

NEXT

Jan 2022

2 year comparison v 2020

IFRS 16



Income Statement

NEXT

| £m | | Jan 2022 | | Jan 2020 | Var |
|-------------------------------|-------|-----------------|--|-----------------------------|-------|
| Total sales* | | 4,862 | | 4,362 | + 11% |
| Full price sales [†] | | (10 LFL weeks) | | | |
| | | During lockdown | | Post lockdown ^{††} | |
| Online | + 47% | + 70% | | + 42% | |
| Retail | - 23% | n/a | | - 7% | |
| Finance | - 7% | - 11% | | - 6% | |
| | <hr/> | <hr/> | | <hr/> | |
| | + 13% | - 9% | | + 17% | |

* Total sales includes sales made through Total Platform (TP) websites.

† Full price sales excludes sales made through TP websites.

†† Post lockdown = stores in England open from 12th April 2021.

Income Statement

NEXT

| £m | | Jan 2022 | | Jan 2020 | Var |
|-------------------------------|-------|-----------------|--|-----------------------------|-----------------|
| Total sales* | | 4,862 | | 4,362 | + 11% |
| Full price sales [†] | | (10 LFL weeks) | | | |
| | | During lockdown | | Post lockdown ^{††} | |
| Online | + 47% | + 70% | | + 42% | Open stores LFL |
| Retail | - 23% | n/a | | - 5% | |
| Finance | - 7% | - 11% | | - 6% | |
| | + 13% | - 9% | | + 17% | |

* Total sales includes sales made through Total Platform (TP) websites.

† Full price sales excludes sales made through TP websites.

†† Post lockdown = stores in England open from 12th April 2021.

Income Statement

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|--------------------|--------------|--------------|-------|
| Total sales | <u>4,862</u> | <u>4,362</u> | + 11% |
| Operating profit | 905 | 854 | + 6% |
| Interest | (82) | (105) | |
| Financial interest | (32) | (43) | ↓ 27% |
| Lease interest | (50) | (62) | |

Income Statement

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------|--------------|--------------|-------|
| Total sales | <u>4,862</u> | <u>4,362</u> | + 11% |
| Operating profit | 905 | 854 | + 6% |
| Interest | <u>(82)</u> | <u>(105)</u> | |
| ▶ Profit before tax | 823 | 749 | + 10% |

Income Statement

NEXT

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|--------------------|--------------|--------------|-------|
| Total sales | <u>4,862</u> | <u>4,362</u> | + 11% |
| Operating profit | 905 | 854 | + 6% |
| Interest | <u>(82)</u> | <u>(105)</u> | |
| Profit before tax | 823 | 749 | + 10% |
| Tax charge | <u>(146)</u> | <u>(138)</u> | |
| ▶ Profit after tax | <u>677</u> | <u>610</u> | + 11% |
| ▶ EPS | 530.8p | 472.4p | + 12% |

Rounding differences are not adjusted in the table.

Cash Flow

NEXT

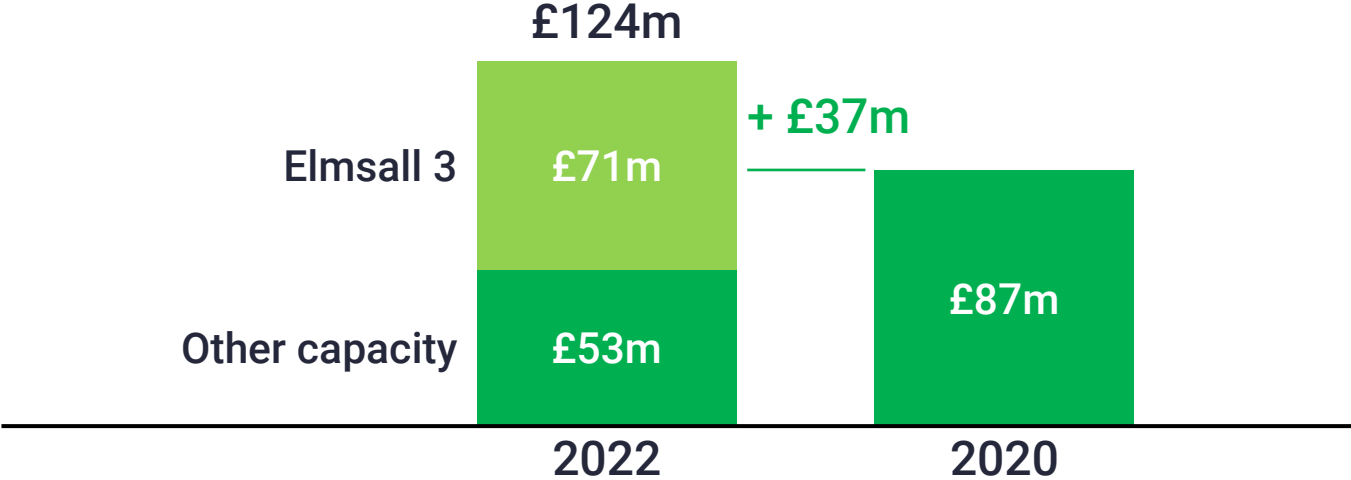
| £m | Jan 2022 | Jan 2020 | Var |
|-------------------------------|------------|------------|--------|
| Profit before tax | 823 | 749 | + 74m |
| Depreciation and impairment | 111 | 125 | |
| Capital expenditure | (184) | (139) | |
| Working capital / other | (183) | (72) | |
| Tax paid | (125) | (138) | |
| ESOT | (79) | (27) | |
| Cash flow before distribution | <u>363</u> | <u>498</u> | - 135m |

Cash Flow

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------|----------|----------|-------|
| Capital expenditure | (184) | (139) | - 45m |

Warehouse



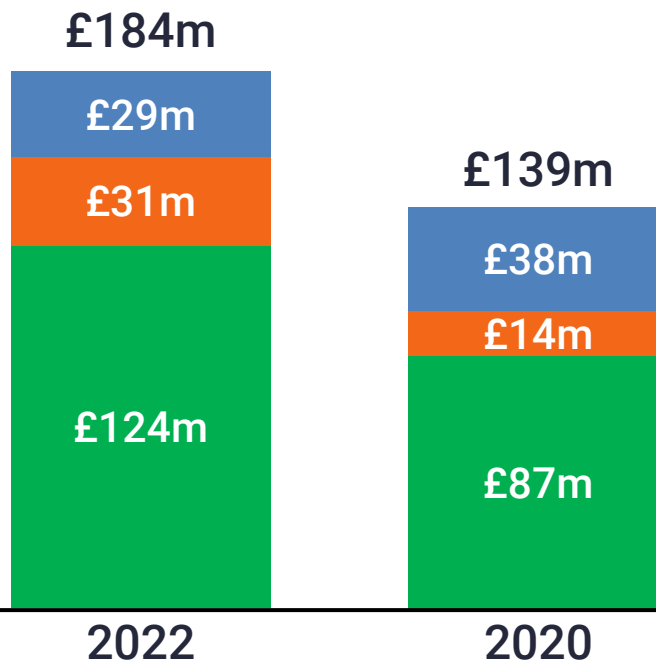
Cash Flow

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|----|----------|----------|-----|
|----|----------|----------|-----|

| | | | |
|---------------------|-------|-------|-------|
| Capital expenditure | (184) | (139) | - 45m |
|---------------------|-------|-------|-------|

- Stores
- Technology
- Warehouse

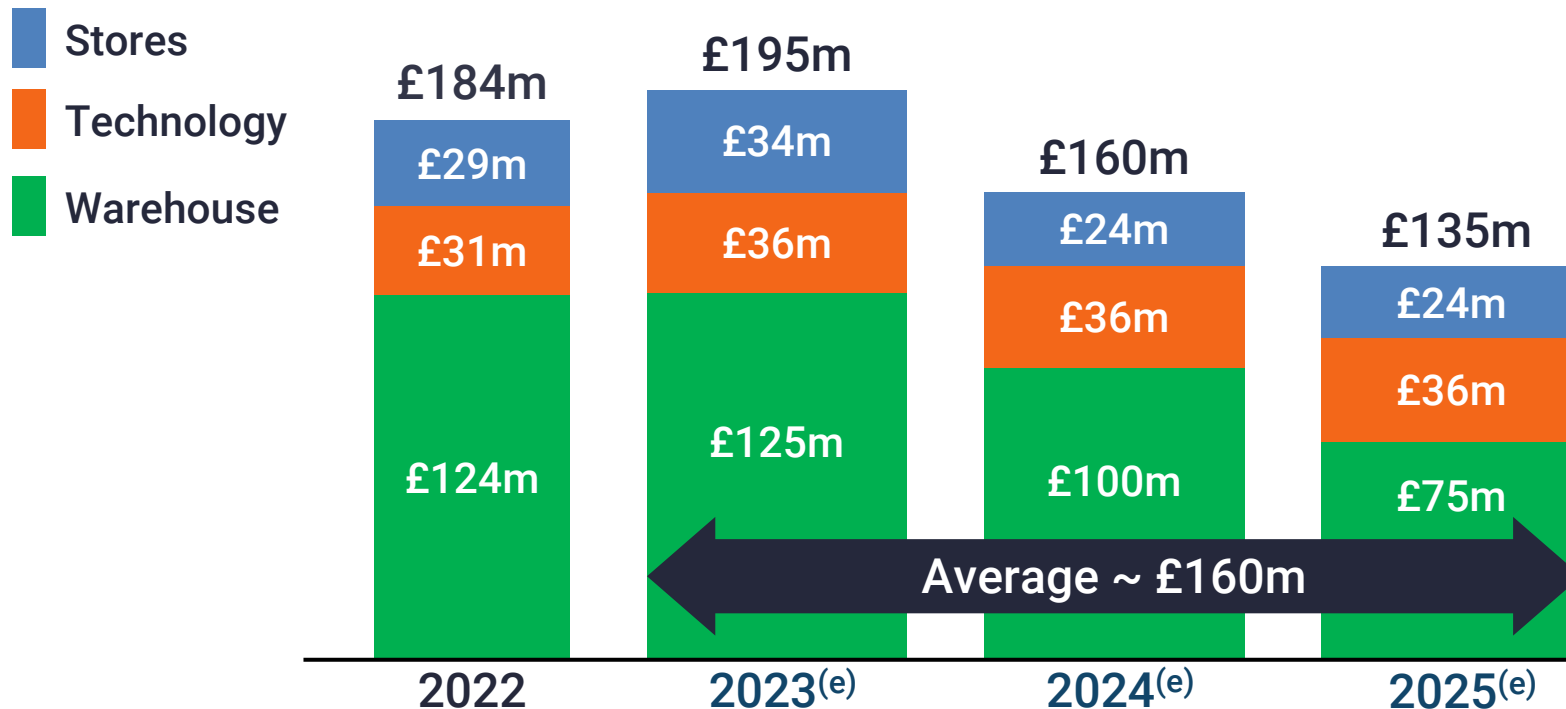


Cash Flow | 3 Year View

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|----|----------|----------|-----|
|----|----------|----------|-----|

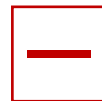
| | | | |
|---------------------|-------|-------|-------|
| Capital expenditure | (184) | (139) | - 45m |
|---------------------|-------|-------|-------|



Cash Flow

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|-----------------------------|----------|----------|--------|
| Profit before tax | 823 | 749 | + 74m |
| Depreciation and impairment | 111 | 125 | |
| Capital expenditure | (184) | (139) | |
| Working capital / other | (183) | (72) | - 111m |



| | |
|------------------------|--------|
| Customer receivables | - 108m |
| Warehouse land & build | - 53m |
| TP investments | - 50m |



| | |
|------------------------|-------|
| Timing – freight & VAT | + 51m |
| Staff incentives | + 49m |

Cash Flow

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|-------------------------------|--------------|--------------|-------|
| Profit before tax | 823 | 749 | |
| Depreciation and impairment | 111 | 125 | |
| Capital expenditure | (184) | (139) | |
| Working capital / other | (183) | (72) | |
| Tax paid | (125) | (138) | |
| ESOT | (79) | (27) | - 52m |
| Cash flow before distribution | <u>363</u> | <u>498</u> | |
| Ordinary dividends | - | (214) | |
| Special dividends / buybacks | <u>(353)</u> | <u>(300)</u> | |
| Net cash flow | <u>10</u> | <u>(16)</u> | + 26m |

Cash flows above exclude the repayment of debt.

