

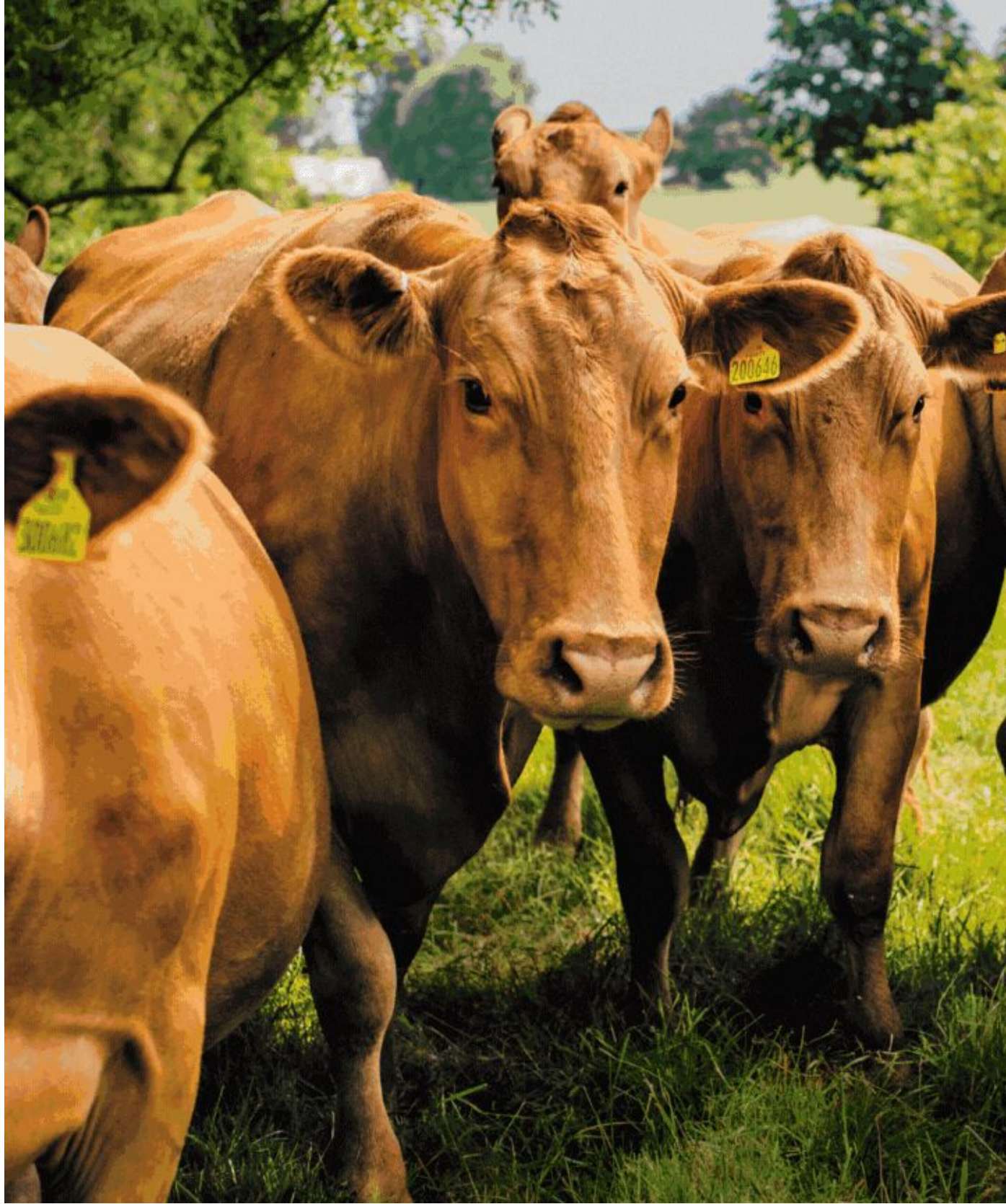
HALF-YEAR RESULTS 23/24



JOHN LEWIS
PARTNERSHIP

JOHN LEWIS

WAITROSE

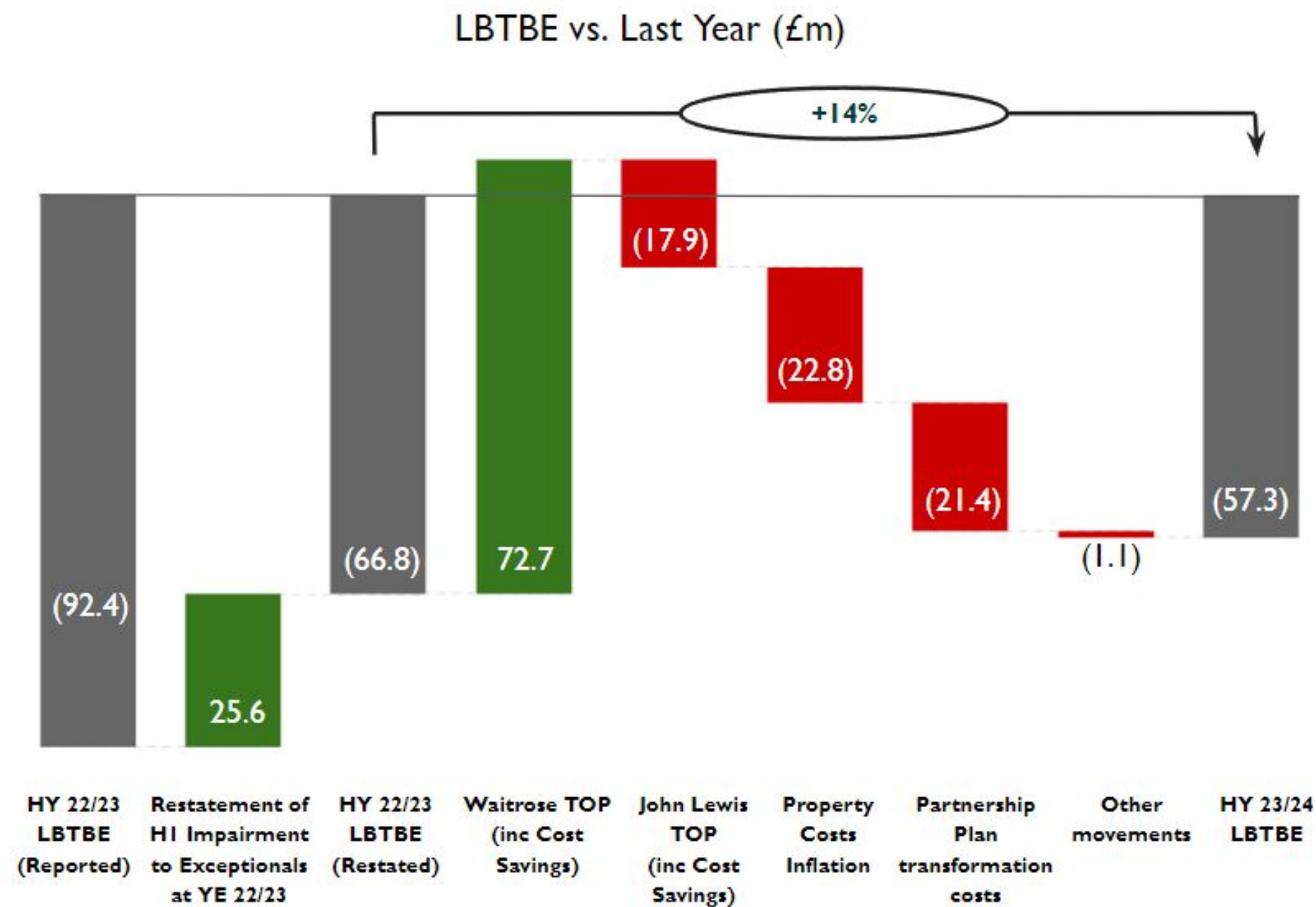


Transformation is improving our performance

- **Encouraging financial progress:** narrowing losses
- **Positive trading momentum**
 - 600k new customers across the Partnership to 21.4 million
 - Partnership sales +2% to £5.8bn
 - Cost efficiencies of £31m in the half; on track for £100m this year
- **Delivering our transformation**
 - Simplifying our business
 - Reinvesting margin improvements in new lower prices
 - Making it easier for customers to shop with us

