



JOHN LEWIS

WAITROSE

Return to profit,  
investing for future growth

Full-Year Results

14 March 2024



# Agenda



Results highlights

Our strategy

Group performance

Waitrose

John Lewis

Summary and Q&As

# The transformation plan is working

The Partnership returns to profit

We're on a strong financial footing

Investing significantly for customers and growth

Investing in pay for Partners



# Delivering a brilliant retail experience for our customers



JOHN LEWIS

WAITROSE

FINANCIAL SERVICES

BUILD TO RENT

RETURNING TO  
PROFITABILITY

BUILDING  
FOUNDATIONS FOR  
GROWTH

Energise our unique customer offer to drive growth

Inspired service delivered by our Partners

Modernising our retail infrastructure

Significant investment fuelled by productivity



# Investment in our retail business driving improved performance

Partnership Sales +1%; record number of customers

Profit improvement of £120m

Operating profit margins up by 119bps

Net cash generated up by £201m, +87%

Highest investment in base pay of £116m



# Progress against all financial metrics

## Improved Profitability

Profit Before Tax and  
Exceptionals (PBTBE):

**£42m**

LY £(78)m, +£120m YoY

Profit Before Tax  
(PBT):

**£56m**

LY £(234)m, +£290m YoY

## Improved Productivity

Operating margin%<sup>1</sup>  
Revenue:

**1.2%**

+119bps

## Improved Liquidity

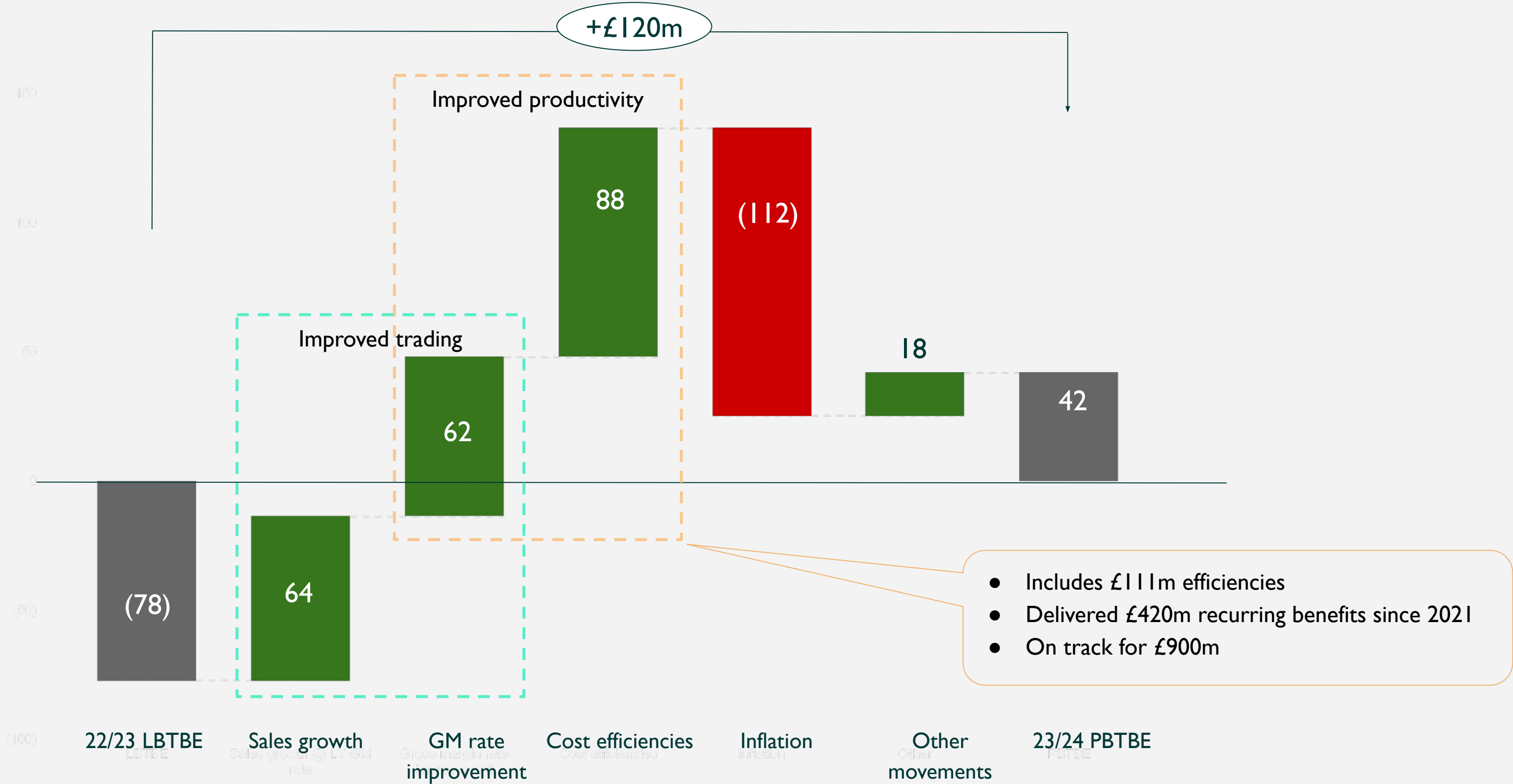
Net debt ratio:

**3.4x**

4.4x LY

<sup>1</sup>Operating profit margin is operating profit before exceptional items and property profits as a percentage of revenue

# Trade and productivity improvements drive a return to profit



# Solid cash position to fuel growth

Strongly cash  
generative

Net cash from Operations:

**£433m**

+£201m YoY

Accelerating  
investments

Total investment:

**£312m**

Planning £542m in 24/25

Funding secured for  
our Plan

Total borrowings:

**£733m**

+£78m YoY

Cash reserves to  
fund bond  
repayment

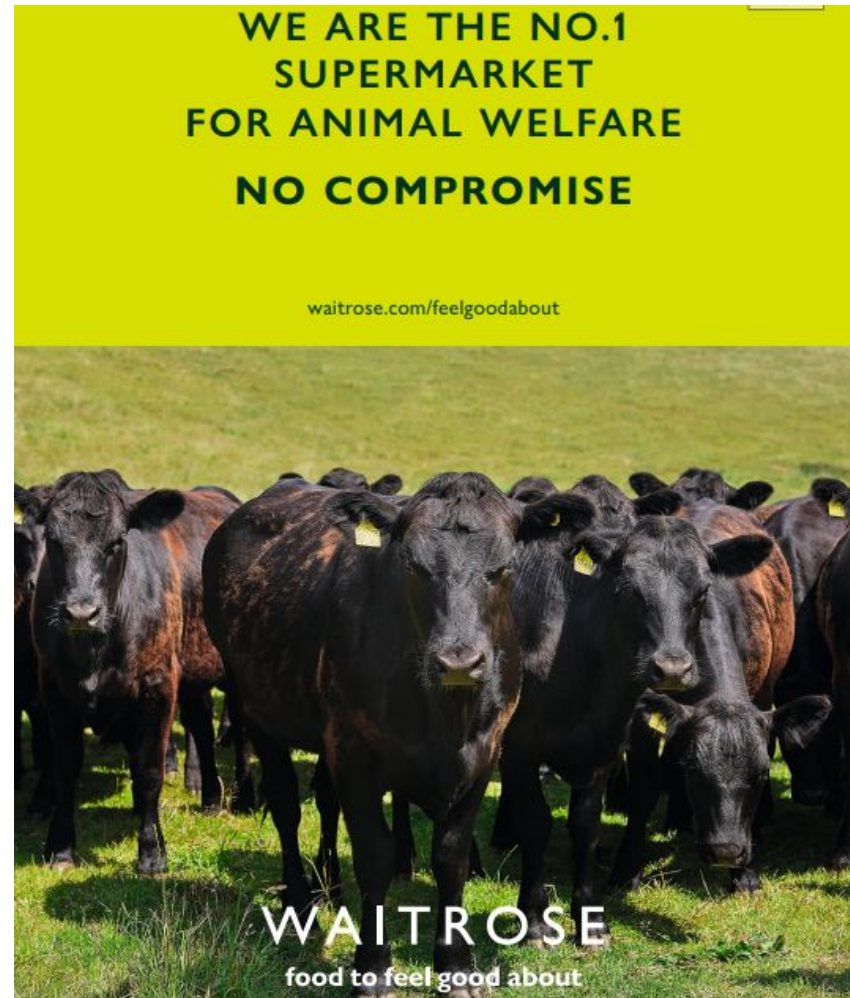
Total Liquidity:

**£1,708m**

+£249m YoY



# Record customers, consistent delivery and improved profitability



Value with values driving record customer numbers to Waitrose



Outstanding service from Partners, record *Grocer* 33 awards



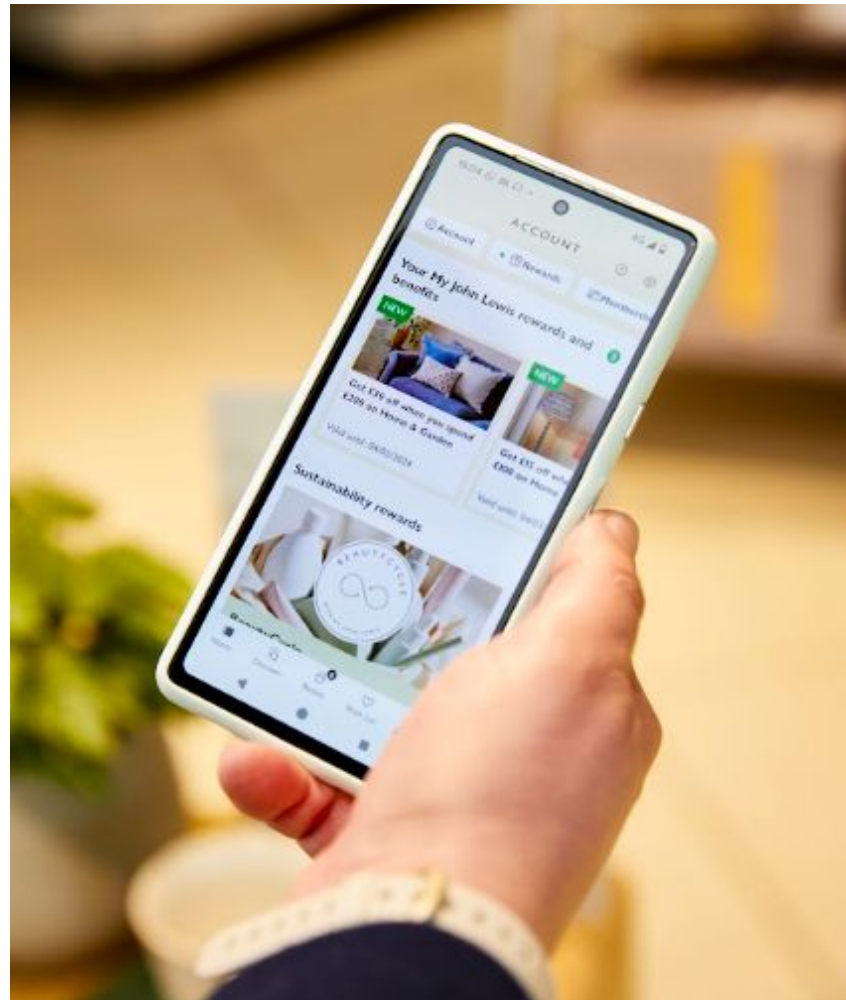
Record availability and more productive



Momentum in volume, sales and profit growth

Stepping up investment in customers and growth, including refurbishments and new Waitrose stores

# Record number of customers shopping with John Lewis



Omni-channel driving record customer numbers



Partnering with third parties and simplifying our operations



Investing in key categories - own brand and branded



Giving customers more reasons to shop with us

Investing in stores, online, in customer service and personalisation

# Building foundations for growth

Refreshed Plan delivering profitable growth

Significant self-funded investment

A thriving long term Partnership model



# Questions