Balance Sheet

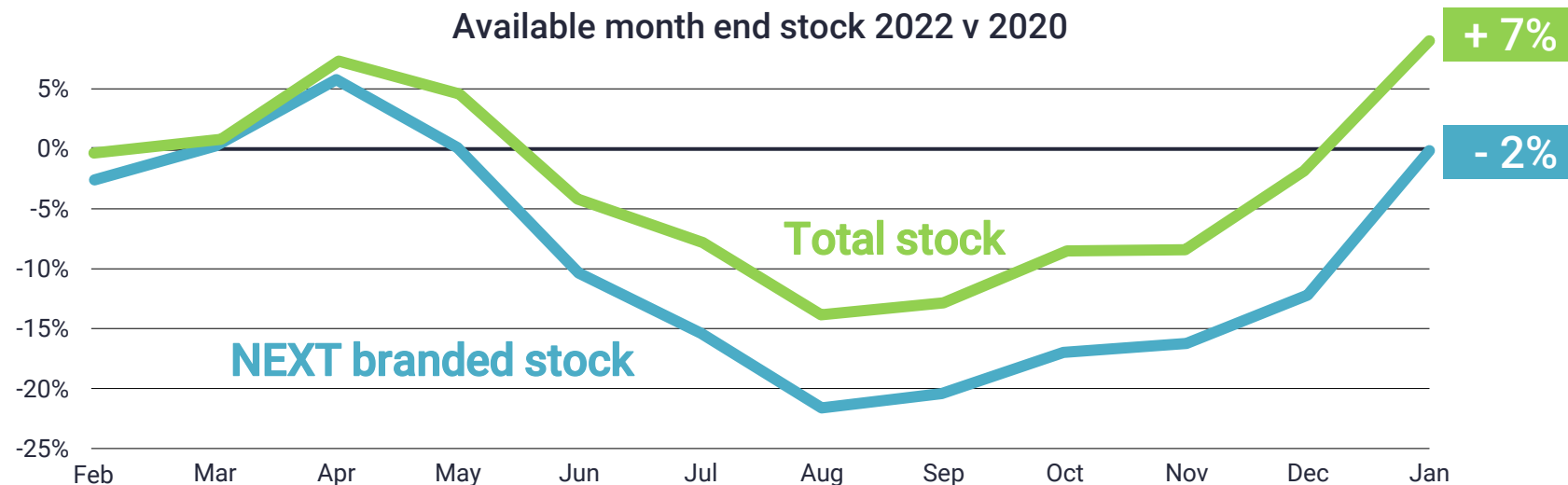
NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------------------|--------------|------------|-----------------|
| Fixed and intangible assets | 636 | 579 | |
| Goodwill and investments | 90 | 49 | + 41m |
| Stock | 658 | 552 | Equity partners |
| Debtors / other receivables | 1,281 | 1,315 | |
| Other creditors / derivatives | (815) | (653) | |
| Pension surplus | 157 | 133 | |
| Tax | 21 | (23) | |
| Right-of-use assets | 639 | 853 | |
| Lease debt | (1,057) | (1,251) | |
| Net debt (excluding lease debt) | (600) | (1,112) | |
| Net assets | <u>1,010</u> | <u>442</u> | |

Balance Sheet

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|-----------------------------|----------|----------|-------|
| Fixed and intangible assets | 636 | 579 | |
| Goodwill and investments | 90 | 49 | |
| Stock | 658 | 552 | + 19% |



Total stock includes Branded commission stock available on the NEXT website but not owned by NEXT.

Balance Sheet

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|-----------------------------|---------------------------------|----------|-------|
| Fixed and intangible assets | 636 | 579 | |
| Goodwill and investments | 90 | 49 | |
| Stock | 658 | 552 | |
| Debtors / other receivables | 1,281 | 1,315 | - 34m |
| | Customer receivables | | - 71m |
| | Commercial loans to TP partners | | + 18m |
| | International third parties | | + 11m |
| | Timing of rates payment | | + 8m |

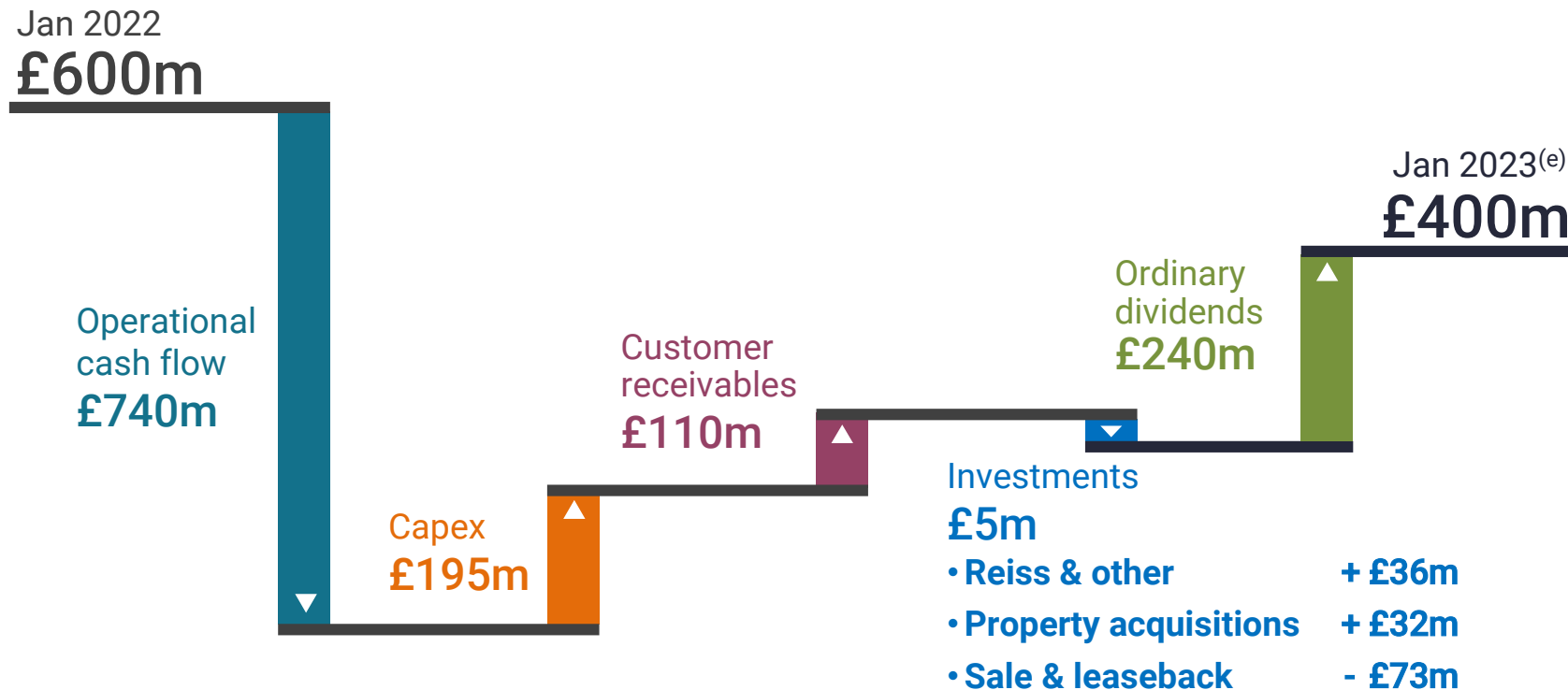
Balance Sheet

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|-----------------------------------|--------------|------------|--------|
| Fixed and intangible assets | 636 | 579 | |
| Goodwill and investments | 90 | 49 | |
| Stock | 658 | 552 | |
| Debtors / other receivables | 1,281 | 1,315 | |
| Other creditors / derivatives | (815) | (653) | |
| Pension surplus | 157 | 133 | |
| Tax | 21 | (23) | |
| Right-of-use assets | 639 | 853 | |
| Lease debt | (1,057) | (1,251) | |
| ▶ Net debt (excluding lease debt) | (600) | (1,112) | ↓ 512m |
| Net assets | <u>1,010</u> | <u>442</u> | |

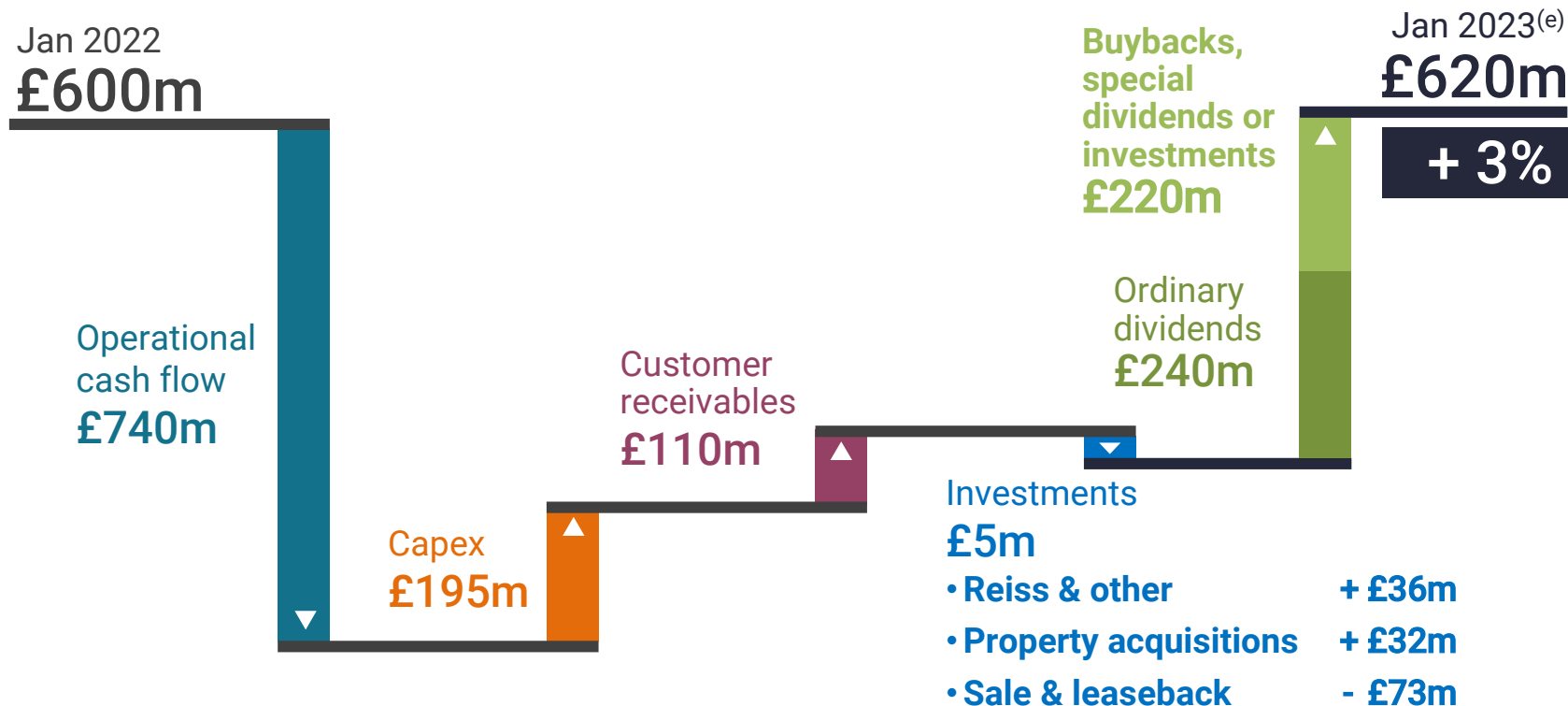
2022/23^(e) Net debt

NEXT



2022/23^(e) Net debt

NEXT





DIVISIONAL ANALYSIS

Online

Online | Sales Analysis

NEXT

£m

Jan 2022

Jan 2020

Var

Full Price
(excl. TP)

Total sales*

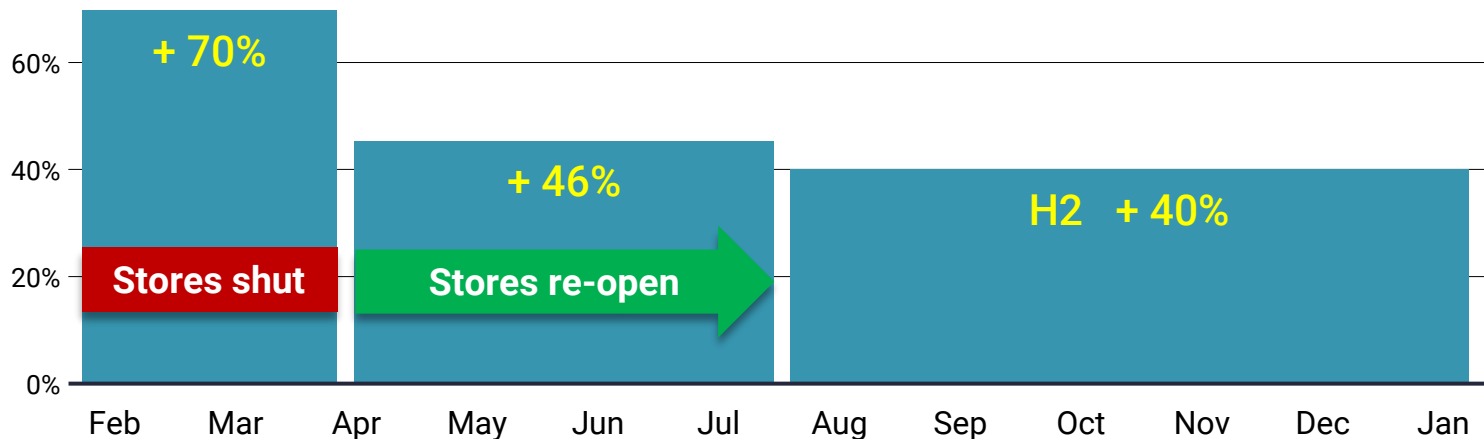
3,104

2,147

+ 45%

+ 47%

Full price sales 2022 v 2020 (LFL weeks excl.TP)



*Total sales includes sales made through Total Platform websites. Full price sales exclude Total Platform (TP).

