

DFS GROUP

DFS Store Visit

MARCH 2022





CAPITAL MARKETS DAY

Welcome to DFS

Welcome

‘Future, Back’ Strategy

‘Today, Forward’ Priorities

Store walk

Recap & Summary

Q&A

Welcome & Introduction



Nick Smith
DFS CEO



Louise Rix
Retail Director



Our Brand

117 stores
Across UK & ROI

**Leading own
product brands**

**Best exclusive
brands**



Our People

54/46 male/female
colleagues

80/20 Gender split
in our leadership team

PT 43% Mix
Flexibility





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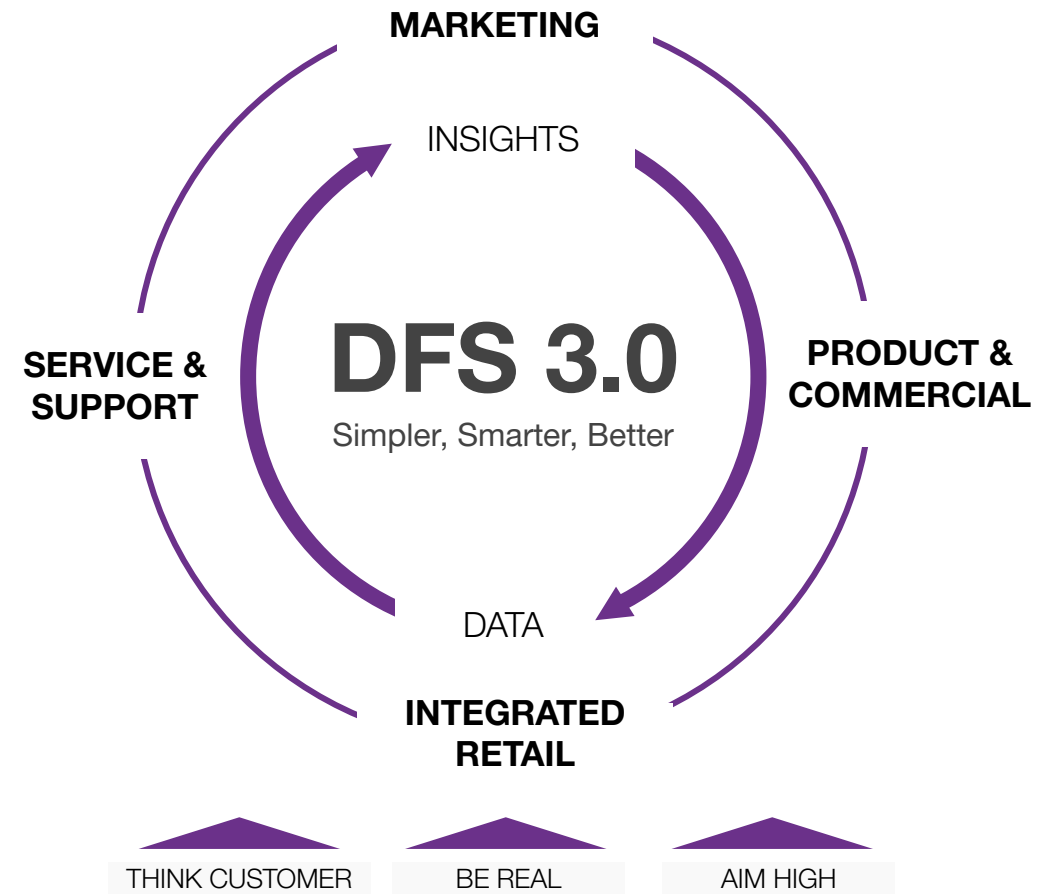
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Simpler, Smarter, Better





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Top 3 Priorities

1. On-going investment in format

2. Strategic range development

3. Intelligent Lending Platform



1. On-going investment in format



OLD

V

NEW

50+ stores

Refitted to Format 1 by
end of FY23

More sofa bays

Through smarter space
allocation

Customer

driven concept

Home

Proposition where space
permits

Consistency

of retail estate with other
channels

2. Strategic Range Development

HALOLUXE
EXCLUSIVELY AT DFS



A collection aimed to make the ordinary extraordinary and the everyday more desirable.

joules



A contemporary British brand brought to life as a range of gorgeous sofas.

COUNTRY LIVING



Timeless design and luxurious comfort for anyone whose heart is firmly in the country.

HouseBeautiful



Sophisticated style meets superb comfort in this versatile range, crafted for modern family living.

