

STORE LIST

UK

Aberdeen
Altrincham
Ashford
Ayr
Ballymena
Banbury
Bangor
Barrow
Basildon
Basingstoke
Bath
Bedford
Belfast
Beverly
Birmingham
Birmingham Fort
Blackburn
Blackpool
Bolton
Borehamwood
Bournemouth
Bradford
Brighton
Bristol
Bromley
Bury
Bury St Edmunds
Cambridge
Canterbury
Cardiff
Carlisle
Carmarthen
Chatham
Chelmsford
Cheshire Oaks
Chester
Chesterfield
Clapham
Colchester
Coventry
Crawley
Croydon
Derby
Doncaster
Dumfries
Dundee
Dunfermline
East Kilbride
Eastbourne
Edinburgh
Exeter
Falkirk
Fareham
Folkestone
Foyleside

Gateshead –
Metro Centre
Glasgow
Glasgow Silverburn
Gloucester
Gravesend
Great Yarmouth
Guildford
Hanley
Harrogate
Harrow
Hastings
Haverfordwest
Hemel Hempstead
Hereford
Hounslow
Hull
Ilford
Inverness
Ipswich
Kidderminster
King's Lynn
Kirkcaldy
Lakeside
Leamington Spa
Leeds – City Centre
Leeds – White Rose
Leicester
Leith
Lichfield
Lincoln
Liverpool
Livingston
Llandudno
Llanelli
London – Oxford
Street
London – Westfield
Luton
Manchester
Manchester –
Trafford Park
Mansfield
Merryhill
Merthyr Tydfil
Middlesbrough
Milton Keynes
Monks Cross
Newbury – Parkway
Newcastle-upon-
Tyne
Newport
Newry
Northampton
Norwich
Nottingham
Nuneaton

Oldham
Orpington
Oxford
Perth
Plymouth
Portsmouth
Preston
Reading
Redditch
Romford
Rugby
Rushmere
Salisbury
Scarborough
Scunthorpe
Sheffield
Sheffield –
Meadowhall
Slough
Southampton
Southend
Southport
Southsea
South Shields
Staines
Stevenage
Stirling
Stockport
Stockton
Stratford-upon-Avon
Sunderland
Sutton
Swansea
Swindon
Taunton
Telford
Torquay
Truro
Uxbridge
Wakefield
Walsall
Walton
Wandsworth
Warrington
Welwyn Garden City
Westwood Cross
Weymouth
Wigan
Wimbledon
Winchester
Witney
Woking
Wolverhampton
Worcester
Workington
Worthing
Wrexham
York

International

Magasin du Nord
Århus
Copenhagen –
Field's
Copenhagen –
Kgs Nytorv
Lyngby
Odense
Rødovre

Republic of Ireland
Cork – Mahon Point
Cork – Patrick Street
Dublin –
Blackrock
Dublin –
Blanchardstown
Dublin – Henry Street
Dublin – Tallaght
Galway
Limerick
Newbridge
Tralee
Waterford

Franchise stores
Armenia
Yerevan
Australia
Melbourne
Bahrain
Manama
Cyprus
Apollon
Central
Engomi
Korivos
Nicosia
Olympia
Zenon
Egypt
Alexandria
Cairo, Festival City
Estonia
Tallinn
Gibraltar
Gibraltar
Gibraltar Main
Store
Iran
Isfahan
Mashad
Shiraz
Tehran
Tehran – Jame Jam
Jordan
Amman
Kuwait
Airport

Avenues
Fashionway
Gate Mall
Souq Sharq
Latvia
Spice Mall
Libya
Tripoli
Malaysia
Kuala Lumpur –
Star Hill
Kuala Lumpur –
The Curve
Penang
Malta
Paola
Sliema, The Point
Pakistan
Karachi
Philippines
Davao Abreeza Mall
Manila – RCC
Manila – Shangri La
Manila – Trinoma
Paeso Santa Rosa
Qatar
Doha
Mall of Qatar
Saudi Arabia
Dammam Othiam
Herra
Jeddah – Bin Homran
Jeddah – Thalia
Street
Jeddah – Mall of
Arabia
Madinah Al Noor
Red Sea Mall
Riyadh – Gallery Mall
Riyadh – Granada
Riyadh – Rabwa
UAE
Abu Dhabi – Dalma
Dubai – Deira
Dubai – Dubai Mall
Dubai – Mall of
Emirates
Dubai – Mirdiff
Sharjah Sahara
Centre
Yas Island

Stores as at Report Date.

Additional information
GLOSSARY AND REFERENCES

ALTERNATIVE PERFORMANCE MEASURES

In reporting financial information, the Group presents alternative performance measures (APMs) which are not defined or specified under the requirements of IFRS.

The Group believes that these APMs, which are not considered to be a substitute for or superior to IFRS measures, provide stakeholders with additional useful information on the underlying trends, performance and position of the Group and are consistent with how business performance is measured internally. The APMs are not defined by IFRS and therefore may not be directly comparable with other companies' APMs including those in the Group's industry. The key APMs that the Group uses are outlined below.