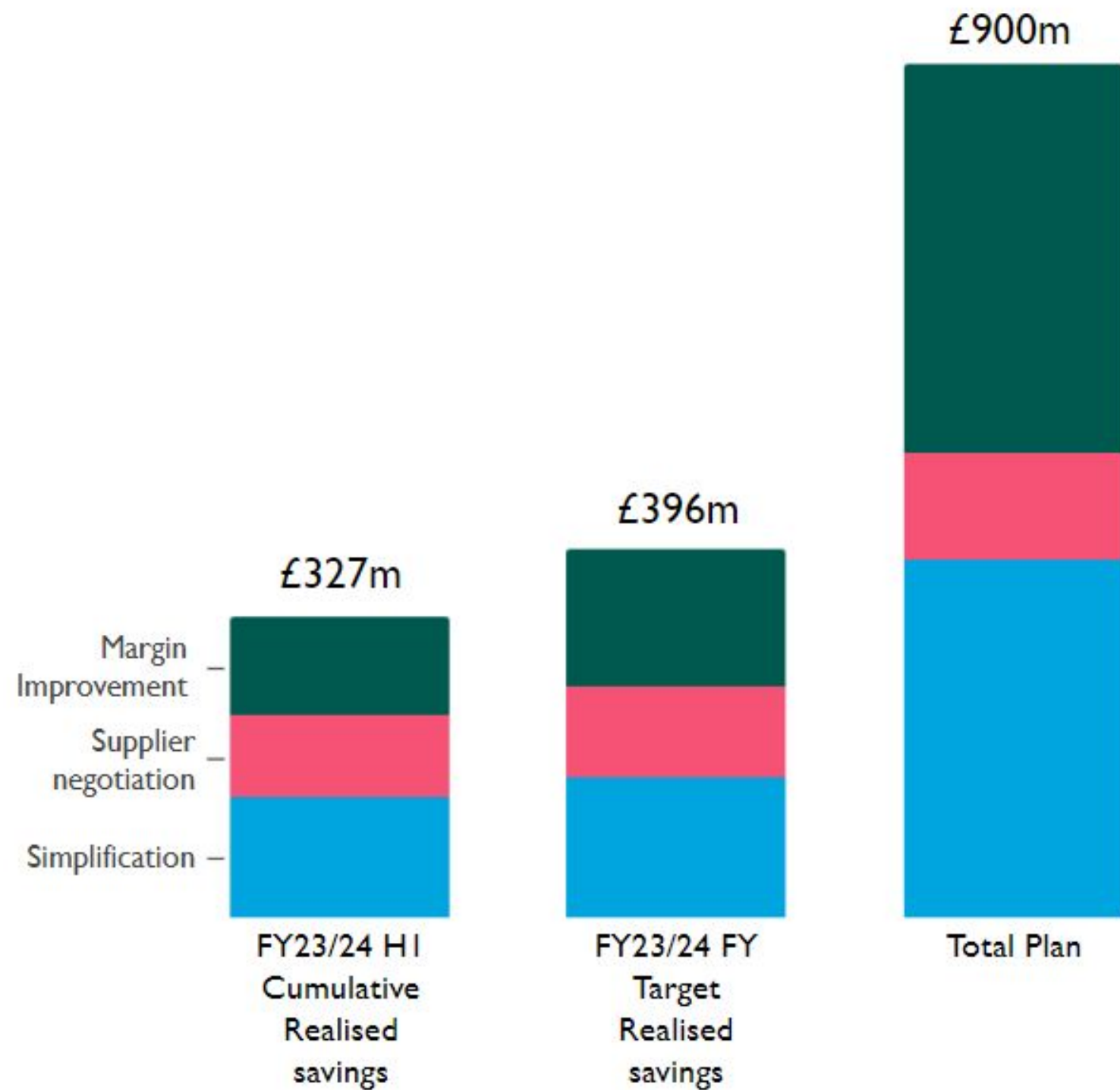


Improved financial performance in the half



- LBTBE £57.3m, improved by **14% YoY**
- LBT £59.0m, improved by **41% YoY**
- **Waitrose** TOP +£72.7m, +17% YoY
- **John Lewis** TOP £(17.9)m, (6)% YoY
- **Efficiencies of £31.2m** delivered this half
- **Inflation** continues to drive up costs
- **Increased investment** in transformation

