

# Company snapshot

July 2010



# Did you know?

41%

Proportion of female population who bought from New Look in the last year

Source: Kantar WorldPanel, 52 w/e 23 May 2010 – Women aged 12+, excluding Northern Ireland (Womenswear includes Women's Outer / Sports, Nightwear, Underwear, Hosiery, Footwear & Accessories)

48%

Proportion of 16-44 year old women who claim to have visited a New Look store in the last 3 months

Source: Millward Brown, New Look Tracking, June 2009 – June 2010 (women aged 16-44)

£70

Average spend on clothing and accessories of a New Look shopper per year

Source: Kantar Worlpanel Fashion, 52 w/e 23 May 2010

32

The average age of a New Look shopper

Source: Kantar WorldPanel, New Look Womens & Accessories 52 w/e 23 May 2010

28

Average number of visits made to New Look per year per customer

Source: ICM Research, New Look Tracking, Feb 2009 – May 2010

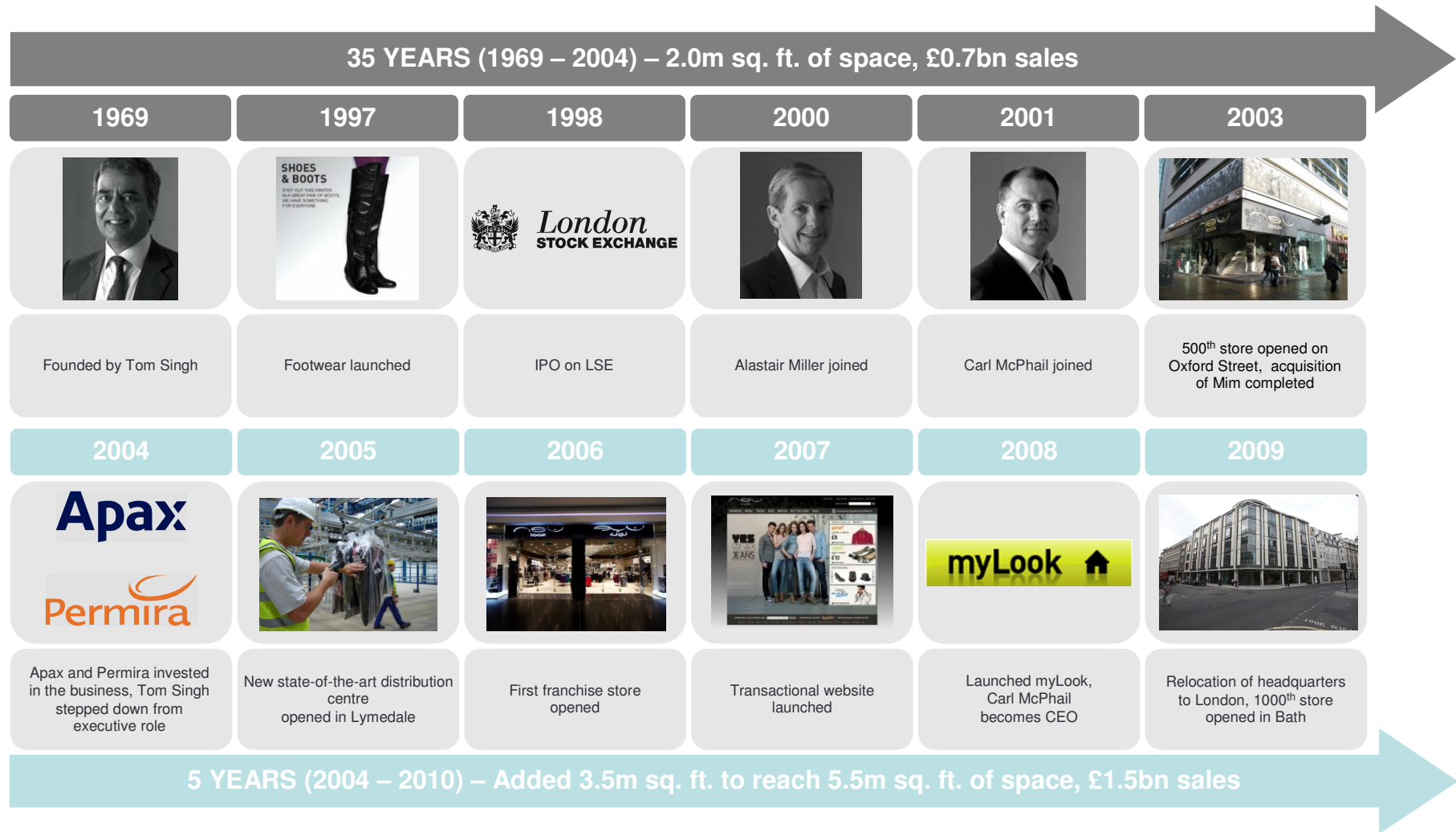
81%

Proportion of New Look shoppers who visit a New Look store at least once a month

Source: ICM Research, New Look Tracking, Feb 2009 – May 2010



# New Look: a history



# New Look: today

Sales of £1.5bn and adjusted EBITDA of £249m in FY 10  
with a 2004/05 – 2009/10 CAGR of 12.9% and 8.9% respectively<sup>(a)</sup>

602 stores in the UK (3.8m sq. ft.) and  
416 international stores (1.7m sq. ft.), including 49 franchises<sup>(b)</sup>

No 2 retailer in the UK women's clothing & accessories market  
with 5.3% value share, up from 4.3% 24 months ago<sup>(c)</sup>

UK market leading retailer in the under 35 years-old segment of this market<sup>(d)</sup>

41% of the female population of Great Britain (over 9.4 million women)  
bought an item of womenswear from New Look during FY 09<sup>(e)</sup>

UK market leading positions in volume sales of dresses, teenwear and footwear<sup>(f)</sup>

Transactional website launched in 2007,  
now No 3 UK women's clothing retail site<sup>(g)</sup> with up to 1.9m hits per week

(a) Source: Company data. Note: Financial year-end is March; Adjusted EBITDA and CAGR defined on page 6

