

# Transformation on track

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## Half-Year Results

12 September 2024



JOHN LEWIS

WAITROSE



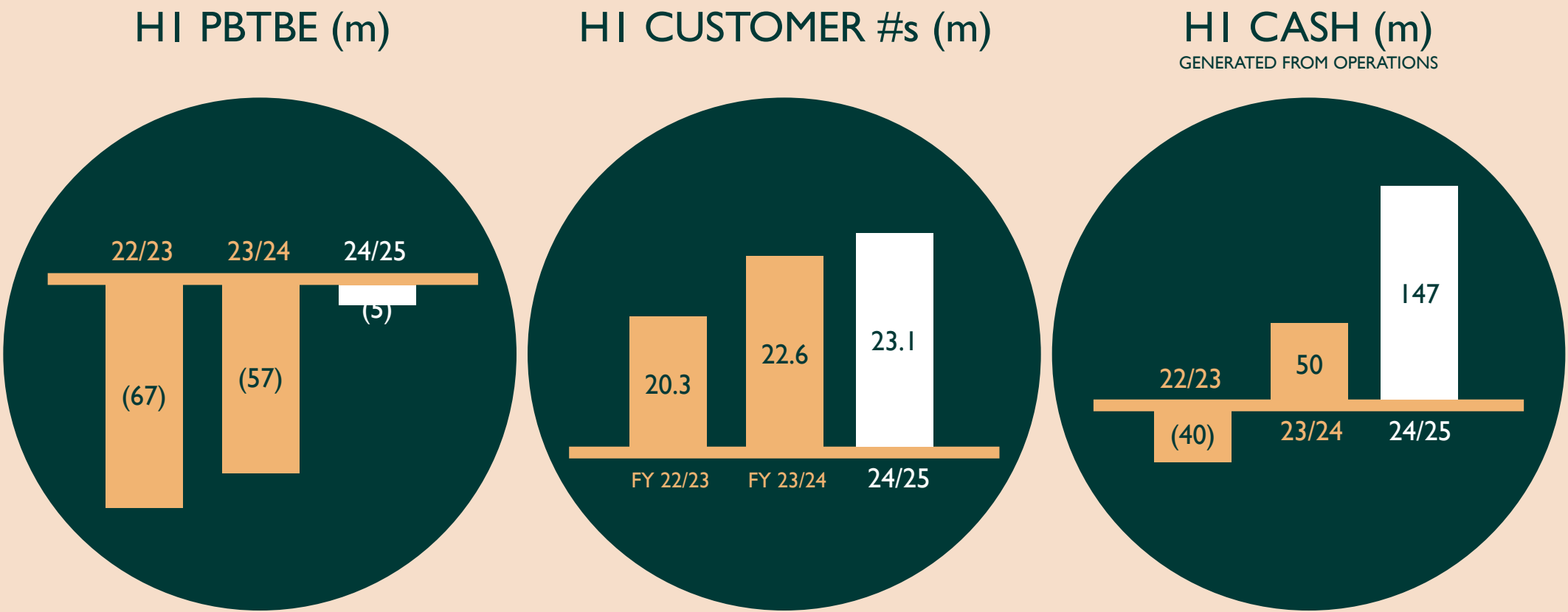
# Our multi-year transformation plan is working



## Delivering a brilliant retail experience for all our customers

- Energise our unique customer offer to drive growth
- Inspired service delivered by our Partners
- Modernising our retail infrastructure
- Significant investment fuelled by productivity

## UPWARD TRAJECTORY IN ALL KEY METRICS



# Significant progress against all our strategic priorities

## Energise our unique customer offer to drive growth

- Sales +2% and 91% improvement in profitability
- Liquidity £1.7bn & cash generation, +£97m YoY

## Inspired service delivered by our Partners

- 500k more customers in HI, loyalty membership up in both brands
- Record investment in Partner pay