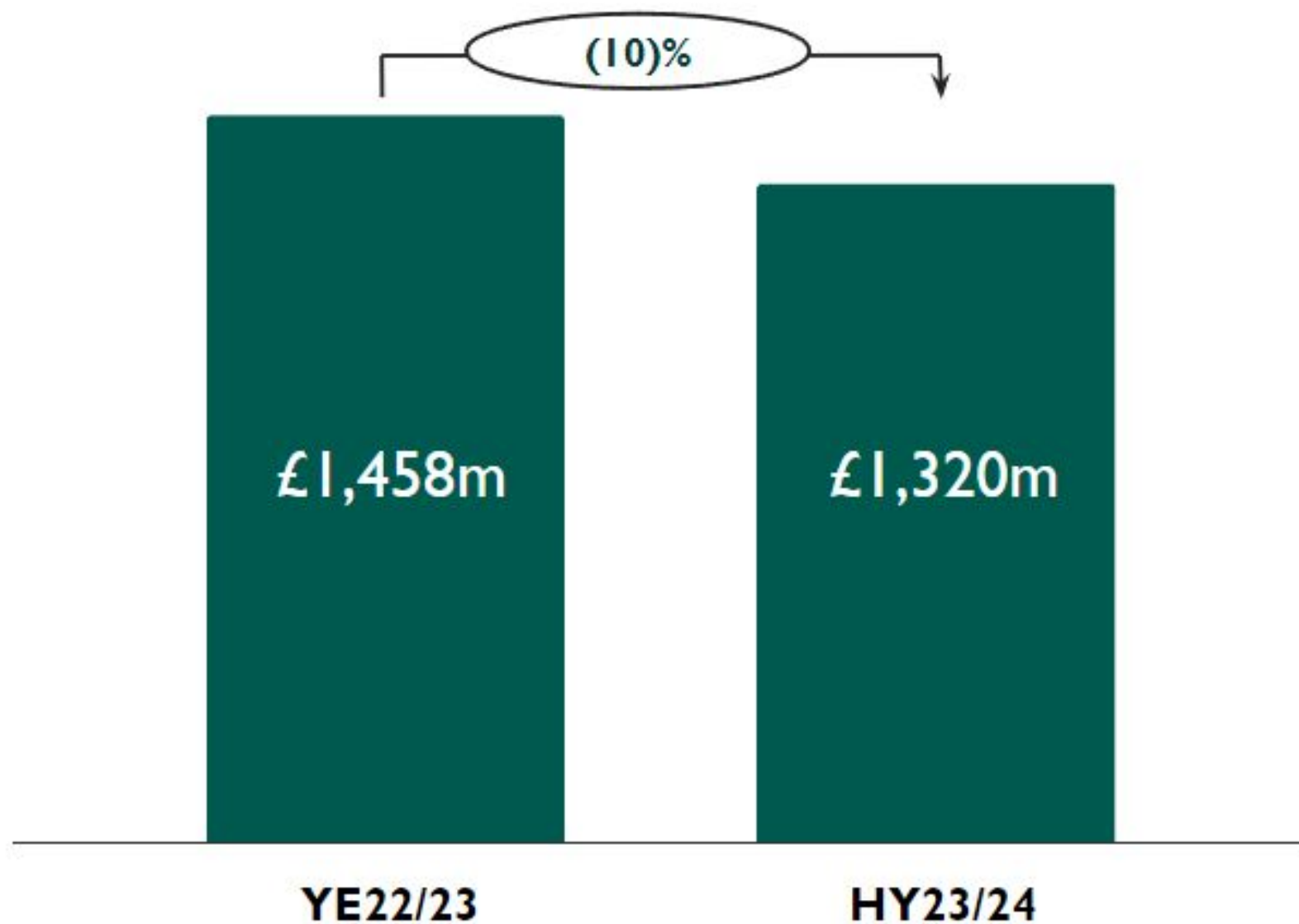
On track with efficiencies



- **£31.2m efficiencies delivered this half**
 - £5.5m margin improvement
 - £15.7m supplier negotiation
 - £10.0m simplification
- **£327m benefit delivered to date**
- **HI benefits expected to triple by end of year taking us to c.£400m**
 - c.75% of 2023 benefits already delivered
- **Plans in place for remainder of £900m target**

Strong financial foundations

Partnership Liquidity - £m



- **Strong liquidity, with credit facility unused**
- **10% down since year end**
 - Driven by seasonality
 - Cash generated from operations £97.4m, +£76.7m YoY
 - Chosen to invest £196.9m in our Transformation
- **External borrowings remain at £650m**
 - £50m due for repayment in the second half
- **Pension triennial valuation terms agreed**
 - No further deficit contributions required, saving £10m p.a.

Waitrose: strong customer growth and cost efficiencies

- **Sales** of £3.7bn, up 4% year-on-year
 - Like-for-like shop sales +6.3%
 - Kantar 12w/e and 4w/e volume share gain
 - Availability of 96.1%, up year-on-year
 - Customer numbers up 6% to 14.2 million - six quarters of consecutive growth
- **Driving efficiencies**
 - Retail - 6.4% improvement in Items Per Hour year-on-year
 - Cost of Goods - significant supply contract improvements
- **Value AND Values resonating with customers**
 - £100m price investment driving volume
 - Meal Deal sales tripled
