

How we will seize the opportunity

Our vision is to build the UK's most trusted and valuable brand for homewares and furniture.

We are focused on continuing to deliver sustainable, profitable growth to create value for our stakeholders and see a clear runway for further growth.

Our *Customer 1st* proposition remains at the heart of the business and our ability to deliver is powered by **three core strategic** drivers which underpin our plans.



Aligned with these drivers is our ambition to be a good company and build sustainability into all that we do. We also continue to invest in digitalising and developing our foundations to improve our customer offer and make our operations more efficient.



c.15%

of own brand product range by stock-keeping unit (SKU) branded Conscious Choice¹



Product mastery

Product mastery encapsulates the deep expertise we are developing across our categories, from creative design to responsible sourcing via our committed supplier partners.

We are passionate about offering our customers outstanding value and quality for every space, style and budget. With the majority of our products being own brand and exclusive ranges, we are innovative and agile in our product development, working closely with our suppliers. This allows us to create product ranges which excite our customers whilst meeting our exacting quality, ethical and environmental standards.

c.20,000

new products added to our online range, giving customers even more choice



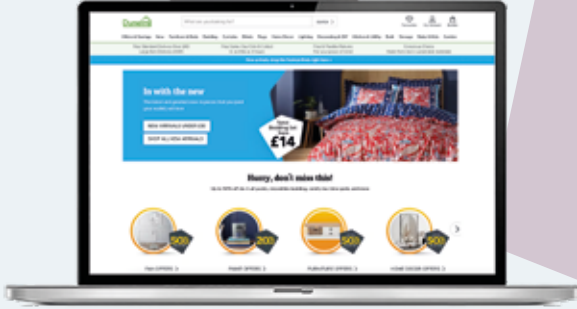
Generating value...

We work hard to operate an effective and efficient business model, harnessing the talents of our colleagues and combining these with technology to improve our offer. This facilitates our relentless focus on offering outstanding value and quality across our product range.

[Read more about how we are generating value in our CEO's review on page 13.](#)



¹ To be part of our Conscious Choice range, every product must be made from at least 50% more sustainable materials (by weight) compared to conventional alternatives.



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Total retail system

Our thriving total retail system combines the advantages of physical and digital retail in a seamless offer which gives choice to our customers in how they shop.

We continue to invest in technology to power this system and empower our colleagues. Digitalisation encompasses everything from improving our shopping experience, to increasing operational productivity, to leveraging data and insights to refine our proposition.

Our total retail system is people-led, tech-powered, and efficient.

- Brilliant stores **X** serving their local communities
- Digital channels **X** optimised for our customers
- A marketing ecosystem to grow and service our audience

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36%

Digital sales mix

1.1m

community followers

Culture and identity

We have developed a strong culture as an ambitious and inclusive organisation.

Maintaining the strength of our culture and identity is essential to the long-term sustainability of our business. Our shared values embody what we stand for - we remind our long-standing colleagues of the importance of our values and we instil these in new joiners. We are entrepreneurial, inclusive, adaptable and resourceful in a workplace that welcomes all.

82%

our highest-ever participation rate in our colleague engagement survey

...and joy

We are raising the bar on our proposition, with a greater focus on bringing joy to more customers. Joy comes in many forms, from providing a non-judgemental, knowledgeable and friendly service in store, to ensuring fast and convenient home delivery solutions. Joy also comes through offering more choices that are positive for the environment, and more products with personality, such as those found in our Natural History Museum and Disney ranges.

Read more about how we are delivering joy in our CEO's review on page 13.