APM	Closest equivalent IFRS measure	Reconciling items to IFRS measure	Definition and purpose												
Income statement measures															
Gross transaction value (GTV)	No direct equivalent	Refer to definition	Gross transaction value is calculated as sales (excluding VAT) on a gross basis before adjusting for concessions, consignments and staff discounts. Management believes that gross transaction value represents a good guide to the overall activity of the Group. The calculation of this measure is outlined in note 3.												
Like-for-like sales movement	No direct equivalent	Refer to definition	Like-for-like sales movement relates to sales from stores which have been open for more than 12 months plus digital sales. It is a widely used indicator of a retailer's current trading performance and is important when comparing growth between retailers that have different profiles of expansion, disposals and closures. A reconciliation of these percentages is shown below: <table border="1" style="margin-left: 20px; margin-top: 10px;"> <tbody> <tr> <td>UK stores</td> <td style="text-align: right;">(6.3)%</td> </tr> <tr> <td>UK digital</td> <td style="text-align: right;">10.0%</td> </tr> <tr> <td>International</td> <td style="text-align: right;">0.2%</td> </tr> <tr> <td>Like-for-like-sales – constant currency¹</td> <td style="text-align: right;">(2.7)%</td> </tr> <tr> <td>Exchange rate impact</td> <td style="text-align: right;">+0.4%</td> </tr> <tr> <td>Like-for-like sales movement – reported</td> <td style="text-align: right;">(2.3)%</td> </tr> </tbody> </table>	UK stores	(6.3)%	UK digital	10.0%	International	0.2%	Like-for-like-sales – constant currency ¹	(2.7)%	Exchange rate impact	+0.4%	Like-for-like sales movement – reported	(2.3)%
UK stores	(6.3)%														
UK digital	10.0%														
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Exchange rate impact	+0.4%														
Like-for-like sales movement – reported	(2.3)%														
Digital like-for-like sales movement	No direct equivalent	Refer to definition	Digital like-for-like sales movement measures the movement in online GTV. This measure is used in tracking Group digital sales performance.												
Online mobile mix	No direct equivalent	Refer to definition	Online mobile mix is calculated as GTV generated from smartphone and tablet devices as a percentage of total online GTV and is used to track Group digital sales performance.												

¹ Constant exchange rates are the average actual periodic exchange rates for the previous financial period and are used to eliminate the effects of exchange rate fluctuations in assessing performance. Actual exchange rates are the average actual periodic exchange rates for that financial period.

APM	Closest equivalent IFRS measure	Reconciling items to IFRS measure	Definition and purpose
Income statement measures continued			
Full price sell-through	No direct equivalent	Refer to definition	Full price sell-through is the number of units sold instore or online at the original selling price, as a percentage of the total units sold. This measure is used in tracking Group sales performance and in managing inventory turn.
Gross margin	Not defined within IFRS	Refer to definition	Gross margin is calculated as GTV less the value of cost of goods sold, as a percentage of GTV. The gross profit used in this calculation is based on an internal measure of margin and is a key internal management metric for assessing division performance.
Operational costs	Cost of sales, administration costs and distribution costs	Operational costs exclude depreciation and gross margin-related product costs	Operational costs are defined as gross margin less underlying Group EBITDA, and are viewed as a key metric for management in assessing operational efficiency of the business units.
Underlying Group EBITDA	Not defined within IFRS	Refer to definition	Underlying Group EBITDA is calculated as profit before interest, tax, depreciation, amortisation and profit/loss on disposal of assets, asset write-offs and exceptional items. Underlying Group EBITDA is used as an operating performance measure and is used in calculating financial leverage targets (net debt to underlying Group EBITDA). A reconciliation of underlying Group EBITDA to operating profit before exceptional items is shown below:
			£m
			Operating profit before exceptional items
			43.4
			Add: non-exceptional depreciation and amortisation
			113.0
			Add: non-exceptional loss on disposal of assets and asset write-offs
			0.9
			Underlying Group EBITDA
			157.3
Underlying profit before tax	Profit before tax	Exceptional items (see note 7)	Profit before the impact of exceptional items and tax. The Group considers this to be an important measure of Group performance and is consistent with how business performance is reported to and assessed by the board and executive committee.