Phasing

Division

Customer type

Online | Sales Analysis

NEXT

£m

Jan 2022

Jan 2020

Var

Full Price
(excl. TP)

Total sales

3,104

2,147

+ 45%

+ 47%

Full price sales analysis

By division

v 2019/20

UK total

+ 47%

NEXT Brand UK

+ 33%

LABEL UK

+ 79%

Overseas

+ 49%

Online total

+ 47%

Phasing

Division

Customer type

Online | Sales Analysis

NEXT

£m

Jan 2022

Jan 2020

Var

Full Price
(excl. TP)

Total sales

3,104

2,147

+ 45%

+ 47%

Full price sales analysis

By division

v 2019/20

UK total

+ 47%

Overseas

+ 49%

Nextdirect.com

+ 36%

Aggregators

+ 181%

Online total

+ 47%

LFL

+ 117%

Phasing

Division

Customer type

Online | Sales Analysis

NEXT

£m

Jan 2022

Jan 2020

Var

Full Price
(excl. TP)

Total sales

3,104

2,147

+ 45%

+ 47%

Full price sales analysis

By division

v 2019/20

By customer type

UK total

+ 47%

UK credit

+ 27%

UK cash

+ 116%

Overseas

+ 49%

Overseas cash

+ 36%

Online total

+ 47%

Phasing

Division

Customer type

£m

Jan 2022

Jan 2020

Var

Full Price
(excl. TP)

Total sales

3,104

2,147

+ 45%

+ 47%

Full price sales analysis

By customer type

v 2019/20

UK credit

+ 27%

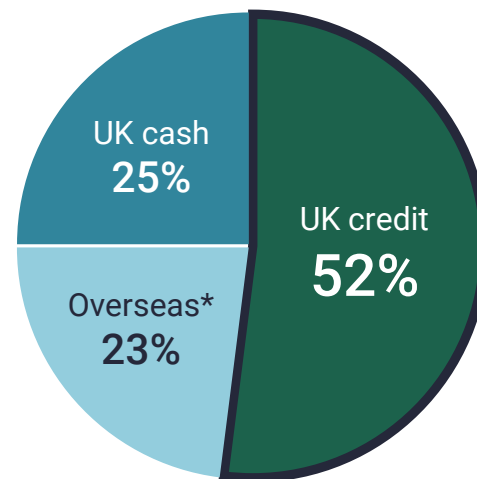
UK cash

+ 116%

Overseas cash

+ 36%

Sales participation



* Overseas sales participation including aggregators.



Phasing

Division

Customer type

Online | Sales Analysis

NEXT

£m

Jan 2022

Jan 2020

Var

Full Price
(excl. TP)

Total sales

3,104

2,147

+ 45%

+ 47%

By customer type

FP Sales

Customers

Average
No. 2022
v 2020

Annual spend

Average
£* 2022
v 2020

UK credit

+ 27%

2.8m

+ 7%

£521

+ 19%

UK cash

+ 116%

3.5m

+ 75%

£198

+ 23%

Overseas cash

+ 36%

1.9m

+ 37%

£284

0%

8.2m

+ 37%

£327

+ 6%

* Spend per customer is for online transactions.

Phasing

Division

Customer type

Online | Sales Analysis

NEXT

£m

Jan 2022

Jan 2020

Var

Full Price
(excl. TP)

Total sales

3,104

2,147

+ 45%

+ 47%

By customer type

FP Sales

Customers

Average
No. 2022
v 2020

Q2 - Q4 spend

Average
£* 2022
v 2020

UK credit

+ 27%

2.8m

+ 7%

£389

+ 15%

UK cash

+ 116%

3.5m

+ 75%

£150

+ 20%

Overseas cash

+ 36%

1.9m

+ 37%

£198

- 5%

8.2m

+ 37%

£242

+ 3%

* Spend per customer is for online transactions.

Phasing

Division

Customer type

Online | Profit Analysis

NEXT



| £m | Jan 2022 | Jan 2020 | Var |
|----|----------|----------|-----|
|----|----------|----------|-----|

| | | | |
|-------------|-------|-------|--|
| Total sales | 3,104 | 2,147 | |
|-------------|-------|-------|--|

| | | | |
|------------------|-----|-----|--|
| Operating profit | 588 | 410 | |
|------------------|-----|-----|--|

| | | | |
|------------|-------|-------|--------|
| % to sales | 19.0% | 19.1% | - 0.1% |
|------------|-------|-------|--------|

| | | | |
|------------------|--------|--|--|
| Higher LABEL mix | - 2.1% | | |
|------------------|--------|--|--|

| | | | |
|-------------------------|--------|--|--|
| Unplanned freight costs | - 0.8% | | |
|-------------------------|--------|--|--|

| | | | |
|------------------------|--------|--|--|
| Bought-in gross margin | - 2.9% | | |
|------------------------|--------|--|--|

Online | Profit Analysis

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|------------------|----------|----------|--------|
| Total sales | 3,104 | 2,147 | |
| Operating profit | 588 | 410 | |
| % to sales | 19.0% | 19.1% | - 0.1% |

| | |
|------------------------|--------|
| Bought-in gross margin | - 2.9% |
| Lower surplus | + 1.5% |
| Achieved gross margin | - 1.4% |

| | |
|-------------------|-------|
| Full price sales* | + 47% |
| Surplus stock | + 4% |

* Full price sales excludes sales made through Total Platform websites.

Online | Profit Analysis

NEXT



| £m | Jan 2022 | Jan 2020 | Var |
|-------------------------|----------|-----------------------|--------|
| Total sales | 3,104 | 2,147 | |
| Operating profit | 588 | 410 | |
| % to sales | 19.0% | 19.1% | - 0.1% |
| Achieved gross margin | - 1.4% | | |
| Marketing & photography | + 1.7% | | |
| | | No printed catalogues | + 1.4% |
| | | Photography | + 0.5% |
| | | Digital marketing | - 0.2% |

Online | Profit Analysis

NEXT



| £m | Jan 2022 | Jan 2020 | Var |
|--------------------------|----------|---------------------------|--------|
| Total sales | 3,104 | 2,147 | |
| Operating profit | 588 | 410 | |
| % to sales | 19.0% | 19.1% | - 0.1% |
| Achieved gross margin | - 1.4% | | |
| Marketing & photography | + 1.7% | | |
| Warehouse & distribution | + 0.2% | | |
| | | Lower Online returns rate | + 0.9% |
| | | Air freight surcharges | - 0.7% |

Online | Profit Analysis

NEXT



| £m | Jan 2022 | Jan 2020 | Var |
|--------------------------|----------|----------|--------|
| Total sales | 3,104 | 2,147 | |
| Operating profit | 588 | 410 | |
| % to sales | 19.0% | 19.1% | - 0.1% |
| Achieved gross margin | - 1.4% | | |
| Marketing & photography | + 1.7% | | |
| Warehouse & distribution | + 0.2% | | |
| Technology | - 0.2% | | |
| Central overheads | - 0.4% | | |
| Total margin movement | - 0.1% | | |

Online | Profit Analysis

NEXT



| £m | Jan 2022 | Jan 2020 | Var |
|----|----------|----------|-----|
|----|----------|----------|-----|

| | | | |
|-------------|-------|-------|--|
| Total sales | 3,104 | 2,147 | |
|-------------|-------|-------|--|

| | | | |
|------------------|-----|-----|--|
| Operating profit | 588 | 410 | |
|------------------|-----|-----|--|

| | | | |
|------------|-------|-------|--------|
| % to sales | 19.0% | 19.1% | - 0.1% |
|------------|-------|-------|--------|

Margin by channel

| | | | |
|---------------|-------|-------|--------|
| NEXT Brand UK | 25.0% | 22.2% | + 2.8% |
|---------------|-------|-------|--------|

| | | | |
|----------|-------|-------|--------|
| LABEL UK | 14.3% | 14.3% | + 0.0% |
|----------|-------|-------|--------|

| | | | |
|----------|-------|-------|--------|
| Overseas | 12.1% | 16.5% | - 4.4% |
|----------|-------|-------|--------|

Online | Profit Analysis

NEXT

£m

Jan 2023^(e)

Jan 2022

Jan 2020

Total sales

3,286

3,104

2,147

Operating profit

512

588

410

% to sales

~ 15.6%

19.0%

19.1%

Margin by channel

NEXT Brand UK

~ 21%

25.0%

22.2%

LABEL UK

~ 14%

14.3%

14.3%

Overseas

~ 10%

12.1%

16.5%





DIVISIONAL ANALYSIS

NEXT Finance

NEXT Finance | Key Drivers of Sales & Profit

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------------------|----------|----------|-------|
| Credit sales | 1,977 | 1,748 | + 13% |
| Full price Online credit sales* | 1,436 | 1,132 | + 27% |
| Markdown Online credit sales | 190 | 180 | + 5% |
| Retail credit sales | 102 | 167 | - 39% |
| Interest income | 249 | 269 | - 7% |

* Full price sales excludes sales made through Total Platform websites.

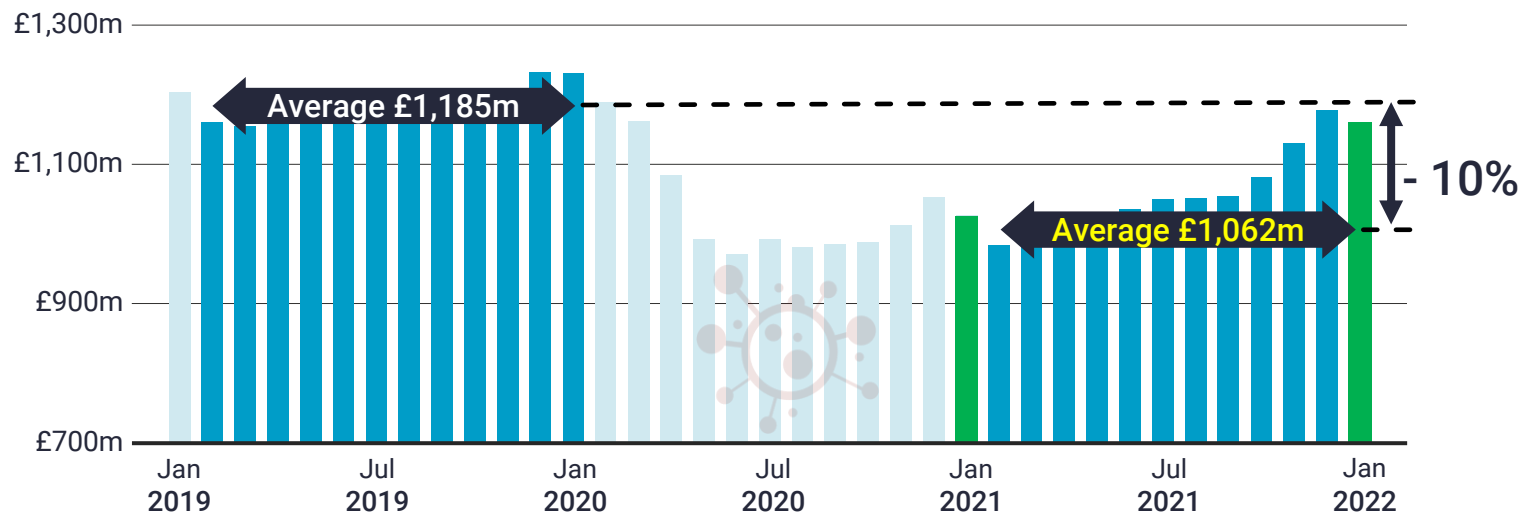


NEXT Finance | Key Drivers of Sales & Profit

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------------|----------|----------|-------|
| Credit sales | 1,977 | 1,748 | + 13% |
| Avg. customer receivables | 1,062 | 1,185 | - 10% |

Monthly closing customer receivables balance

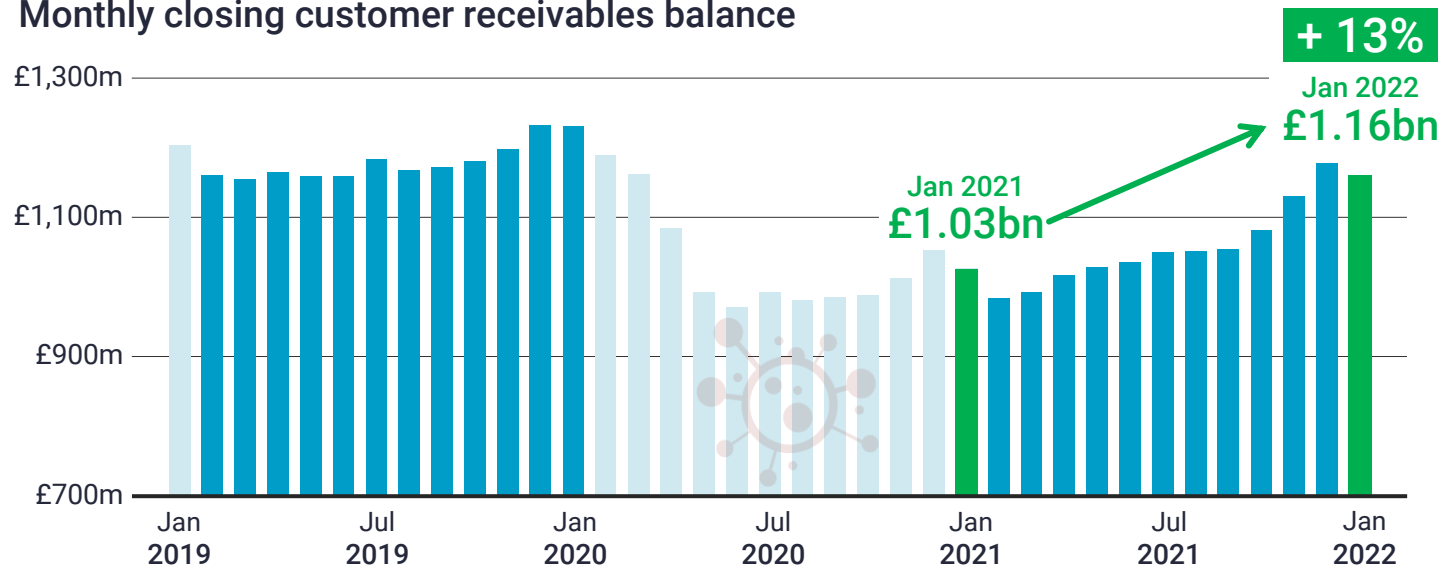


NEXT Finance | Key Drivers of Sales & Profit

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------------|----------|----------|-------|
| Credit sales | 1,977 | 1,748 | + 13% |
| Avg. customer receivables | 1,062 | 1,185 | - 10% |