## Modernising our retail infrastructure

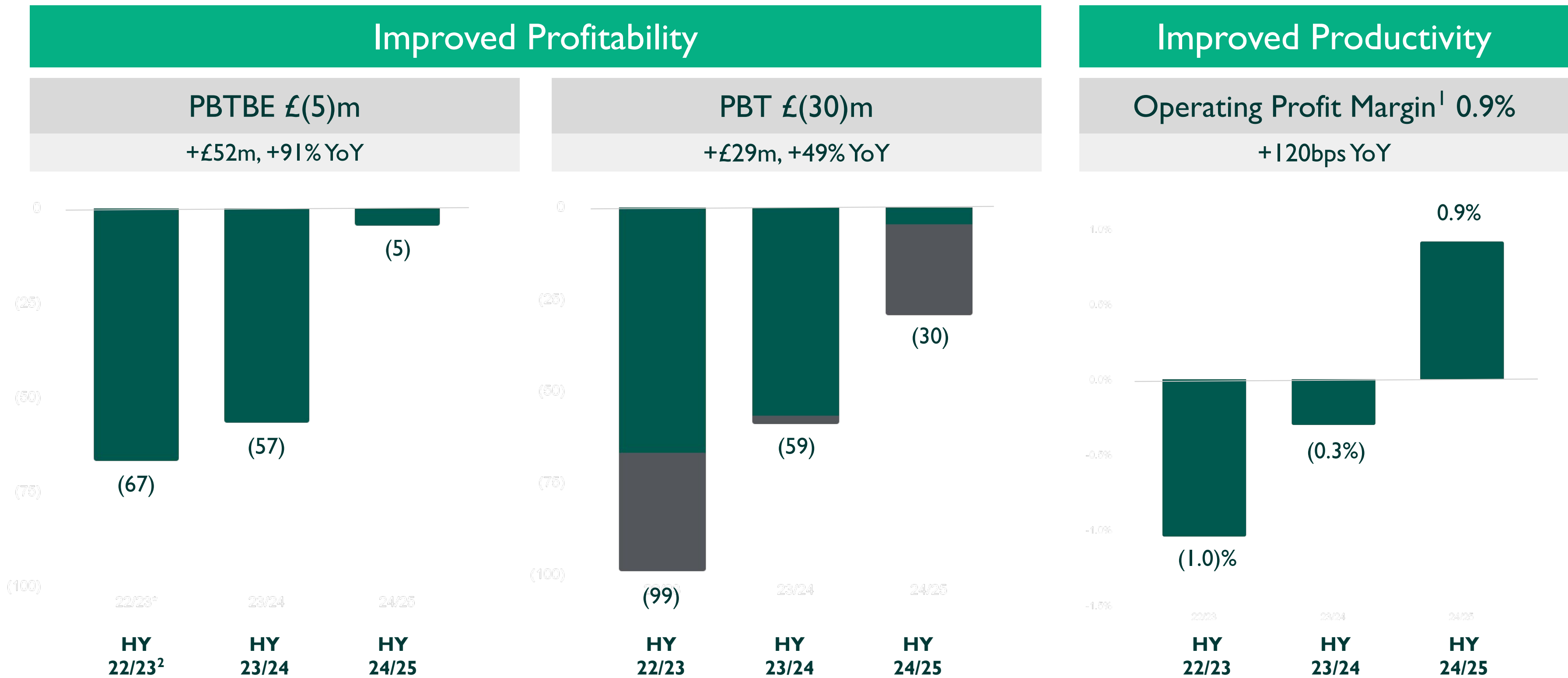
- Up to 100 new Waitrose convenience stores
- Significant Brand & Tech investment in Waitrose and John Lewis stores

## Significant investment fuelled by productivity

- £78m savings in HI; £500m delivered since 2021
- On track to invest c.£500m this year, +53% YoY



# Delivering strong progress across all financial metrics



Improved Productivity

Operating Profit Margin<sup>1</sup> 0.9%

+120bps YoY

(1.0%)

(0.3%)

0.9%

22/23

HY 22/23

23/24

HY 23/24

24/25

HY 24/25



<sup>1</sup>Operating profit margin is operating profit before exceptional items and property profits as a percentage of revenue  
<sup>2</sup> restated for the movement of impairment to Exceptionals, as reported was £(92.4)m