(b) Source: Company data as at 27 March 2010

(c) Source: Kantar Worldpanel 24 weeks to 23 May 2010 and 25 May 2008

(d) Source: Kantar Worldpanel 52 weeks ended 23 May 2010

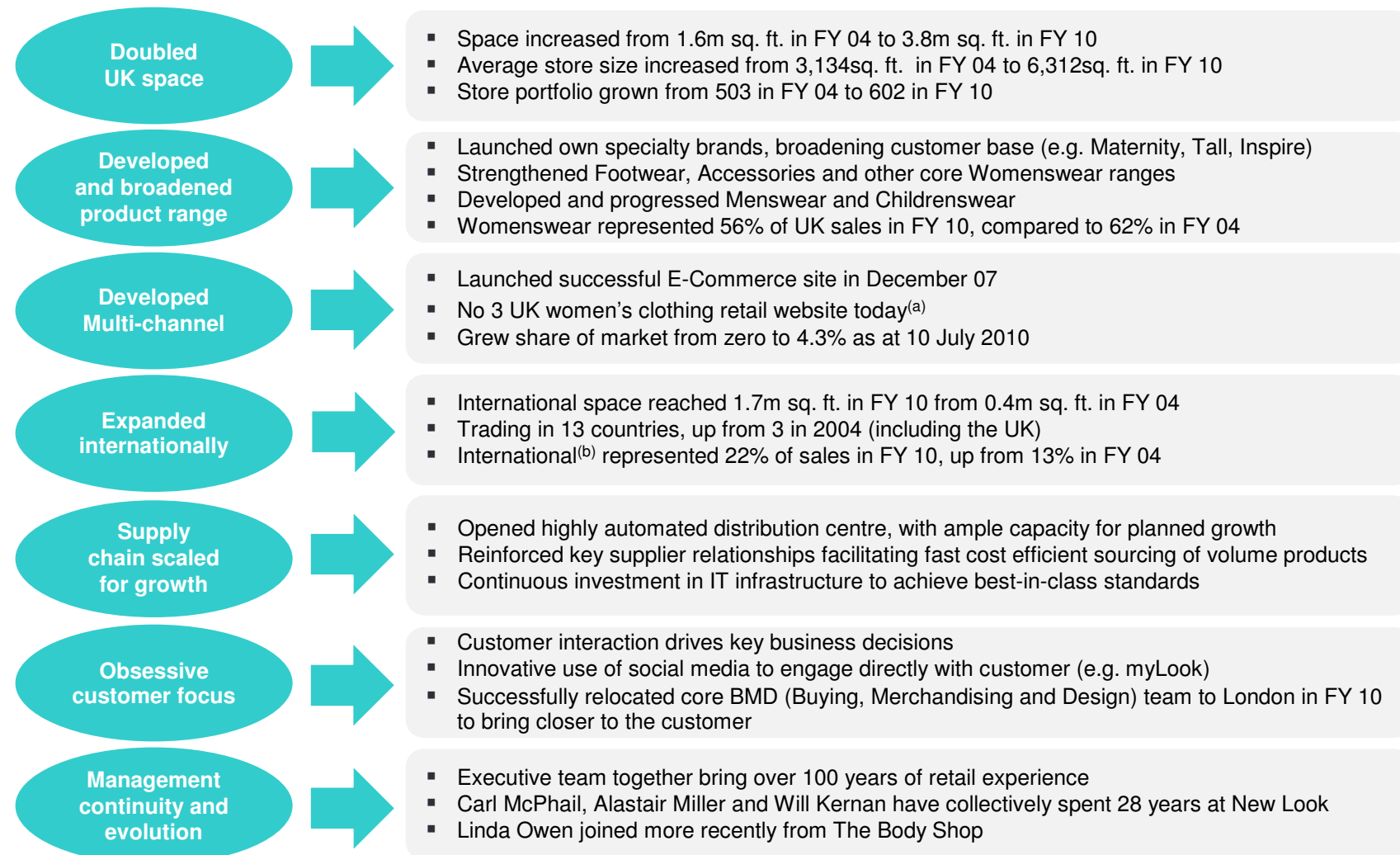
(e) Source: Kantar Worldpanel (aged 12+ years; excluding Northern Ireland), Womenswear includes Women's Outer/Sports, Nightwear, Underwear, Hosiery, Footwear & Accessories for 52 weeks ended 23 May 2010

