

We are in the middle of an amazing transformational journey.

Throughout the year we saw clear evidence of the benefits of the way in which we are transforming the business.

We still have more work to do, but we're moving in the right direction, making significant changes across three key areas of our business which will ensure we become a leading digital retailer fit for an exciting future.

Read about our progress and how we are transforming our business over the following pages.



TRANSFORMATIONAL PROGRESS



Operating team

The past two years has seen an almost entirely new top team at N Brown. Our talented operating board are all digital natives, experts in their fields, and are enthused and excited about our journey.

More detail p23

Digitalised our people processes

We are a digital-first retailer, and this influences everything we do. So, this year, we moved our people processes online – from recruitment to recognition, development to keeping our colleagues up to date.





New in-house design team

Having previously relied on third parties, we've invested in an in-house team of designers, to ensure that we are always on-trend and providing our customers with clothes which fit, flatter and make them look and feel amazing.

More detail p22

Introducing Market State M





Digital-first marketing

Whilst paper-based marketing remains important for us, well over half our business now comes online – so this is our primary focus. Our digital marketing team are best in class, with capabilities including data analytics, personalisation and conversion optimisation.

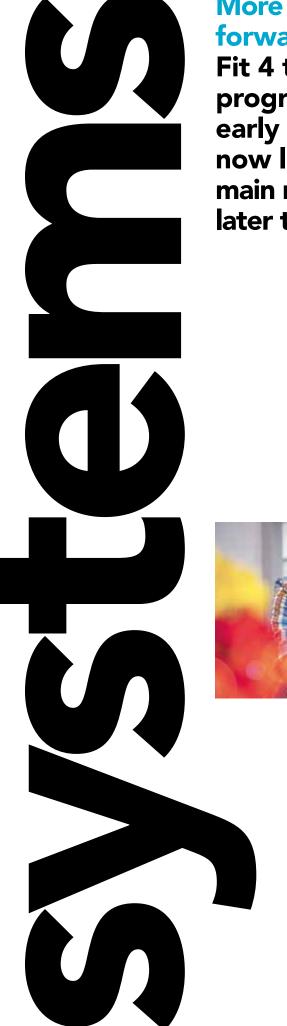
Redefining our buying and merchandising processes

In order to ensure constant newness for our customers and give us far more trading flexibility in-season. We now operate as a truly online retailer, giving us far more agility and control.

Identifying a Company of the Company







More agility going forward, with Fit 4 the Future progressing well; early releases are now live and the main roll-out begins later this year.



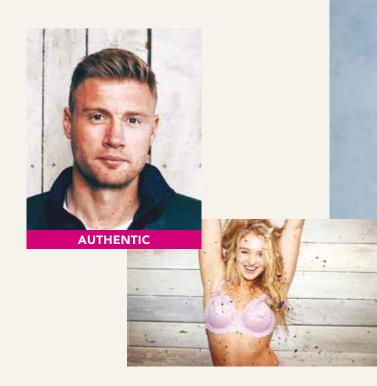
New financial services system

Modernising our credit proposition and allowing us to operate in a far more flexible, customer relevant way. We will be able to charge variable APRs and make lending decisions tailored to individual customers and products.

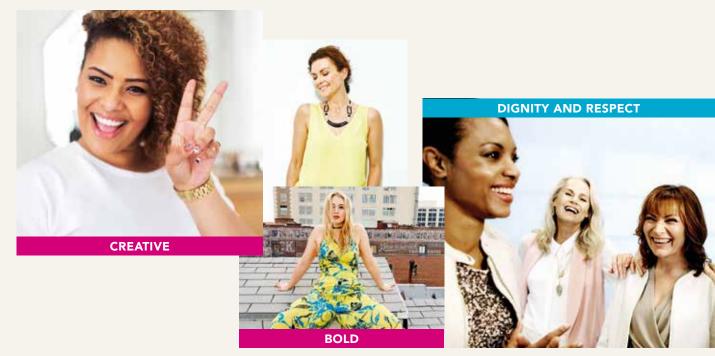
More detail p35

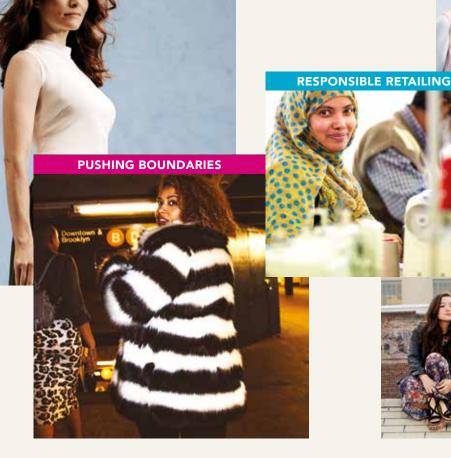
We are fit specialists,

dedicated to delivering high quality fashion irrespective of age or size.



Celebrating 100





AGE INCLUSIVE