FRENCH CONNECTION



Streamlined and sleek the perfect choice for a contemporary, urban look.

dfs
PLATINUM
COLLECTION



Make a statement with a sofa. Make it feel effortless, indulgent even.

dfsVEGAN



A game changer. A range of sofas that are 100% animal free.

SWOON



A leading voice in the next wave of furniture design.

GRANDESIGNS



Sofas made from recycled plastics and sustainable materials

Good Housekeeping



Combining comfort with contemporary looks and clever storage plus, the latest technology.

BOXIT



A stylish sofa delivered in a box. Perfect for small spaces - easy self assembly.

dfs storeaway



A new range of luxury, modular corner sofas with hidden functions and technology.

Sofables



The new seating range you can rearrange, for every occasion.

dwell



Specialising in stylish contemporary furniture and home accessories.

THE CHAIR EDIT.



A stunning range to give any space the wow factor.

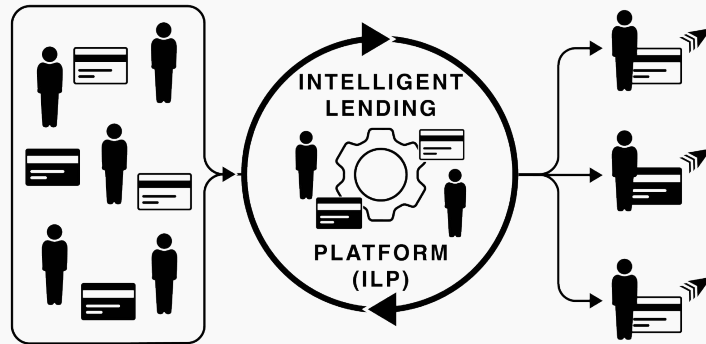


3. Intelligent Lending Platform

Addresses two key challenges

- I. Finance: a critical but time consuming part of the process... for both customers & colleagues alike

- II. At peak periods, finance processing prevents us from serving as many customers as possible



Key changes/impact:

Applications across multiple lenders in real time, maximising acceptance & efficiency

Customers don't have to have their IDs with them and can email/sign at home

Process now takes approx. **15** mins less

Trialled in 15 stores Jan '22. Rollout across the estate from March onwards



3. Intelligent Lending Platform

***“It’s a lot less intrusive from a customers point of view,
more simple to follow and much quicker.”***

Courtney, Darley Dale

“Far quicker sales process and supports the ESG agenda!”

Barry, Paisley, BGM

***“It is a lot quicker and more effective when you're with a customer. Which gives
us more opportunity to serve more customers.***

Also it's great now we have four finance providers.”

Dan, Gateshead

“Easy to use system that ticks all the boxes for our customers and us.”

Stephen, Maidstone





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Three highlights

1. Leading the way on sustainability

2. New manufacturing partnership

3. New 'Home' proposition

GRAND DESIGNS

sofas exclusively at **dfs**

DESIGNED
WITH OUR
FUTURE
IN MIND

Sofas made from recycled plastics and sustainable materials

dfs **storeaway**™

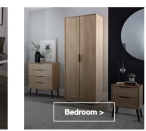
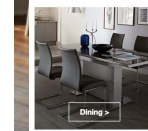
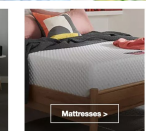
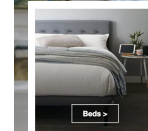
Drink holders

Conveniently placed cup holders for when you want to relax up with a hot drink or something more special



Lift top console with two lights

Two concealed lamps so you can read comfortably without getting up to turn on the light





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Our winning Integrated Retail model

Best Experience

Biggest range + the critical 'sit test': over 85% of DFS customers visit a store before buying

Best New Formats

Post store refit, 58% of consumers said store was better than the competition (pre-refit = c.46%)

Best Retail Estate

More stores in more locations. Plus, if people visit our stores, 57% more likely to purchase

Best Sales Teams

Nearly 9 in 10 people would recommend DFS having purchased within a DFS store



Best Online Brand Strength

'DFS' is searched for 2.3x more than the term 'Sofas'
87% of store customers research online before coming instore

Best Range

UK's largest sofa range, more bays & choice than any retailer (3,600+ online skus. Next biggest with 752)