(f) Source: Kantar Worldpanel 52 weeks ended 23 May 2010 for dresses and teenwear, 24 weeks ended 8 November 2009 for footwear

(g) Source: Hitwise, 3 month rolling average; #2 as at 10 July, 2010



# The transformation: c. £500m invested under private ownership

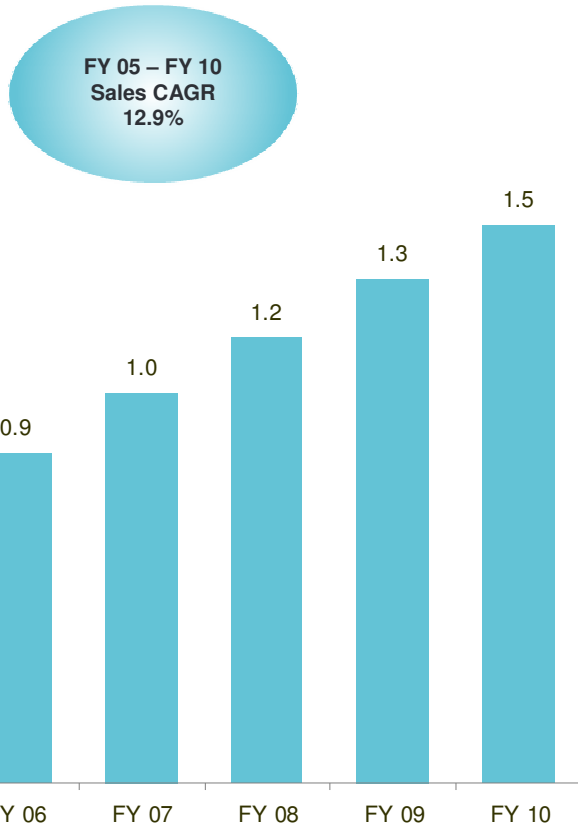


(a) Hitwise, 3 month rolling average; #2 as at 10 July, 2010  
 (b) Includes New Look Europe, Mim and New Look franchises; excludes E-tail

