Ross Clemmow
MD - Retail, Digital, Food & Events
Welcome to Watford

- £270m retail market
- 2.8m catchment, 38m footfall
- ABC demographic 83%
- Ave spend per visit £128
- £180m, 400k sq ft expansion
- 14 new retailers, 11 new restaurants
- 9 screen IMAX cinema
Delivering Newness

- New This Week hubs
- New beauty hall featuring new brands & owned spaces
- New food & drink offerings
Curating Our Offer

• Digital data informs ranging
• Visual edits across the store
• Cross category merchandising
• Higher basket values
• Customers see the choice
Dialing up Service & Services

• New service concept
• New approach to recruitment
• Hospitality skills are key
• >80% of team new to Debenhams

go on
do your bit for Debenhams
heads up – one store – on your side

“at the end of the day, when the Debenhams day is done, I can say I’ve done my bit”
Digital Integration

• Mobile connects digital & physical
• New Beauty Club Community
• ‘Glamour Garage’ - on demand treatments
• New fitting rooms support ‘Click, Try & Buy’
Driving Digital Growth

- **Agile development**: Experience improvements every 2 weeks
- **Online shopping that is ‘easy & fun’**: Focus on content, search, checkout, delivery & returns
- **Online first ranges**: Our best choice, where ‘new’ lands first
- **Digital marketing**: Mobile search drives store visits
- **Digital conversion in store**: Click & collect, personal shopping, Beauty Community
Mobile-led development

- Progressive Web App (October 17)
- Tablet on Mobify (April 18)
- Desktop on Mobify (Q1 2019)
- Digital experience separated from ‘IT’
- Allows a test & learn approach
- Sustained mobile growth
Food & Drink

• Key for social shopping
• £100m in revenues
• Growing at +10%
• Right mix of restaurants, brand partners and pop-ups
Summary

- Watford brings social shopping to life
- Key concepts of newness, curation, services & digital integration
- Developing plans to scale
### Key Facts

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<tr>
<th>STORES</th>
<th>DIGITAL</th>
<th>FOOD</th>
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<td><strong>Store estate:</strong>&lt;br&gt;166 UK stores (inc. Watford)&lt;br&gt;11 ROI stores, 7 Magasin stores</td>
<td><strong>Online Penetration</strong> - c20% of UK mix&lt;br&gt;Click &amp; Collect penetration - c30%&lt;br&gt;Mobile - c50% of online sales</td>
<td><strong>Current Food Estate:</strong>&lt;br&gt;151 own bought sites (inc. Watford)&lt;br&gt;71 third party sites: 12 brand partners</td>
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<td><strong>UK/ROI Store space:</strong>&lt;br&gt;11.5m total sq ft - UK&lt;br&gt;0.7m total sq ft - ROI&lt;br&gt;Ave sq ft per store: 69k</td>
<td><strong>Group digital sales (ex VAT)</strong>&lt;br&gt;Reported FY2017 £480m&lt;br&gt;41 weeks to 16/06/18&lt;br&gt;15 weeks to 16/06/18</td>
<td><strong>Recent Performance:</strong>&lt;br&gt;c10% revenue growth&lt;br&gt;Total revenue UK/ROI: c£100m&lt;br&gt;c4.5% of UK/ROI sales: target c10%</td>
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<td><strong>Number of Colleagues:</strong>&lt;br&gt;Total UK - 28,414&lt;br&gt;Total ROI - 2,093 (inc. concessions)</td>
<td><strong>Mobile</strong>&lt;br&gt;Conversion&lt;br&gt;Year 3 vs. Y1 +35%</td>
<td><strong>2 Year Rollout Plan:</strong>&lt;br&gt;18/19 - 10 additional brand partners&lt;br&gt;19/20 - 10 additional brand partners&lt;br&gt;Key brand partners: Costa, Patisserie Valerie, Franco Manca, Nando's</td>
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<td><strong>No 8 in Hitwise Retail Rankings</strong>&lt;br&gt;Hitwise May-Aug visits vs 2017 Market Debenhams</td>
<td><strong>Growth</strong>&lt;br&gt;7%&lt;br&gt;24%</td>
<td><strong>Eventing/ Pop ups</strong>&lt;br&gt;75 proposed pre Christmas 2018</td>
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