Best enhanced technology

World's largest collection of AR-enhanced products within furniture category

Best Ecommerce Platform

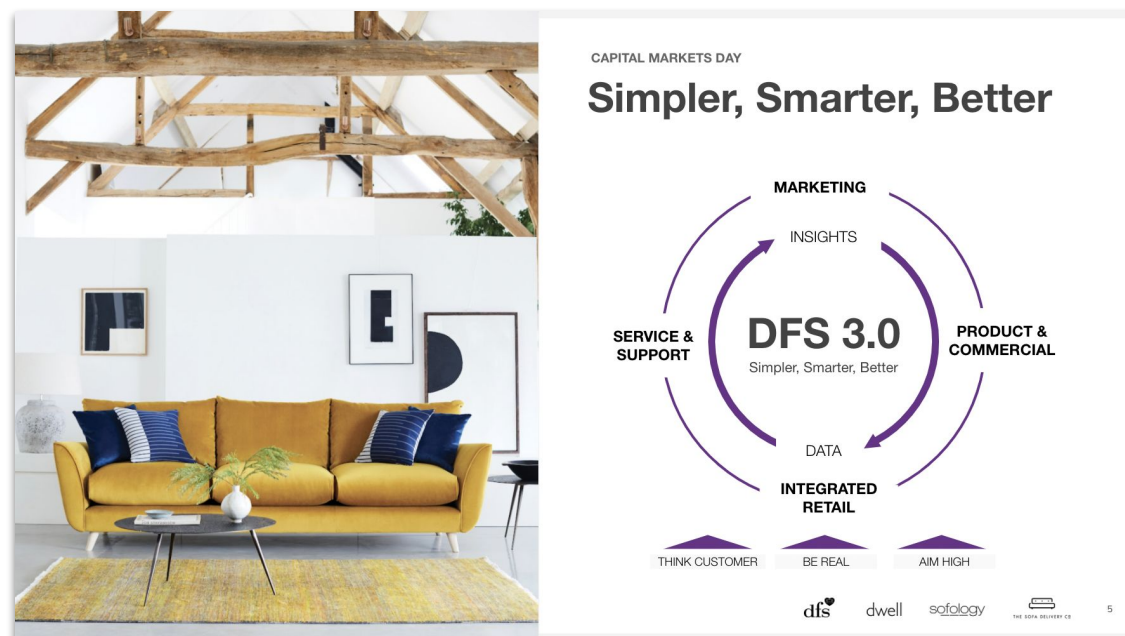
Europe's first implementation of HCL Commerce v9

Marketing transformation

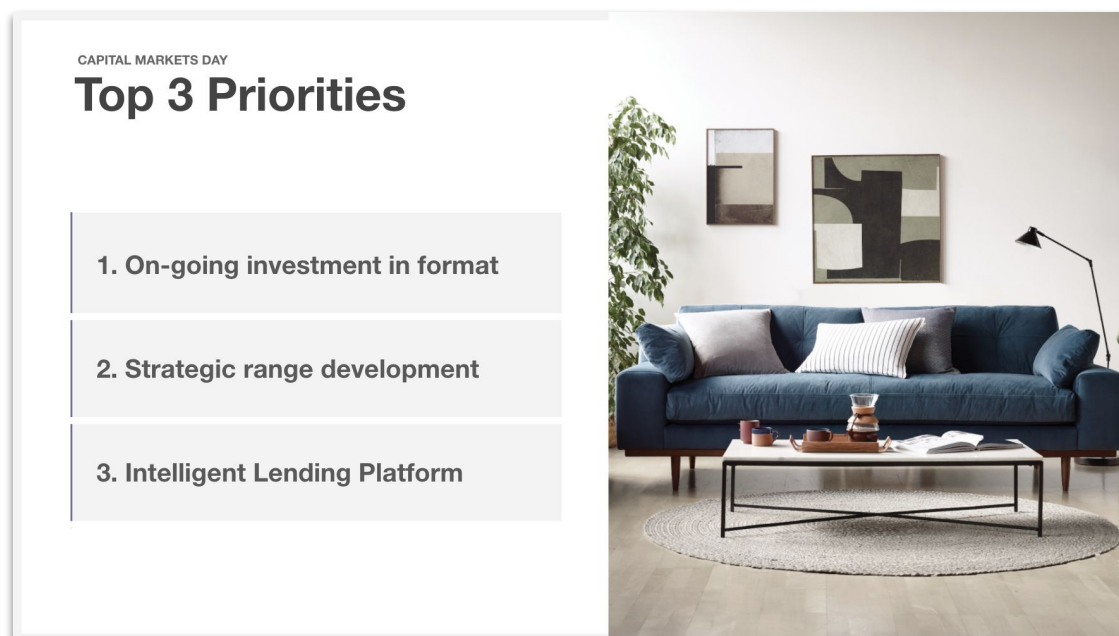


In summary...

Our ongoing, transformation journey



Our key, short-term priorities





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