hello! Watford

Our vision of the Future

Sergio Bucher, CEO

Debenhams
Delivering a successful future

- 19m customers
- 97% brand awareness
- Wide choice of exclusive brands
- Leading market positions in key categories
- Debenhams.com #8 in Hitwise
- 6th in UK Retail RepTrak 2018
Creating shareholder value

Social shopping

Destination

Digital

Different

Growth

Simplify & focus

Efficiency
Watford:

Our store of the future

Debenhams
Themes for the day

• Newness
• Curation
• Service and services
• Digital integration
Five priority actions

• Drive above-market digital growth
• Sustain leadership in beauty through digital/social
• Improve fashion product
• Change in-store experience
• Deliver cost reduction activity

Debenhams
A streamlined organisation delivers...

- Faster decision-making
- Simpler systems implementation
- Lower cost base
- Central payroll costs inflated rapidly 2011 to 2017
- Action commenced in 2017/18
- FY 2019 will see central payroll costs fall back to 2010 level

Source: Debenhams
Agenda for today

• Introduction by Sergio Bucher, CEO
• Presentation on Food, Stores and Digital by Ross Clemmow
• Presentation on Beauty and Brand by Richard Cristofoli
• Tour of Beauty Hall of the Future
• Presentation on Fashion & Home by Steven Cook
• Tour of Fashion & Home
• Wrap-up and Q&A
Ross Clemmow

MD - Retail, Digital, Food & Events

Debenhams
Thank you from Sergio