Monthly closing customer receivables balance

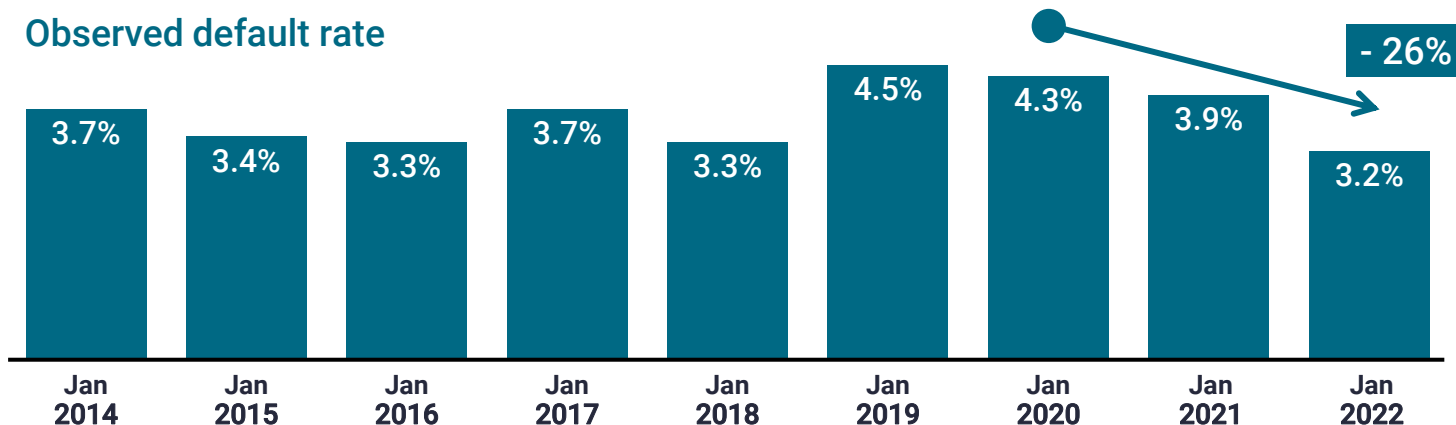


NEXT Finance | Income Statement

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------------|----------|----------|-------|
| Credit sales | 1,977 | 1,748 | + 13% |
| Avg. customer receivables | 1,062 | 1,185 | - 10% |
| Interest income | 249 | 269 | - 7% |
| Bad debt charge | (27) | (43) | - 37% |

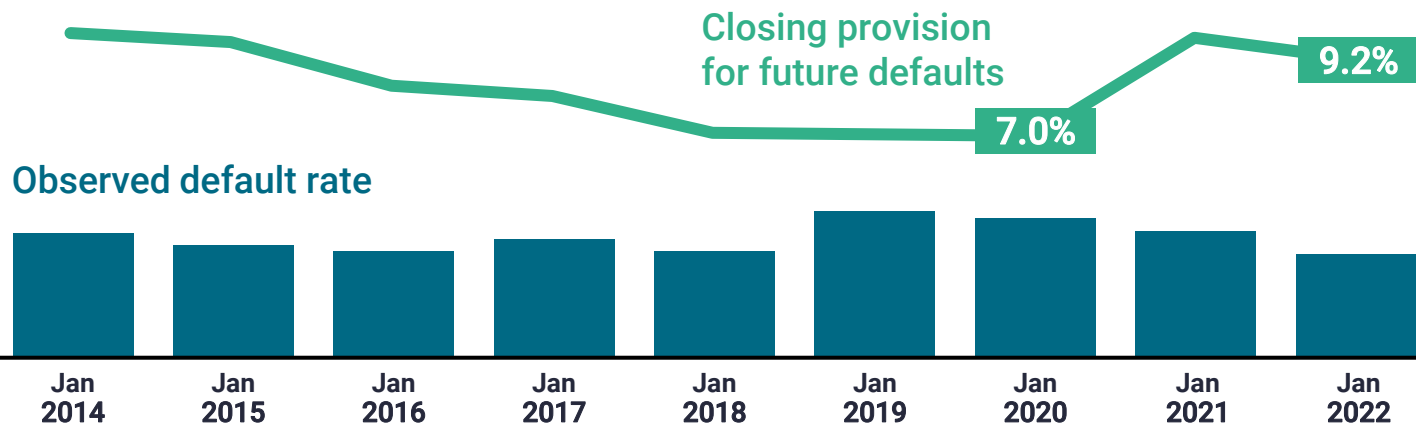
Observed default rate



NEXT Finance | Income Statement

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|---------------------------|----------|----------|-------|
| Credit sales | 1,977 | 1,748 | + 13% |
| Avg. customer receivables | 1,062 | 1,185 | - 10% |
| Interest income | 249 | 269 | - 7% |
| Bad debt charge | (27) | (43) | - 37% |



NEXT Finance | Income Statement

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|----------------------------------|--------------|----------|--------------|
| <i>Credit sales</i> | 1,977 | 1,748 | + 13% |
| <i>Avg. customer receivables</i> | 1,062 | 1,185 | - 10% |
| Interest income | 249 | 269 | - 7% |
| Bad debt charge | (27) | (43) | |
| Overheads | (49) | (43) | |
| ▶ Profit before cost of funding | 173 | 183 | - 6% |



NEXT Finance | Income Statement

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|-------------------------------|----------|----------|-------|
| Credit sales | 1,977 | 1,748 | + 13% |
| Avg. customer receivables | 1,062 | 1,185 | - 10% |
| Interest income | 249 | 269 | - 7% |
| Bad debt charge | (27) | (43) | |
| Overheads | (49) | (43) | |
| Profit before cost of funding | 173 | 183 | |
| Cost of funding | (31) | (36) | |
| Net profit | 142 | 147 | - 3% |
| ROCE (after cost of funding) | 13.4% | 12.4% | |



NEXT Finance | Income Statement

NEXT

| £m | Jan 2022 | Jan 2020 | Var |
|----------------------------------|--------------|----------|--------------|
| <i>Credit sales</i> | 1,977 | 1,748 | + 13% |
| <i>Avg. customer receivables</i> | 1,062 | 1,185 | - 10% |
| Interest income | 249 | 269 | - 7% |
| Bad debt charge | (27) | (43) | |
| Overheads | (49) | (43) | |
| Profit before cost of funding | 173 | 183 | |
| Cost of funding | (31) | (36) | |
| Net profit | 142 | 147 | - 3% |

Jan 2023^(e) guidance ~ 160





Fosse Park West, Leicester
Opened April 2021

DIVISIONAL ANALYSIS

Retail

Retail | Sales & Profit Analysis

NEXT



£m

Jan 2022

Jan 2020

Var

Total sales

1,432

1,852

- 23%

LFL full price sales (for the LFL weeks stores were open)

- 5%

By store type

City centres

Regional shopping centres

~ 60% of sales

Retail parks

Jan 2022
vs Jan 2020

- 13%

- 3%

- 2%

- 11%

Jan 2021
vs Jan 2020

- 31%

- 25%

Retail | Sales & Profit Analysis

NEXT



| £m | Jan 2022 | Jan 2020 | Var |
|--------------------|----------|----------|-------|
| Total sales | 1,432 | 1,852 | - 23% |
| ▶ Operating profit | 107 | 234 | - 54% |

Retail | Sales & Profit Analysis

NEXT



| £m | Jan 2022 | Jan 2020 | Var |
|---------------------------------------|----------|----------|-------|
| Total sales | 1,432 | 1,852 | - 23% |
| Achieved gross margin | 843 | 1,099 | - 23% |
| Occupancy costs incl. lease interest | (362) | (459) | - 21% |
| Payroll | (176) | (210) | - 16% |
| Warehouse & distribution | (108) | (113) | - 4% |
| Central costs | (132) | (140) | - 6% |
| Operating profit incl. lease interest | 65 | 177 | - 63% |

Jan 2023^(e) guidance ~ 115

Retail | Sales & Profit Analysis

NEXT

Focus on rent payable

Jan 2022

Jan 2020

Var

Gross rent, rates and
service charge payable*

£310m

£334m

- 7%

2021/22 rent reductions

No. of stores

Cost reduction

Weighted
average term

Annualised saving

60

- 46%

2.8 years

£9.1m

Including 19 flexible rents...

of which 11 are Total Occupancy (TOC) deals

* Cash cost excluding rates relief of £20m in 2022.



Retail | Sales & Profit Analysis

NEXT

Focus on rent payable

Jan 2022

Jan 2020

Var

Gross rent, rates and
service charge payable*

£310m

£334m

- 7%

2021/22 rent reductions

No. of stores

60

Cost reduction

- 46%

Weighted
average term

2.8 years

Annualised saving

£9.1m

2022/23^(e) rent reductions

72

- 45%

4.5 years

£17.5m

* Cash cost excluding rates relief of £20m in 2022.