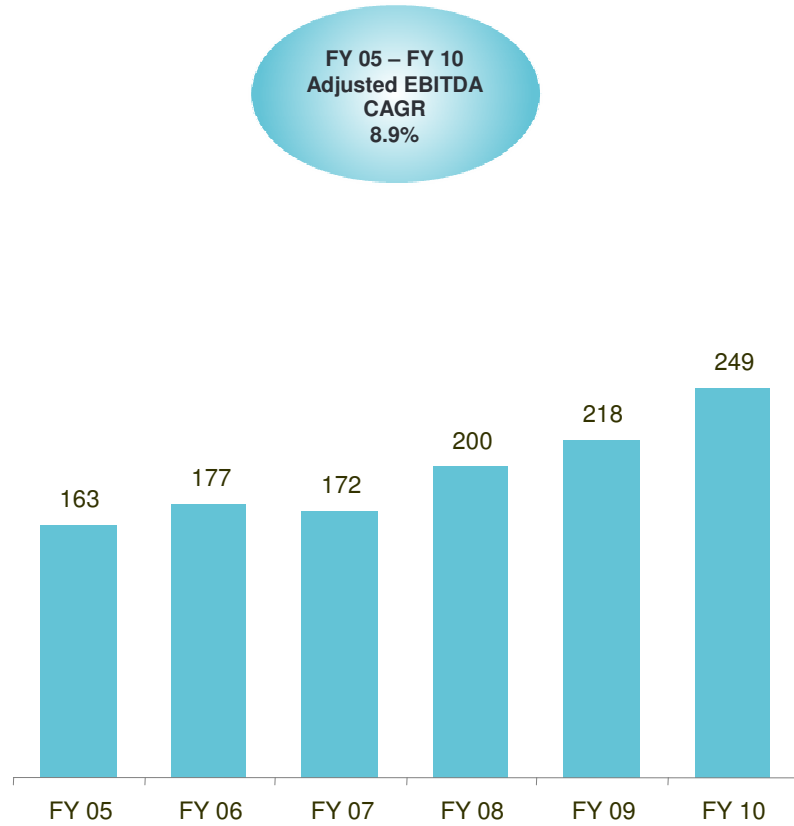


# The result: stronger business, twice as large

**Sales (£bn)**



**Adjusted EBITDA (£m)**

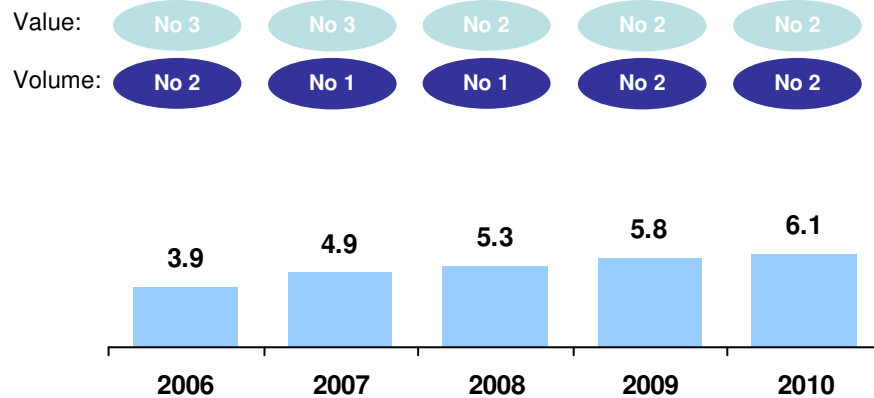


Note: Financial year end is March; adjusted EBITDA defined as EBIT before exceptional items, share-based payments, fair value movement of financial instruments, onerous leases provisions, depreciation and amortisation; FY 05 – FY 09 figures stated in IFRS  
 Source: Company information