 - Voted number one supermarket for animal welfare
- **Reaching new customers**
 - Rolled out to 47 Dobbies and launched with UberEats



John Lewis: back in style and customers back to shops

- **Sales** of £2.1bn, down 2% year on year; Branch sales up 2%
 - Fashion sales up 3% on last year, Beauty +2%
 - Softer sales of bigger ticket items in Home (-5%) and Tech (-4%)
 - Online -4.4%, still +46.2% on pre-Covid
- **Customer numbers** 11.9m, down 2%. Footfall up 8% in shops
 - Frequency is up 2.3%
- **Customers spending on themselves**
 - Fashion outperforms market; 50 new fashion brands in the half
 - Strong growth in menswear, up 6.4%
- **Continue to be the destination for quality, expertise & care**
 - Market Leading customer satisfaction scores
 - Fashion Styling +27%, Beauty Services +23%, Nursery Appts +17%
 - Next day Click & Collect in 5,700 locations
 - Investing in seamless service in store and online



Looking ahead

- **Expect improved Full Year performance vs 2022/23**
- **Looking forward to a strong second half:**
 - Peak season and Christmas
 - Exciting products and experiences
- **Continuing to invest to grow:**
 - Creating a more productive Partnership
 - Investing in our customers and Partners
 - Accelerating technology modernisation
 - Long term diversification in John Lewis Financial Services and 'Build to rent'
- **Confidence in our ability to deliver the transformation**



QUESTIONS



JOHN LEWIS
PARTNERSHIP

JOHN LEWIS

WAITROSE