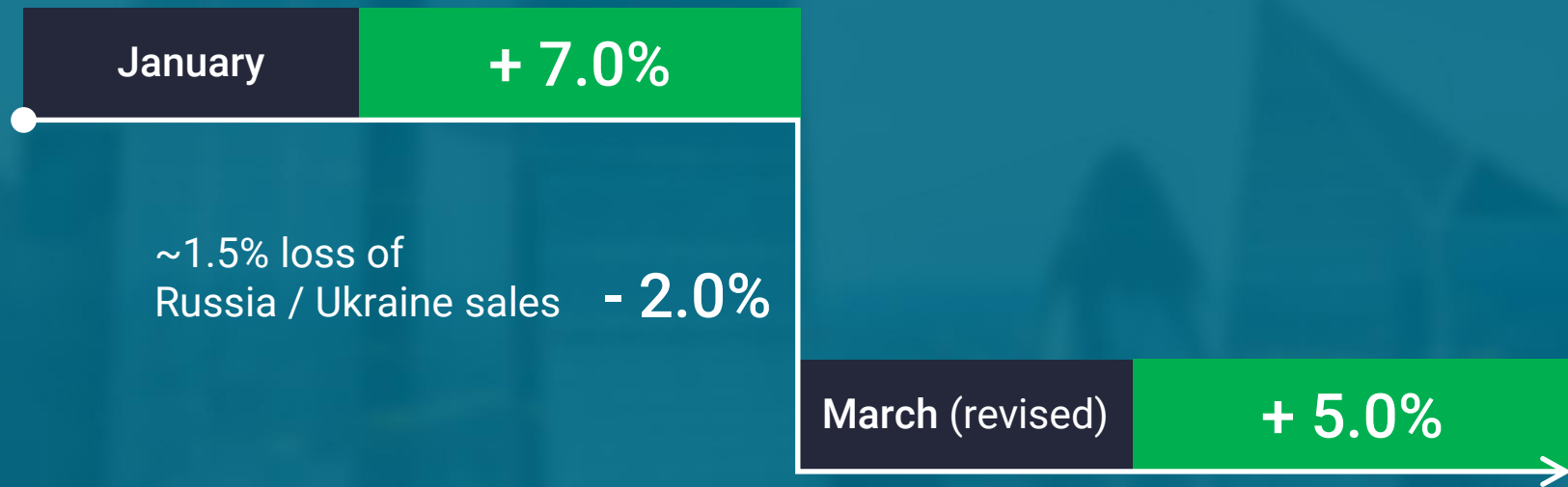
NEXT GROUP PLC

2022/23 Outlook

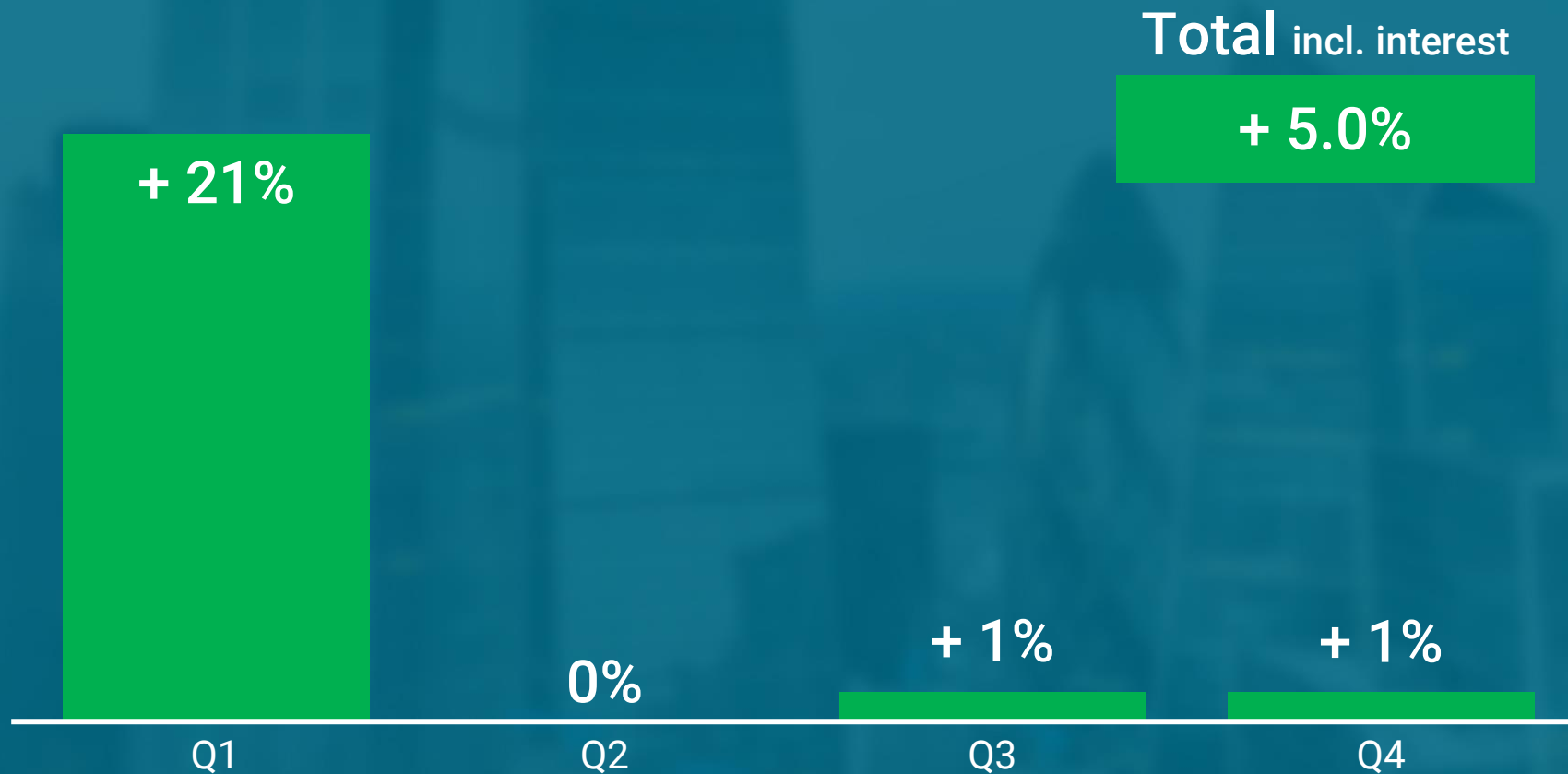


2022/23^(e) Central Guidance | Full Price Sales* v 2021/22

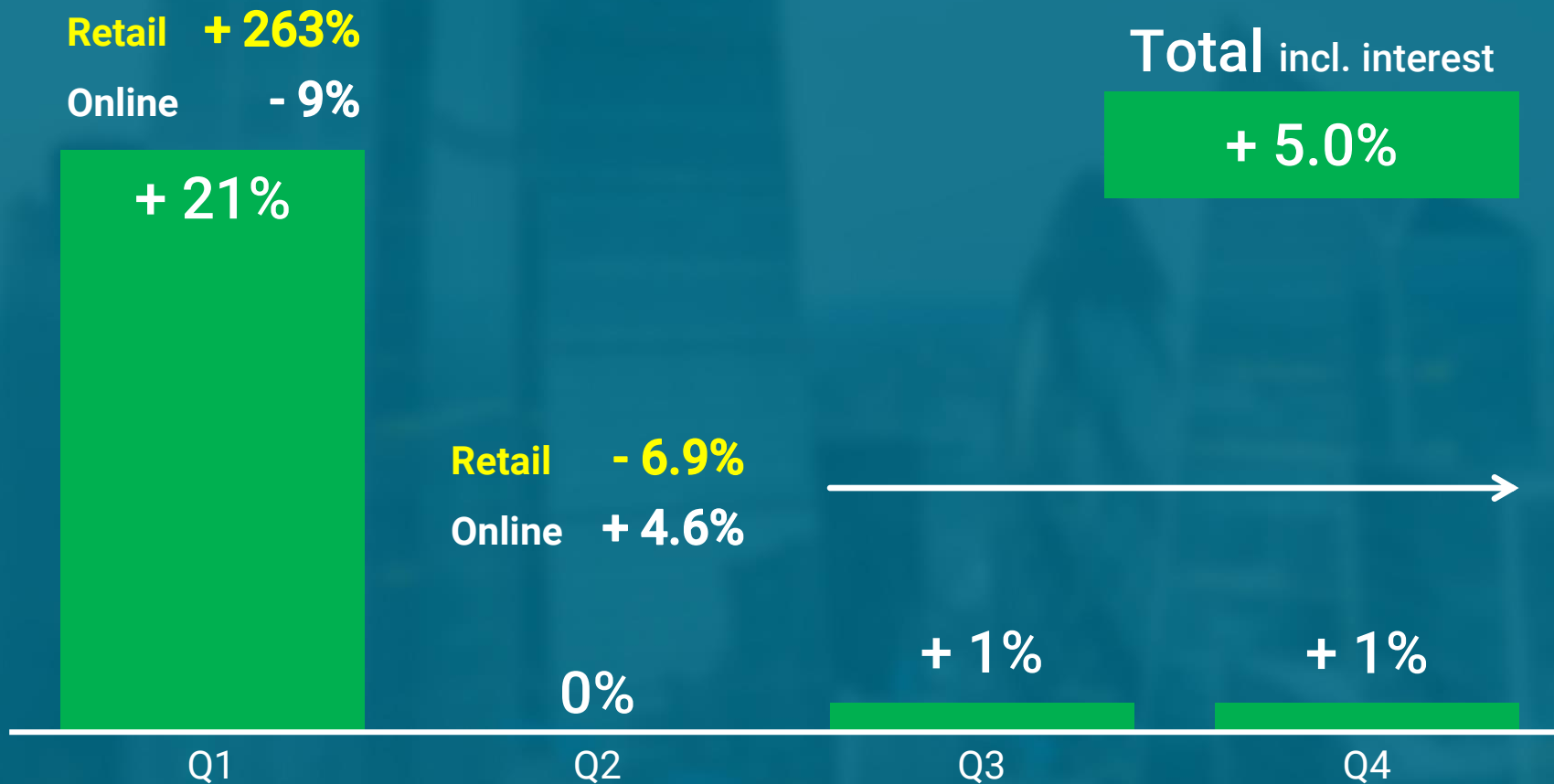
NEXT



* Full price sales excludes sales made through Total Platform websites.







FP sales
movement

+ £160m

Profit performance

2021/22
£823m

Retail
£89m

FP margin before
fixed overheads

55%

FP sales
movement

+ £160m

Profit performance

FP margin before
fixed overheads

2021/22
£823m

Retail
£61m

38%

Loss of lockdown savings

Business rates relief £20m

Stock loss £4m

Controllables £4m

2022/23^(e) Central Guidance | Profit

NEXT

FP sales
movement

+ £160m

Profit performance

FP margin before
fixed overheads

2021/22
£823m

Retail
£61m

38%

| Online | FP sales | Profit | Margin |
|------------------------------|----------|--------|--------|
| Own Brand | - £40m | - £19m | 46% |
| 3 rd Party Brands | + £70m | + £21m | 30% |
| | + £30m | + £2m | 8% |

2022/23^(e) Central Guidance | Profit

NEXT

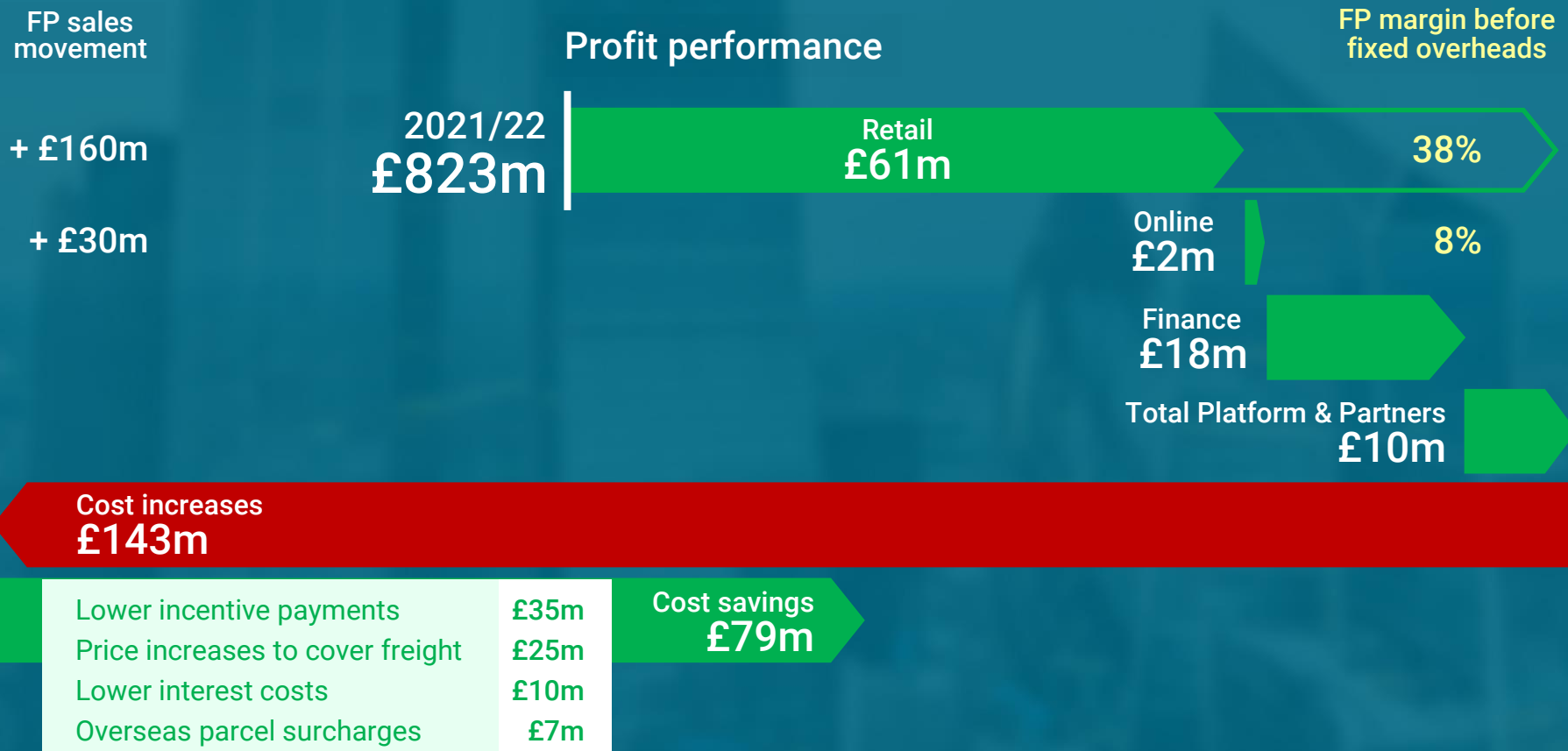


Cost increases
£143m

| | |
|----------------------------------|------|
| Cost of living | £55m |
| Higher surplus / lower clearance | £35m |
| Energy cost inflation | £20m |
| NEXT Technology | £17m |
| Marketing & photography | £5m |
| Warehousing & distribution | £5m |

2022/23^(e) Central Guidance | Profit

NEXT



2022/23^(e) Central Guidance | Profit

NEXT

FP sales
movement

+ £160m

+ £30m

Profit performance

FP margin before
fixed overheads

2021/22
£823m

Retail
£61m

38%

Online
£2m

8%

Finance
£18m

Total Platform & Partners
£10m

Cost increases
£143m

Cost savings
£79m

2022/23^(e)

£850m + 3.3%

EPS + 4.9%

2022/23^(e) Central Guidance

NEXT

| Scenario v LY | Downside | Central | Upside |
|-----------------------|----------|---------|---------|
| If full price sales * | + 2% | + 5% | + 8% |
| £ Profit before tax | £795m | £850m | £895m |
| % Profit before tax | - 3.4% | + 3.3% | + 8.7% |
| EPS | - 1.9% | + 4.9% | + 10.4% |

* Full price sales excludes sales made through Total Platform websites. EPS is shown post tax based on a share price of £65.