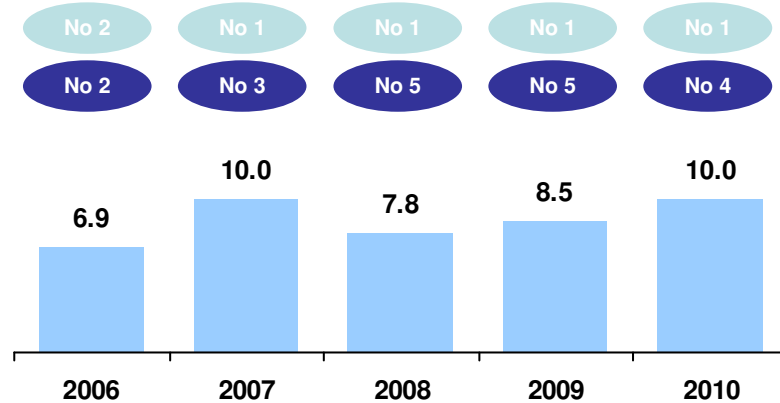


# Leading market shares in key categories in the UK

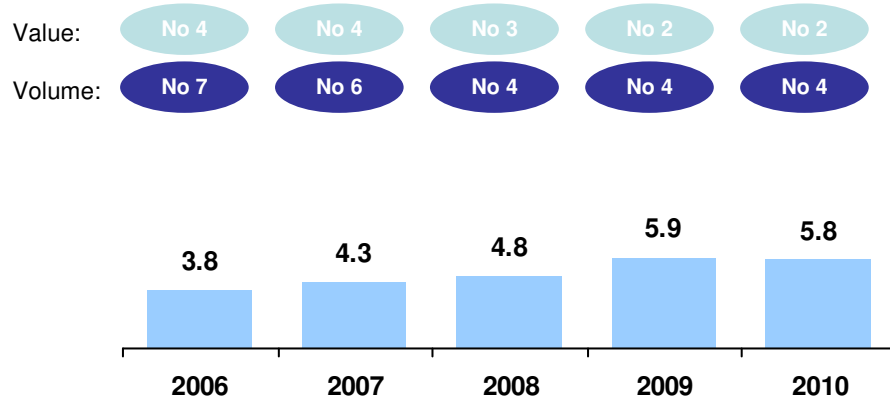
## Women's Footwear (£1.2bn market)



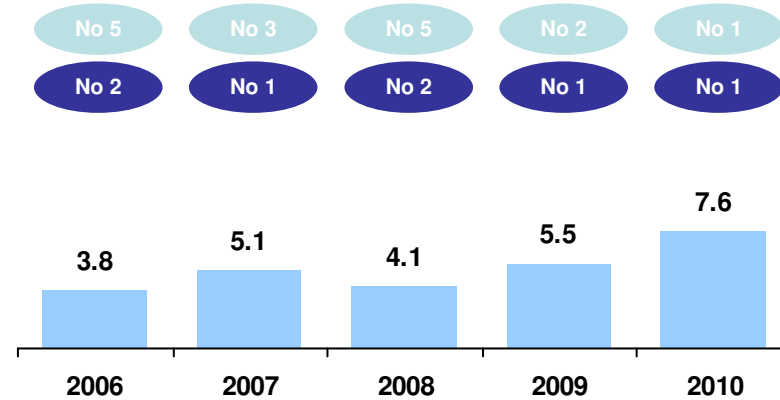
## Teen wear (£548m market)



## Women's Tops (a) (£2.8bn market)



## Women's Dresses (b) (£988m market)



(a) Includes formal/casual tops, knitwear  
 (b) Includes dresses, sportswear

Source: Kantar WorldPanel 24 weeks to 23 May 2010; all data refers to the UK market; charts show value market share

