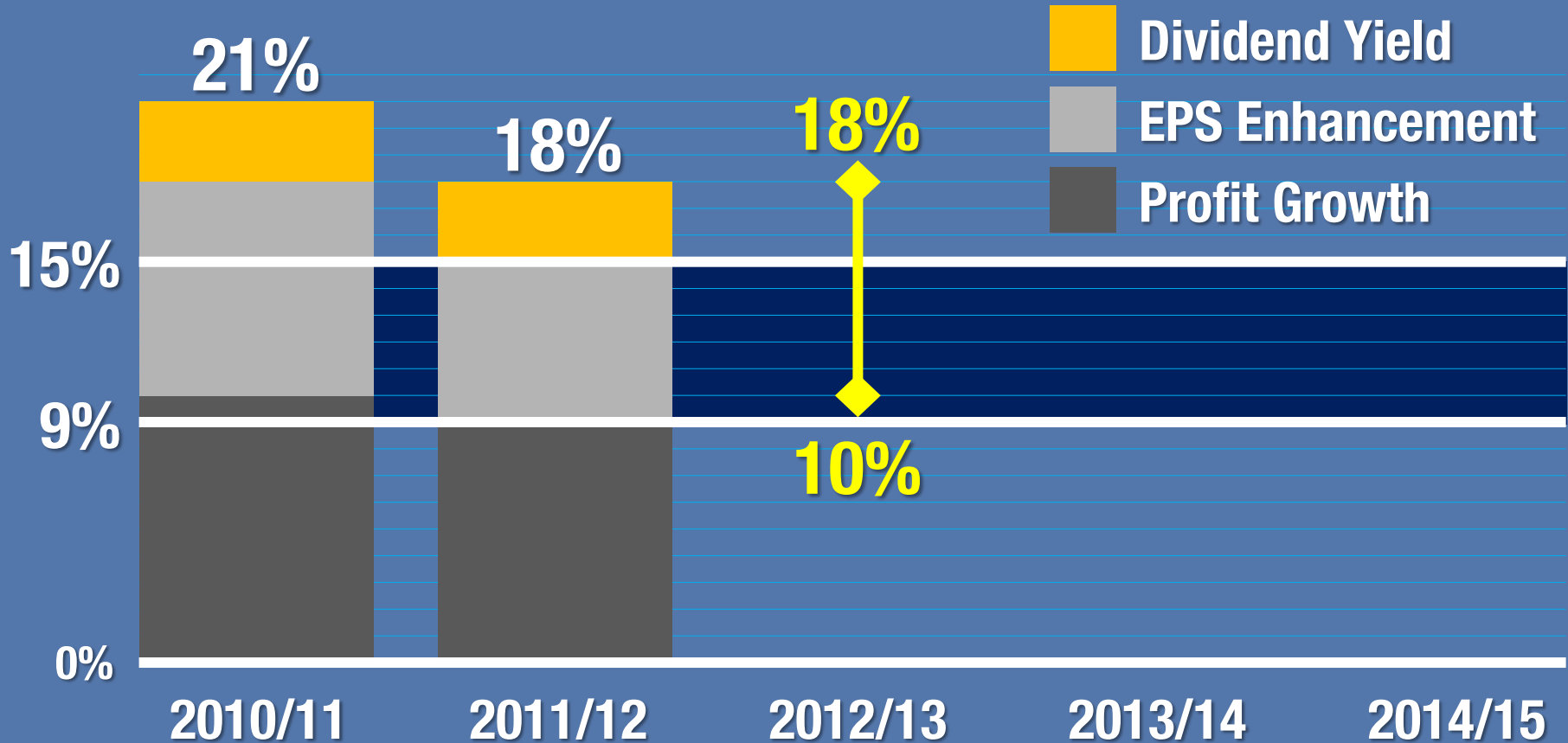
to

+ 18%

Long Term TSR

Assuming dividend at 3% and constant PE ratio

next





next

next



next





next

next



next



next





next



next