15 Year Stress Test

15 Year Stress Test

March 2019 Assumptions

Retail LFL - 10%

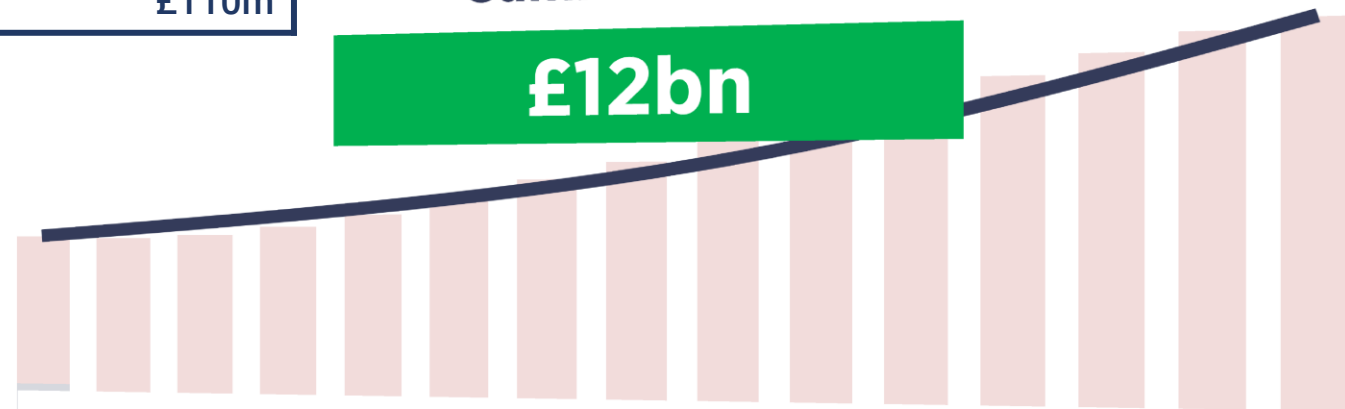
Online + 7.5%

Annual capex £110m

No. of stores **270**

Cum. net cash

£12bn



15 year Group CAGR* + 3.0%

Years 1-5 + 2.4%

Years 6-10 + 3.1%

Years 11-15

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 **2033**

* Compound

Presented 20th March 2019

15 Year Stress Test

| March 2019 | Assumptions |
|--------------|-------------|
| Retail LFL | - 10% |
| Online * | + 7.5% |
| Annual capex | £110m |

| March 2022 | Assumptions |
|---------------------------|-------------|
| Retail LFL From Jan 24 | - 10% |
| Online * | + 6.4% |
| Annual capex | £160m |

* 15 year growth CAGR

15 Year Stress Test

March 2022

Assumptions

Retail LFL

From Jan 24

- 10%

Online *

+ 6.4%

Annual capex

£160m

Online assumptions

15 yr growth (CAGR)