Additional information
GLOSSARY AND REFERENCES
 CONTINUED

APM	Closest equivalent IFRS measure	Reconciling items to IFRS measure	Definition and purpose
Underlying earnings per share	Profit earnings per share	Exceptional items (see note 7)	Profit after tax attributable to the owners of the parent and before the impact of exceptional items, divided by the weighted average number of ordinary shares in issue during the financial year. A reconciliation of earnings per share before the impact of exceptional items is provided in note 13.
Underlying diluted earnings per share	Diluted earnings per share	Exceptional items (see note 7)	Profit after tax attributable to the owners of the parent and before the impact of exceptional items, divided by the weighted average number of ordinary shares in issue during the financial year adjusted for the effects of any potentially dilutive options. A reconciliation of diluted earnings per share before the impact of exceptional items is provided in note 13.
Balance sheet measures			
Net debt	None	Refer to definition	Net debt comprises cash and cash equivalents and total borrowings (bank, bond and finance lease liabilities) net of unamortised fees. This measure is a good indication of the strength of the Group's balance sheet position and is widely used by credit rating agencies. A reconciliation of net debt is provided in note 33.
Free cash flow	Change in net debt	Before exceptionals, dividends and non-discretionary capital spend	Free cash flow is defined as Cash flow from operating activities less taxation, financing and non-discretionary capital spend. This measure is a good indication of the Group's ability to generate funds before discretionary spend and is widely used by credit rating agencies.
Tax measures			
Effective tax rate before exceptional items	Effective tax rate	Exceptional items and their tax impact (see note 7)	The effective tax rate before exceptional items is calculated as the total tax (credit)/charge for the year excluding the tax impact of exceptional items divided by (loss)/profit before tax before exceptional items. This provides an indication of the ongoing tax rate across the Group. The tax effect of exceptional items is provided in note 7.
Other measures			
Capital employed	Net assets	Refer to definition	Capital employed is calculated as the net total of assets and liabilities reported in the financial statements excluding net debt and including a capitalised value of future store rental payments at an eight times multiple. This measure is used in the calculation of return on capital employed.
Underlying return on capital employed	Not defined within IFRS	Refer to definition	Return on capital employed (ROCE) is calculated as profit before rent expenses, interest, tax and before exceptional items divided by the average of opening and closing capital employed (excluding rent) then adjusted for the capitalised value of future store rental payments at an eight times multiple. This measure is used within the Group's remuneration targets and measures the profitability of the Group relative to the size of the assets used to generate returns.
Net promoter score	Not defined in IFRS	Refer to definition	The Group's net promoter score measures the willingness of customers to recommend the Group's products or services to others. This measure is used for remuneration incentive purposes.

REFERENCES

Concessions

Brands which are sold through our stores where the stock belongs to a third party concessionaire. They are found chiefly in clothing (eg Wallis, Oasis, Warehouse), accessories (eg Tripp luggage) and food (eg Costa Coffee).

Core brands

Brands designed and produced exclusively by Debenhams. They include brands such as The Collection, Mantaray, Maine New England and Red Herring. They are found in all product categories.

Designers at Debenhams

Exclusive diffusion ranges designed for Debenhams by leading international designers.

Direct sourcing

Sourcing from suppliers who own all or part of the supply chain processes.

Exceptional items in FY2018

Costs associated with the strategic review, warehouse restructuring, provisions for impairment losses and onerous lease commitments, write-off of intangible assets and the impairment of goodwill.

Footfall

The number of people who visit our stores.

Free cash flow

Cash flow from operating activities less taxation, financing and non-discretionary capital spend.

Discretionary capital spend

Capital expenditure that can be curtailed or even eliminated in the short term without having an immediate impact on the short-term profitability of the business.

Full price sell-through

The number of units sold instore or online at the original selling price, as a percentage of total units sold.

International brands

Brands such as Levi's, Ben Sherman, Clarins and Estée Lauder for which Debenhams owns the stock.

International segment

Comprises sales to international franchise partners, sales from our stores in Denmark and the Republic of Ireland and digital sales to addresses outside of the UK.

Market share

The percentage of the market or market segment that is being serviced by Debenhams. For instance, if 100 T-shirts were sold a year in the UK and Debenhams sold ten of them, it would have 10% market share.

Multi-channel

Multi-channel sales comprise those from digital and instore ordering as well as those which include more than one channel in a single shopping journey such as click & collect.

Own bought brands

Brands for which Debenhams owns the stock. They include core brands, Designers at Debenhams and international brands.

Own brands

Debenhams' exclusive brands, comprising core brands and Designers at Debenhams.

Retail method of inventory valuation

An industry specific accounting method used to derive a weighted average product cost. Product cost and retail values are aggregated at department level to determine an average margin per department. These margins are then applied to the retail value of inventory in each department to derive the cost of inventory.

Terminal stock

The stock, as at the balance sheet date, which is classified as previous season or older. It is expressed as a percentage of total stock measured at retail value.

UK segment

Comprises sales from our UK stores and online sales to UK addresses.

Additional information

ADDITIONAL INFORMATION

REGISTERED OFFICE

10 Brock Street
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Registered in England and Wales
Company number: 5448421

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CAUTIONARY STATEMENT

This report is intended to focus on matters which are relevant to the interests of shareholders of the Company. The purpose of this report is to assist shareholders in assessing the strategies adopted and performance delivered by the Company and the potential for those strategies to succeed. It should not be relied on by any other party for any other purpose.

Forward-looking statements are made in good faith, based on a number of assumptions concerning future events and information available to directors at the time of their approval of this report. These forward-looking statements should be treated with caution due to the inherent uncertainties underlying any such forward-looking information. The user of this report should not rely unduly on these forward-looking statements, which are not a guarantee of performance and which are subject to a number of uncertainties and other facts, many of which are outside the Company's control and could cause actual events to differ materially from those in these statements. No guarantee can be given of future results, levels of activity, performance or achievements.