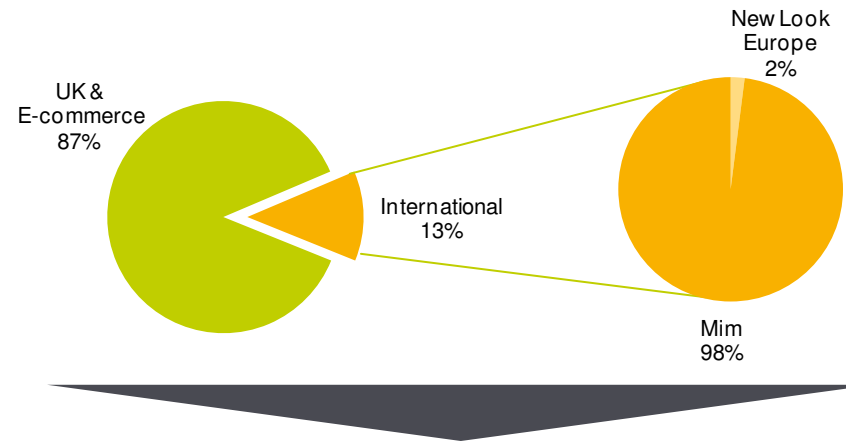


# Growing international presence

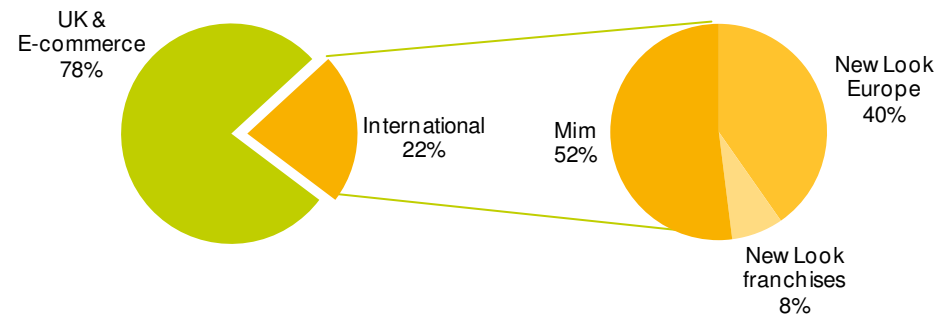
## Existing markets

Ownership	Country	New Look stores	Mim stores
Owned <sup>(a)</sup>	France	21	299
	Belgium	10	8
	Ireland	28	0
	Netherlands	1	0
Franchised	Russia	9	0
	Egypt	2	0
	Saudi Arabia	18	0
	Kuwait	2	0
	UAE	11	0
	Bahrain	2	0
	Singapore	3	0
	Poland	2	0