Constant margins

NEXT UK online

+ 3.8%

21.0%

UK LABEL

+ 7.5%

13.6%

Overseas

+ 9.6%

12.0%

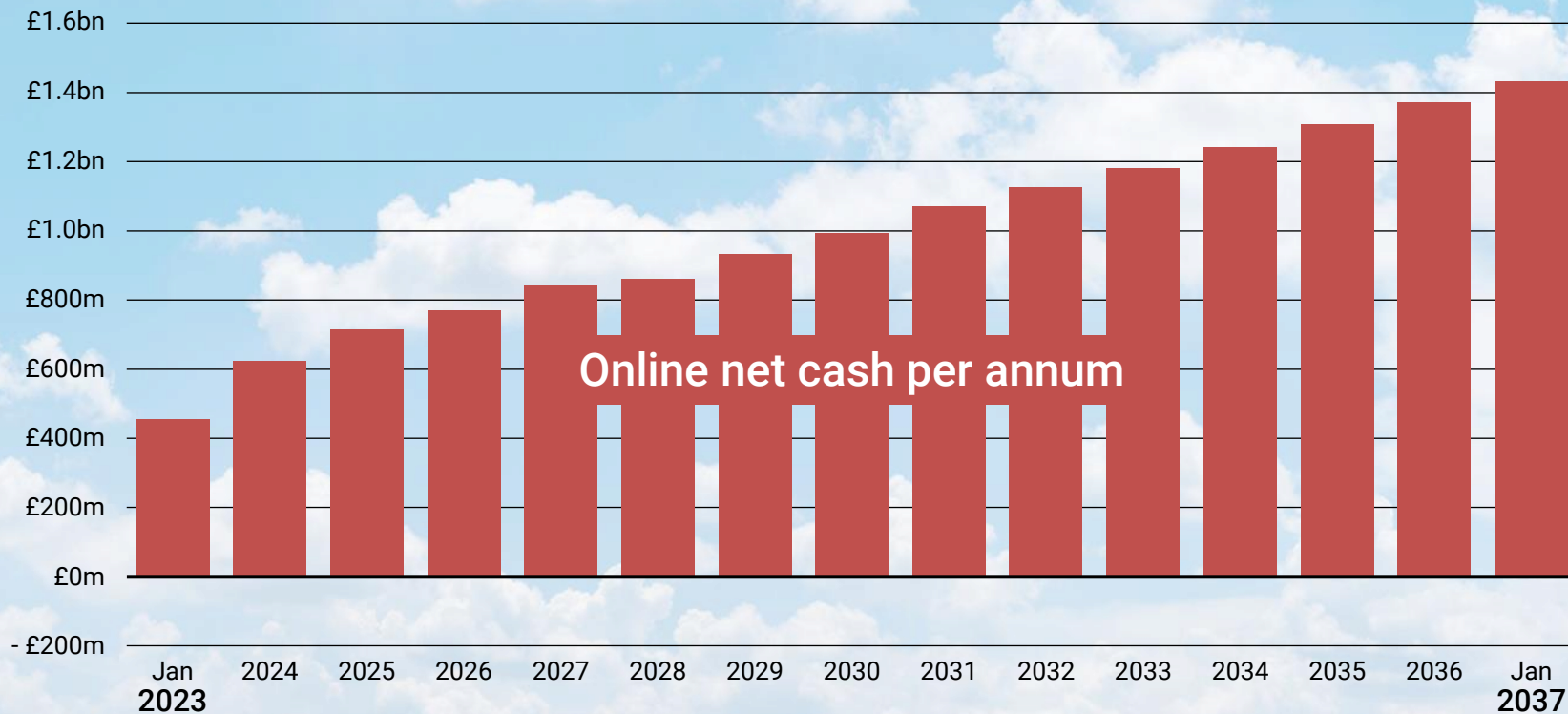
Online total

+ 6.4%

15 Year Stress Test

Online total

+ 6.4%



15 Year Stress Test

Online total + 6.4%

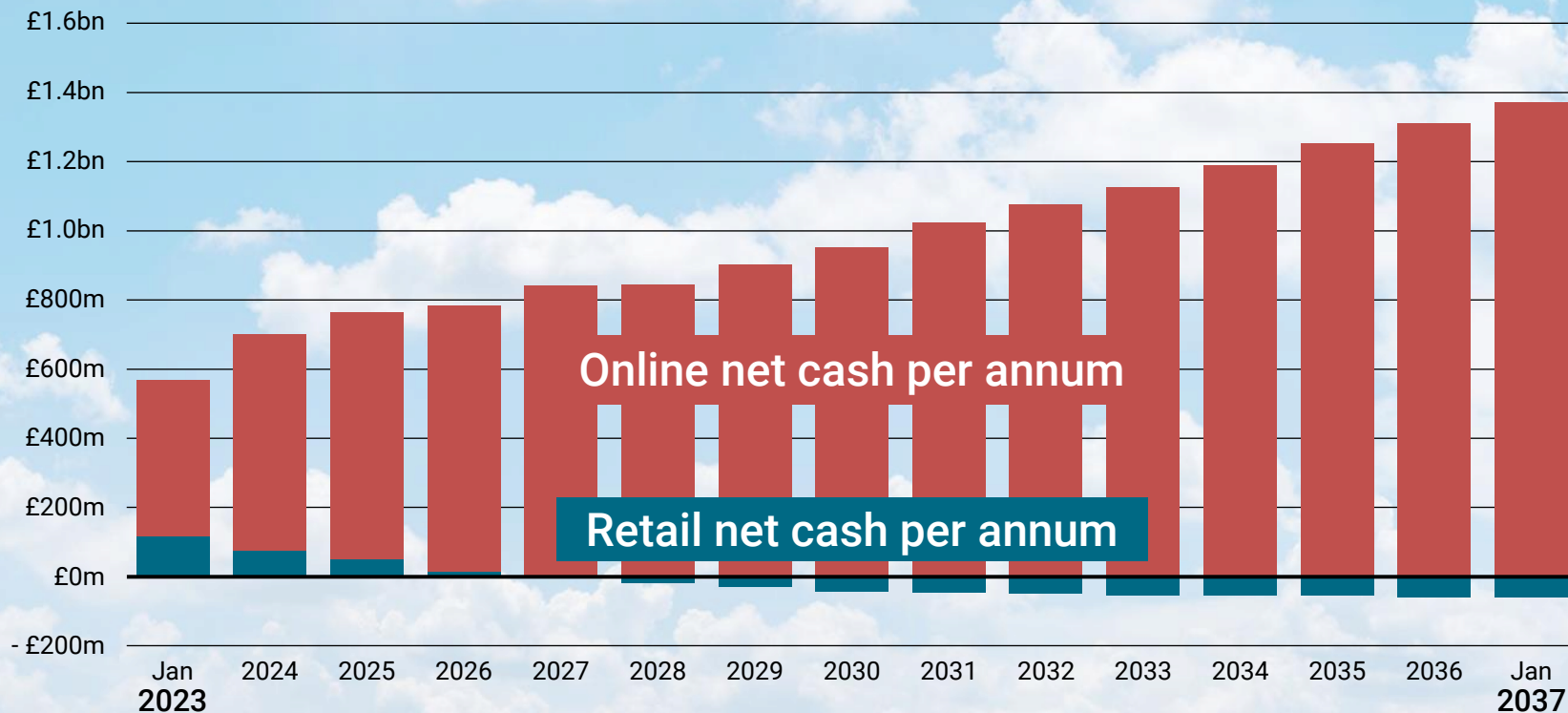
Retail LFL - 10%

Cum. net cash

£14.7bn

No. of stores

330



15 Year Stress Test

Online total + 6.4%

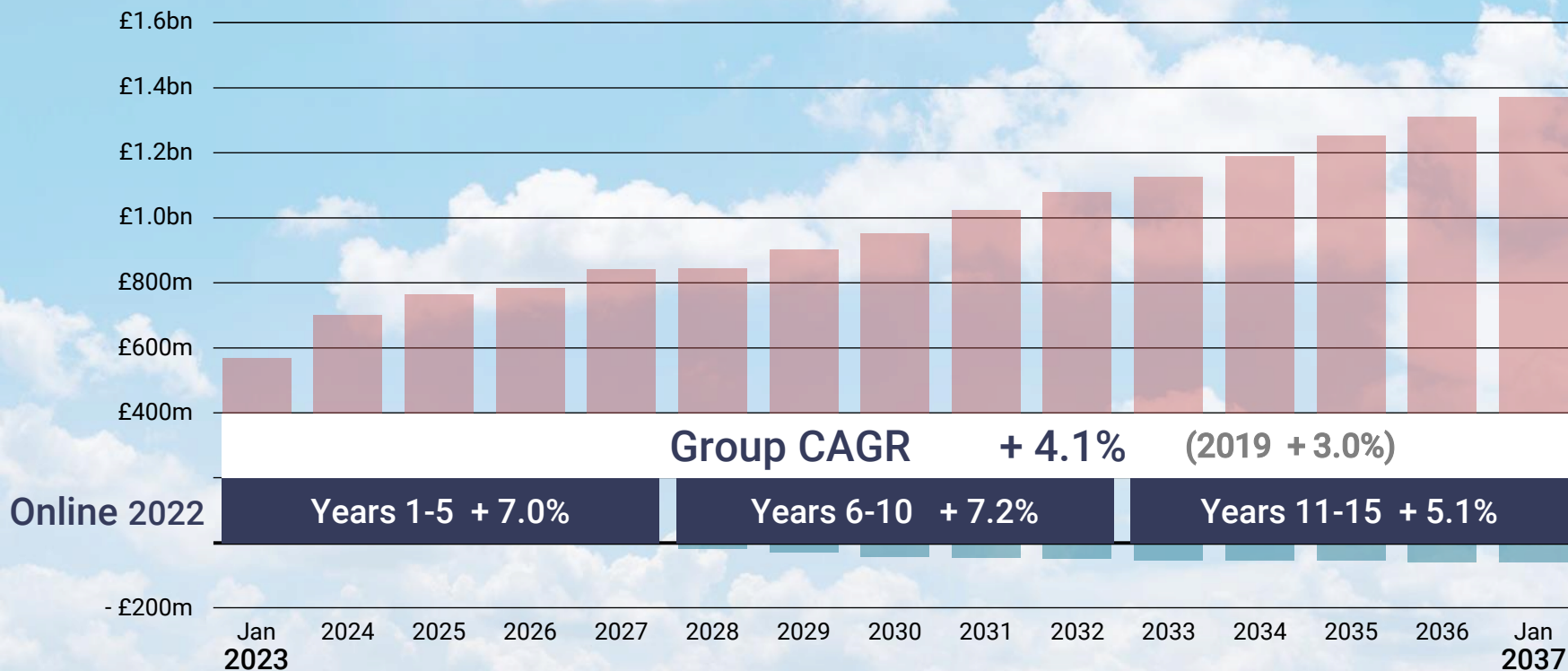
Retail LFL - 10%

Cum. net cash

£14.7bn

No. of stores

330



15 Year Stress Test

Online total + 6.4%

Retail LFL - 10%

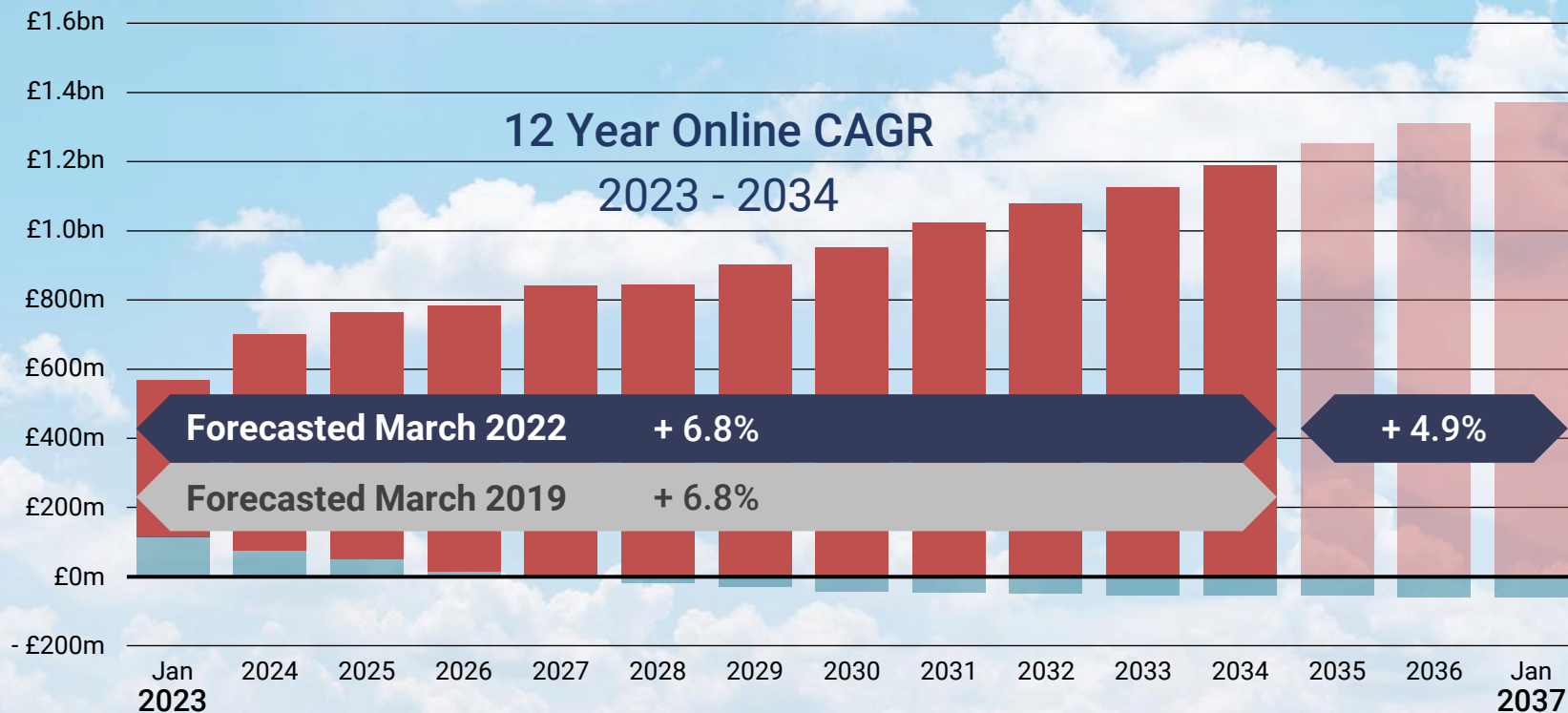
Group CAGR + 4.1%

Cum. net cash

£14.7bn

No. of stores

330



15 Year Stress Test

Group CAGR

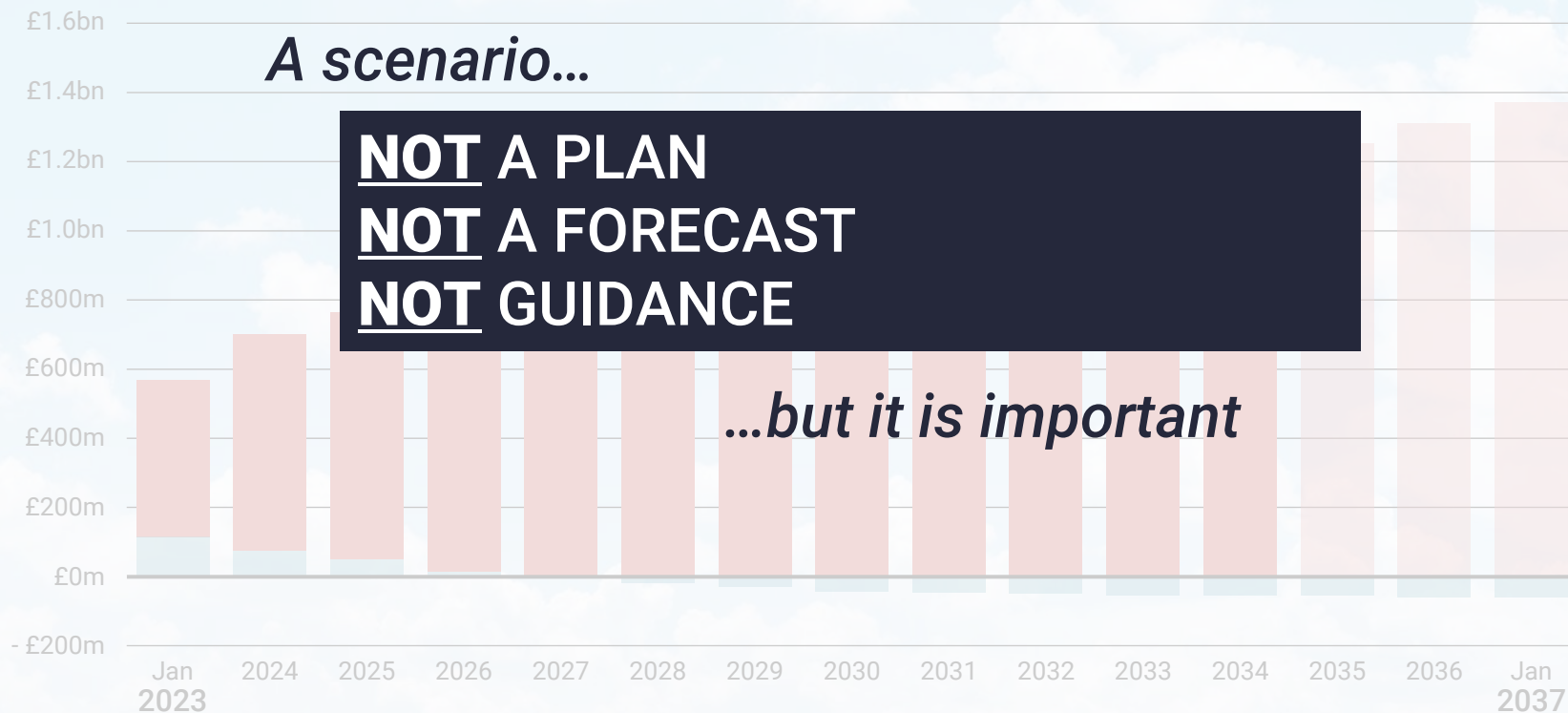
+ 4.1%

Cum. net cash

£14.7bn

No. of stores

330



NEXT

Business Evolution



NEXT



Factory



Customers

Buying

Selling

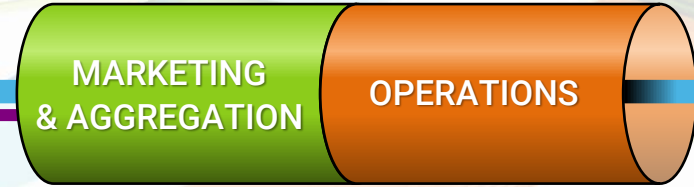
NEXT

**NEXT PRODUCT
BUSINESS**



PRODUCTS

**THE LABEL
BUSINESS**



MARKETING
& AGGREGATION

OPERATIONS

3rd Party Brands



NEXT



Buying

- Sourcing
- Design
- Stock Control
- Quality



Buying

- Choice

NEXT

FASHION

+ 225%

43k

NEXT Options
Growth

HOME

+ 59%

15k

13k

10k

2017

2022

2017

2022

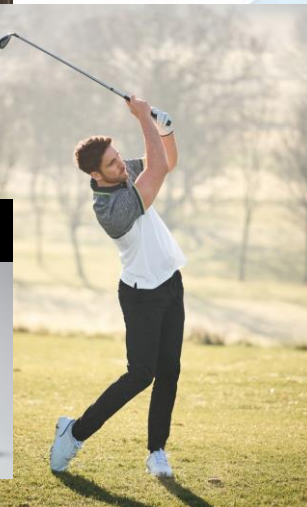


Buying

- Choice
- New categories

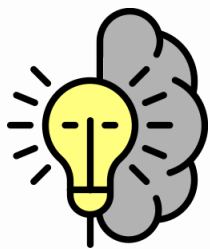


NEXT



Children's Bedroom





Buying

- Choice
- New categories
- Collaborations

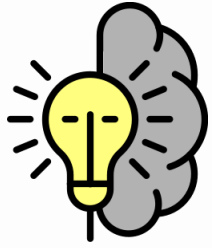
Loake
SHOEMAKERS
ENGLAND

Exclusively for Next
Made in England



THE ORIGINAL
MORRIS & Co
FOUNDED BY WILLIAM MORRIS IN 1861 ©





Buying

- Choice
- New categories
- Collaborations
- **Reverse licensing**



Wallpaper



NEXT

WARM CREAM

WARM LIGHT GREY

MID GREIGE NEUTRAL

LIGHT MAUVE

MUTED PINK

MID SAGE GREEN

DEEP TERRACOTTA

WARM CREAM

MID COOL BEIGE

MID GREIGE NEUTRAL

LIGHT GREIGE NEUTRAL



Skiwear





Buying

- Choice
- New categories
- Collaborations
- Reverse licensing
- 3rd party licensing



NEXT





Buying

- Choice
- New categories
- Collaborations
- Reverse licensing
- 3rd party licensing
- **New brands**



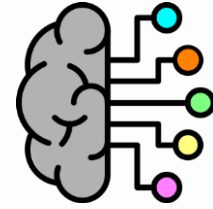
Own.





- [illegible]

NEXT

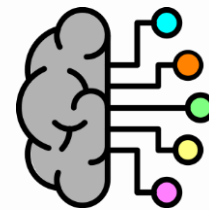


Selling

- Improved service and profit

aab BAUKJEN **BHS** CHINTI & PARKER
BRITISHHOMESTORE
COACH **Emma**[®]
The Sleep Company FURLA **JACAMO**
JIGSAW *Jolie Moi* 
KARL LAURA ASHLEY
KARL LAGERFELD SINCE 1953
leem LULU GUINNESS
LONDON **MANGO** **PAIGE**
PENELOPE
CHILVERS SERAPHINE **SWOON** **JD-WILLIAMS**
for NEXT 
YANKEE
CANDLE[®] **MADE BY ZEN**[®]

NEXT



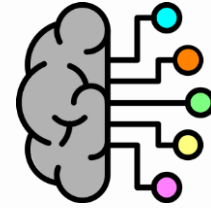
Selling

- Improved service and profit
- Improved offer
 - New brands

aab BAUKJEN **BHS** CHINTI & PARKER
BRITISHHOMESTORE
COACH **Emma®**
The Sleep Company FURLA **JACAMO**
JIGSAW *Jolie Moi*♥ **KARL** LAURA ASHLEY
KARL LAGERFELD SINCE 1953
leem LULU GUINNESS **MANGO** **PAIGE**
LONDON
PENELOPE SERAPHINE **SWOON** JD-WILLIAMS
CHILVERS for NEXT
YANKEE MADE BY ZEN®
CANDLE®



NEXT

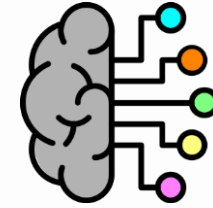


Selling

- Improved service and profit
- Improved offer
 - New brands
 - Platform Plus



NEXT



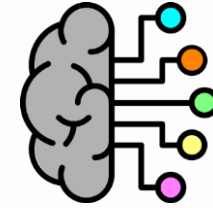
Selling

- Improved service and profit
- Improved offer
 - New brands
 - Platform Plus
 - Pre-emptive platform



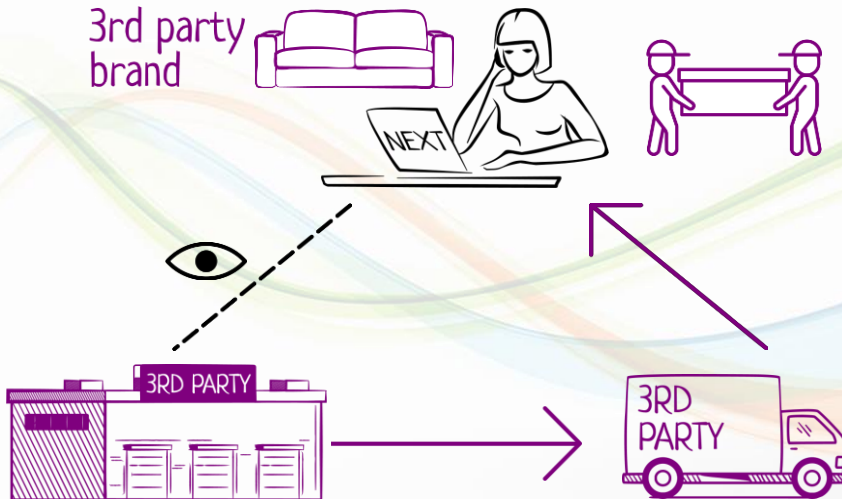


NEXT



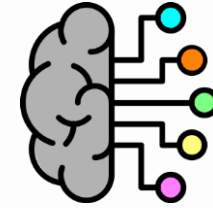
Selling

- Improved service and profit
- Improved offer
 - New brands
 - Platform Plus
 - Pre-emptive platform
 - Next Direct Dispatch



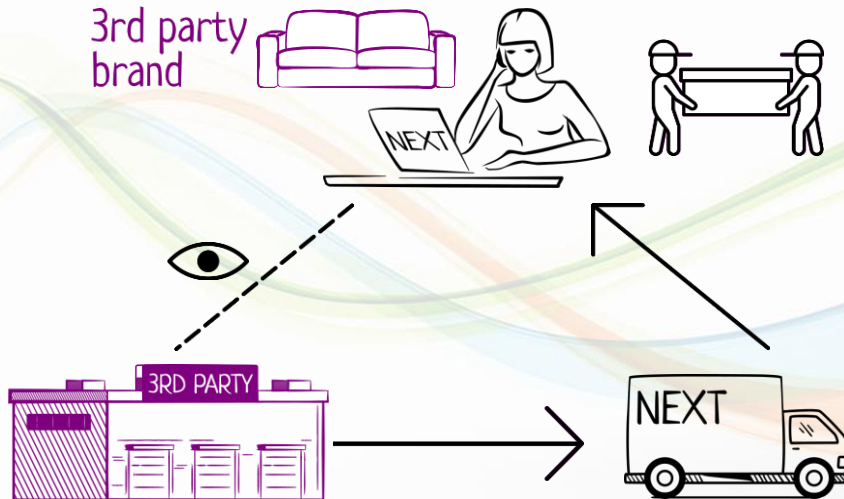


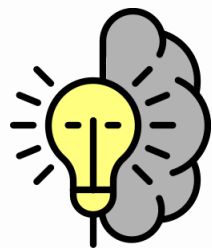
NEXT



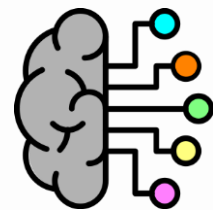
Selling

- Improved service and profit
- Improved offer
 - New brands
 - Platform Plus
 - Pre-emptive platform
 - Next Direct Dispatch





