

New Look Group P&L Y/e March, £m	2006	2007	2008	2009	2010	2011
UK Retail						
Sales	747.4	851.4	940.9	1,014.0	1,109.5	1,065.1
Adjusted EBITDA	157.4	142.2	160.7	174.4	215.3	153.6
Onerous lease provisions	(9.1)	(4.9)	(7.5)	(11.1)	(9.9)	(6.3)
Underlying EBIT	119.7	99.1	109.8	111.3	146.5	84.2
Space ('000k sq.ft.)	1,965	2,629	3,133	3,491	3,800	3,985
Stores	533	553	569	586	602	607
E-Commerce						
Sales	-	-	1.1	13.1	37.0	52.3
Adjusted EBITDA	0.0	0.0	(1.4)	1.7	6.3	9.6
Underlying EBIT	0.0	0.0	(1.4)	1.7	6.3	8.1
NL Europe						
Sales	19.6	51.7	78.3	119.0	127.3	134.3
Adjusted EBITDA	4.5	8.1	13.9	19.2	14.1	10.1
Onerous lease provisions	-	-	-	-	-	(1.0)
Underlying EBIT	3.5	4.7	7.9	10.3	3.4	(3.2)
Space ('000k sq.ft.)	104	205	295	421	549	619
Stores	18	29	38	49	60	77
Mim						
Sales	99.0	117.9	139.8	153.7	165.2	168.4
Adjusted EBITDA	14.6	21.7	24.4	18.7	9.5	12.5
Underlying EBIT	9.6	17.4	19.8	11.3	2.3	4.5
Space ('000k sq.ft.)	438	490	572	636	664	655
Stores	217	240	272	297	307	300
		18.4%	17.5%	12.2%	5.7%	
Franchise						
Sales	-	1.8	9.0	22.8	24.6	41.1
Adjusted EBITDA	-	(0.0)	2.5	3.6	4.2	4.4
Underlying EBIT	-	(0.0)	2.5	3.6	4.2	4.4
Space ('000k sq.ft.)	-	17	90	280	460	528
Stores	-	1	6	25	49	67
Group						
Sales	866.0	1,022.7	1,169.2	1,322.6	1,463.6	1,461.2
Gross Profit	460.6	518.1	634.0	720.8	829.4	787.6
Gross Margin %	53.2%	50.7%	54.2%	54.5%	56.7%	53.9%
Adjusted EBITDA	176.6	171.9	200.2	217.6	249.4	190.2
Underlying EBIT	132.8	121.2	138.6	138.2	162.7	98.0
Share based payments	(4.1)	(1.2)	(5.9)	(4.5)	(10.1)	(1.1)
FV Mvt on Financial Instruments	(0.6)	2.4	(2.1)	(4.6)	3.9	5.1
Exceptionals	(20.5)	(2.3)	(3.3)	(6.8)	(22.5)	(3.6)
Reported EBIT	107.6	120.1	127.2	122.3	134.0	98.4
Group Rent Adjustment	-	106.2	130.1	145.4	166.3	173.3
Group EBITDAR	176.6	278.1	330.3	363.1	415.8	363.5
Group LFL Sales (excl. VAT)	-2.4%	0.7%	-2.8%	-0.6%	1.2%	-5.5%
UK LFL Sales (incl. E-Commerce)	-2.7%	-1.0%	-3.8%	1.9%	5.0%	-7.1%
International LFL Sales	0.0%	10.9%	1.9%	-10.5%	-12.4%	0.5%
Group Space ('000k sq.ft.)	2,507	3,341	4,090	4,827	5,473	5,787
Group Stores	768	823	885	957	1,018	1,051