## FY 04 Sales split



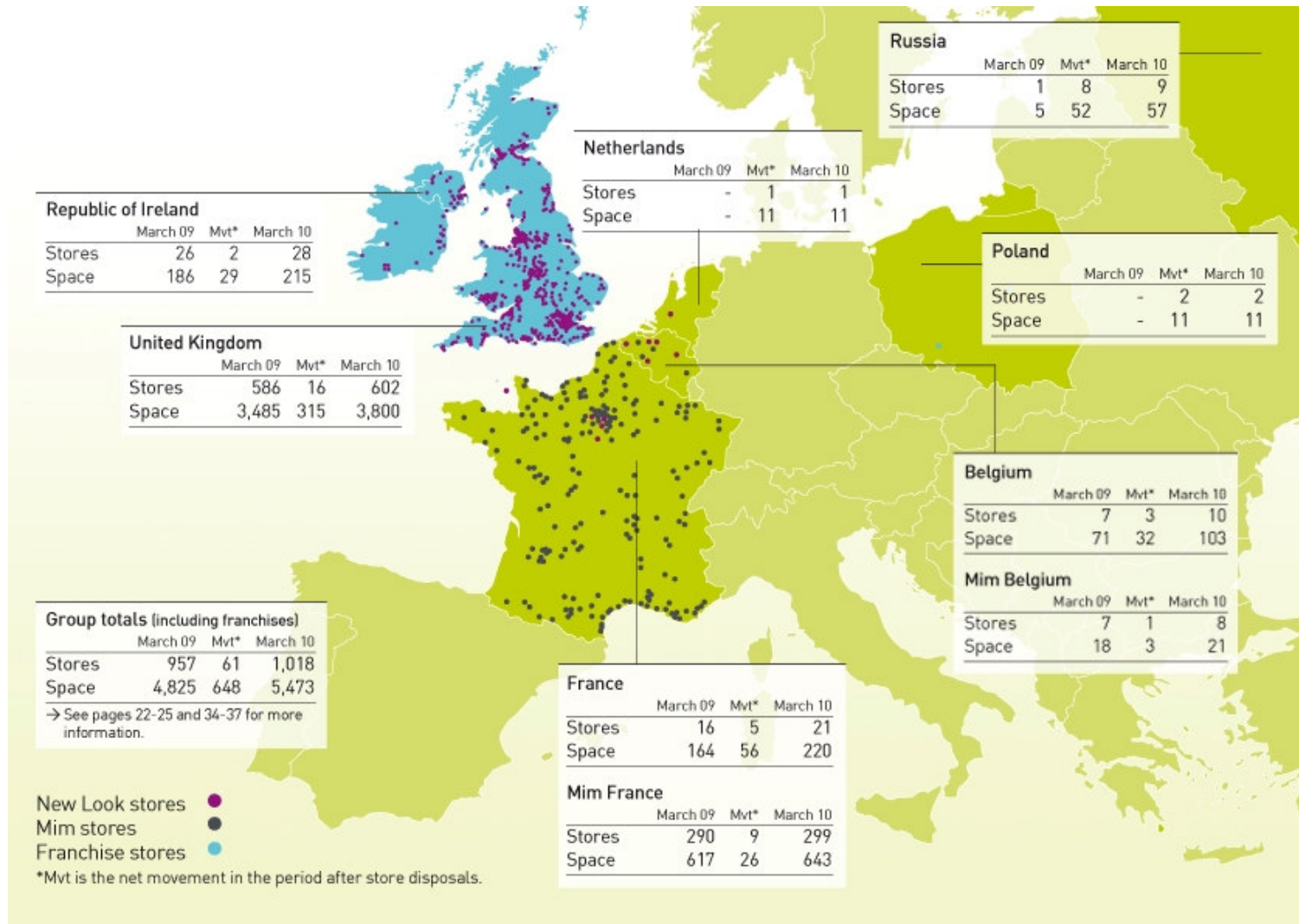
## FY 10 Sales split



Note: Number of stores as at 27 March 2010  
 (a) Leased stores that are directly operated



# Current network – UK & Rest of Europe



# Current network – Rest of World & E-commerce

## The Middle East



Total Middle East			
	March 09	Mvt*	March 10
Stores**	24	11	35
Space**	279	89	368

\*\* Including clearance store

Locations  
 Bahrain 2  
 Egypt 2  
 Kuwait 2  
 Saudi Arabia 18  
 UAE 11

## Singapore

Singapore			
	March 09	Mvt*	March 10
Stores	-	3	3
Space	-	24	24



Franchise stores ●

\*Mvt is the net movement in the period after store disposals.

## E-commerce



We are always looking for ways to reach more customers. As at 28 May 2010 we serve 35 countries globally (including the UK) from our UK website.

Australia	Finland	Jersey	Portugal
Austria	France	Lithuania	Slovakia
Belgium	Germany	Latvia	Slovenia
Bulgaria	Gibraltar	Luxembourg	South Africa
Cyprus	Greece	Malta	Spain
Czech Republic	Guernsey	Netherlands	Sweden
Denmark	Hungary	New Zealand	Switzerland
Estonia	Ireland	Norway	UK
	Italy	Poland	United States

# Strong management team with proven track record

	Name	Position	Years at NL	Years in retail	Previous experience
	<b>John Gildersleeve</b>	Chairman	<1	45	Carphone Warehouse, British Land, EMI, Gallaher, Lloyds TSB Bank, Vodafone and Tesco
	<b>Carl McPhail</b>	CEO	8	27	Selfridges, Arcadia, Burton Group, River Island
	<b>Alastair Miller</b>	CFO	10	10	RAC, BTR, Price Waterhouse
	<b>Will Kernan</b>	Group Managing Director (channels to market)	10	20	Burtons, Debenhams, Principles, Sears
	<b>Linda Owen</b>	HR Director	2	26	The Body Shop, Tesco