Buying



Selling



NEXT

aab

BAUKJEN

BHS
BRITISHHOMESTORE

CHINTI & PARKER

COACH

Emma®
The Sleep Company

FURLA

JACAMO

JIGSAW

Jolie Moi♥

KARL
KARL LAGERFELD

LAURA ASHLEY
SINCE 1953

leem

LULU GUINNESS
LONDON

MANGO

PAIGE

PENELOPE
CHILVERS

SERAPHINE

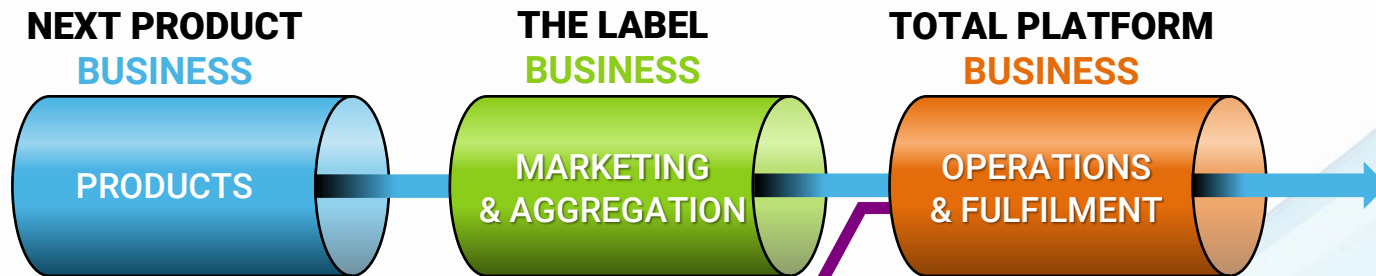
SIVCOON
for NEXT

JD-WILLIAMS

YANKEE
CANDLE®

MADE BY ZEN®

NEXT



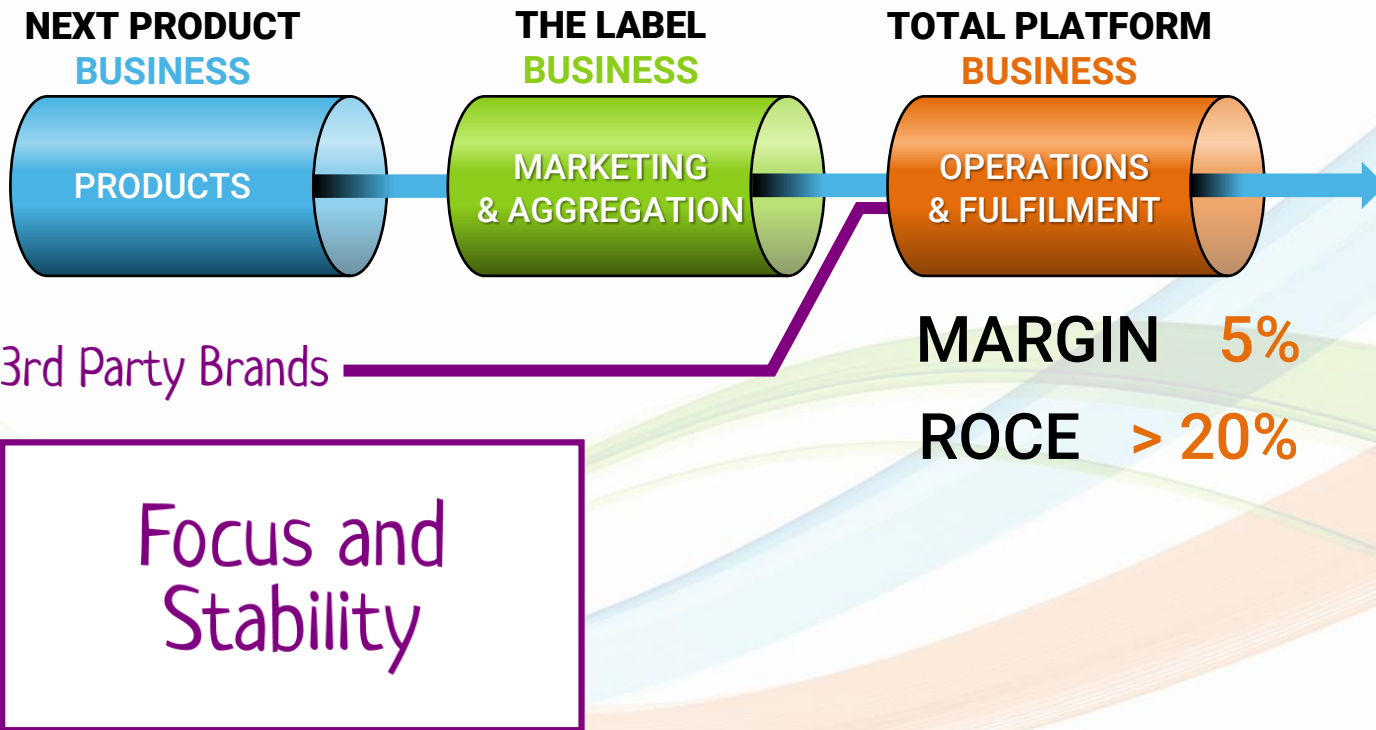
3rd Party Brands

MARGIN 5%

ROCE > 20%

- Lower cost
- Better service
- Zero capex
- Frictionless growth

NEXT



NEXT

NEXT PRODUCT
BUSINESS



THE LABEL
BUSINESS



TOTAL PLATFORM
BUSINESS

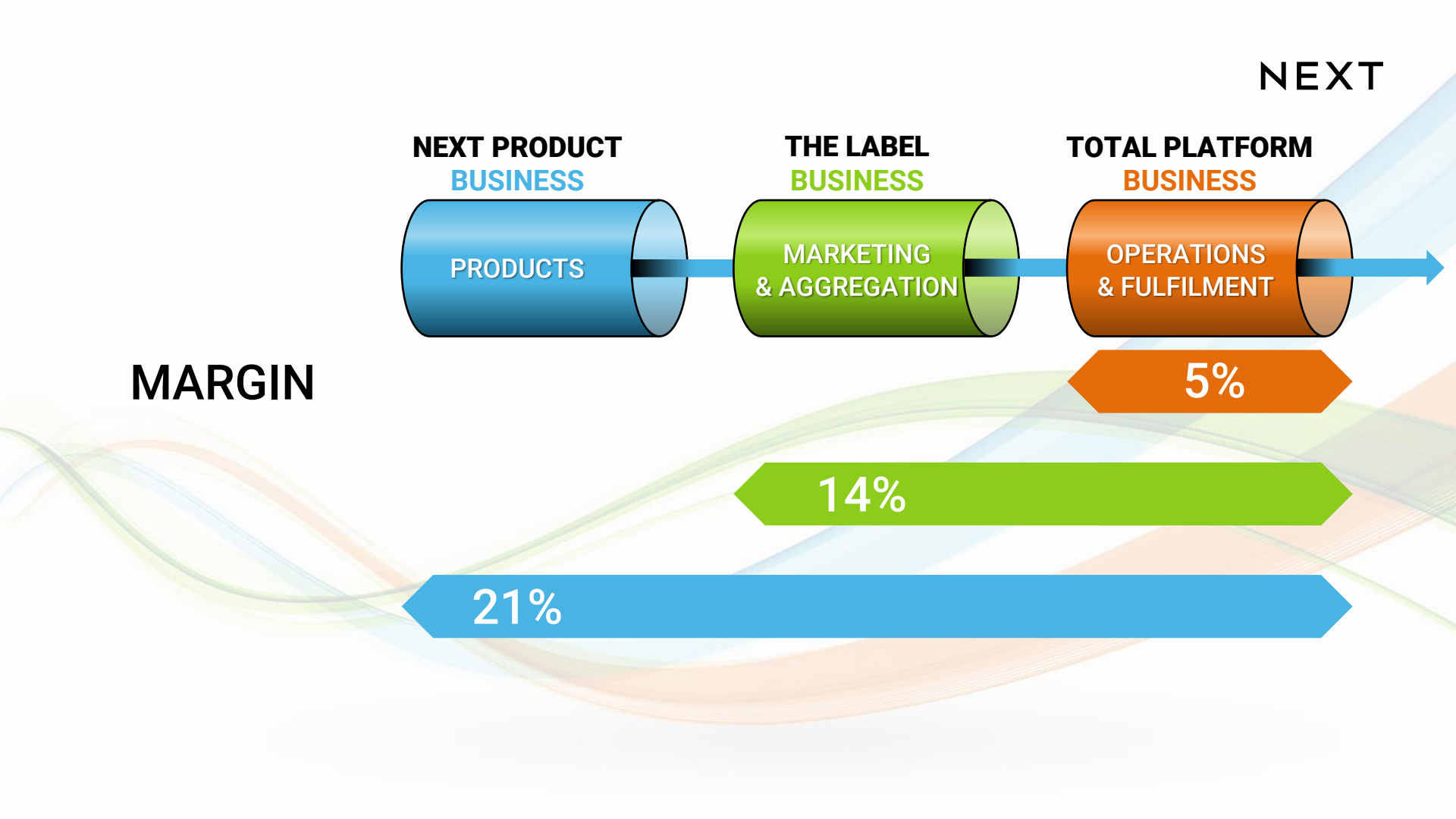


5%

14%

21%

MARGIN



NEXT

NEXT PRODUCT
BUSINESS



THE LABEL
BUSINESS



TOTAL PLATFORM
BUSINESS



MARGIN



NEXT

NEXT PRODUCT
BUSINESS



PRODUCTS

THE LABEL
BUSINESS



MARKETING
& AGGREGATION

TOTAL PLATFORM
BUSINESS



OPERATIONS
& FULFILMENT

MARGIN

16%

9%

5%

CAPEX

Low

High

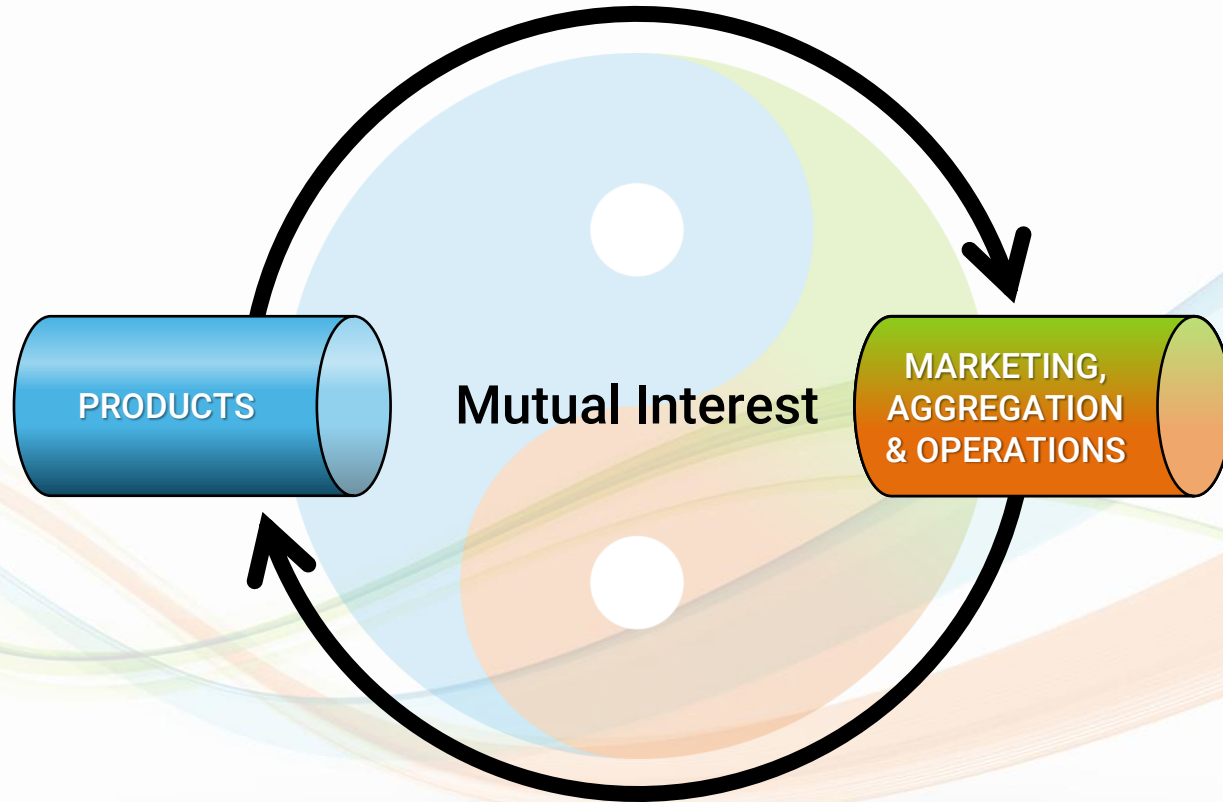
RISK

High

Low

CASH

NEXT



STABILITY