# Robust financial health enables us to invest with confidence



Improved cash generation

Net cash from Operations:  
**£147m**  
+£97m YoY

Strong Liquidity

Total Liquidity:  
**£1.7bn**  
+£348m YoY

Investing for growth

Total investment:  
**£186m**  
+£63m YoY  
£0.5bn full year



# WAITROSE – growing sales, profit, market share and customer numbers



Redeveloping and opening new stores



Market leading product innovation.  
10th consecutive quarter of customer growth



Strong improvements in customer satisfaction

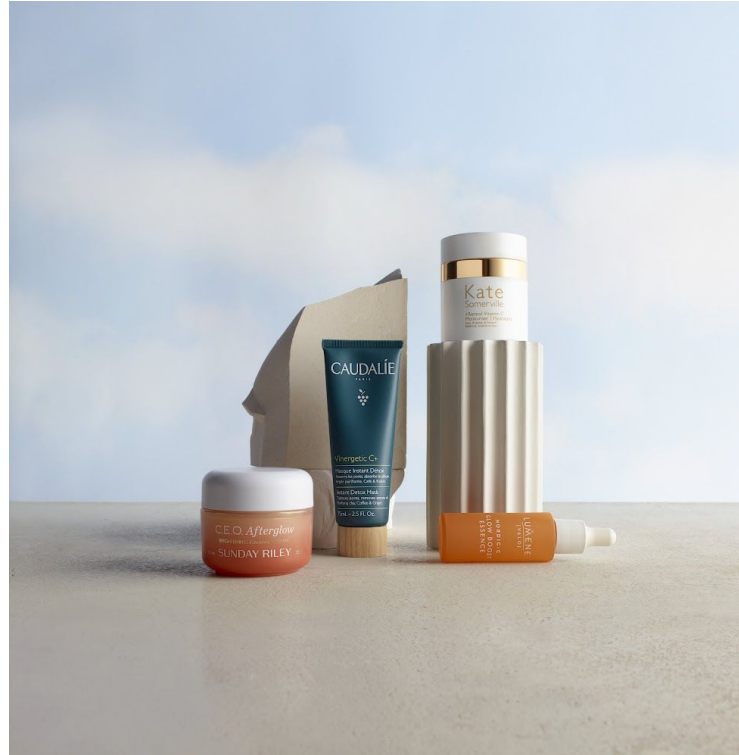


Operating Profit up significantly YOY

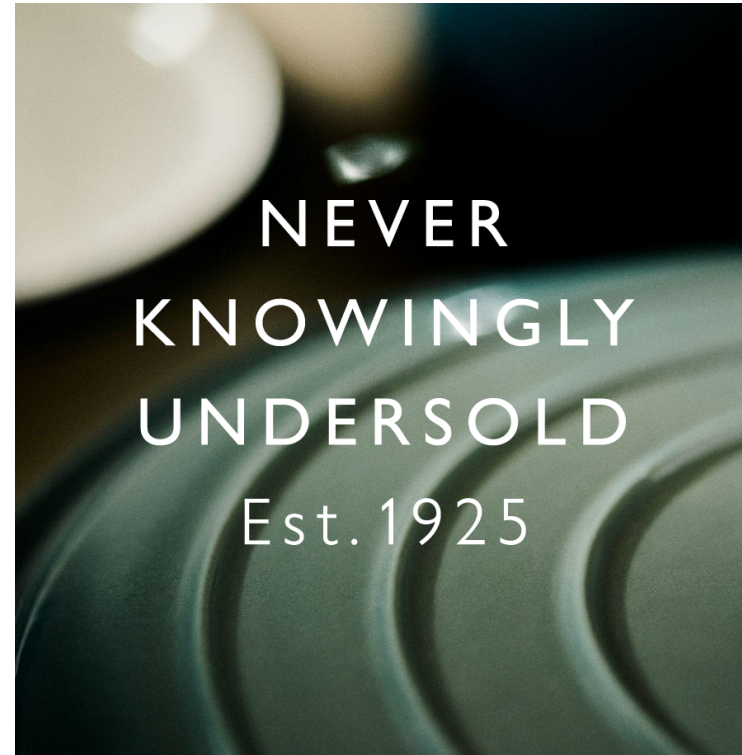
Delivering the strategy, very strong plans for H2 and 2025



# JOHN LEWIS – challenging market, but set up for a strong H2



Sales growth in  
Beauty, Nursery, and  
Cook & Dine



Return of our brand  
promise



Best of brands and  
new partnerships



Investing in stores and  
omnichannel

Accelerating pace of change with differentiated customer-focused strategy



# Transformation on track and accelerating performance



On track to build on progress delivered in H1

Significant cash generation powering our investment



Bold new season & Christmas propositions in H2

On track to significantly uplift full year profits