

Turning Dreams  
Into Reality...

**AR Conference**

October 2016

# HISTORY.....MARCH 2013

**BAD DREAMS**  
Beds chain goes bust  
putting 500 jobs at risk



Dreams to make  
**100 redundancies**  
as it restructures

**RetailWeek**

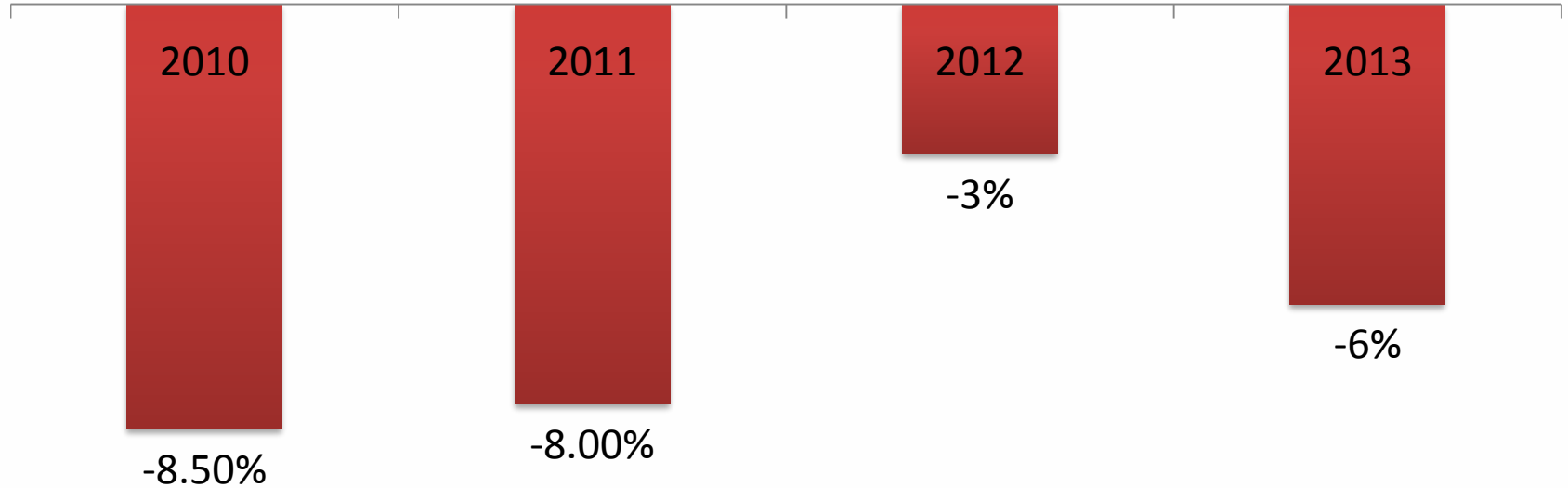
Dreams turns sour

theguardian



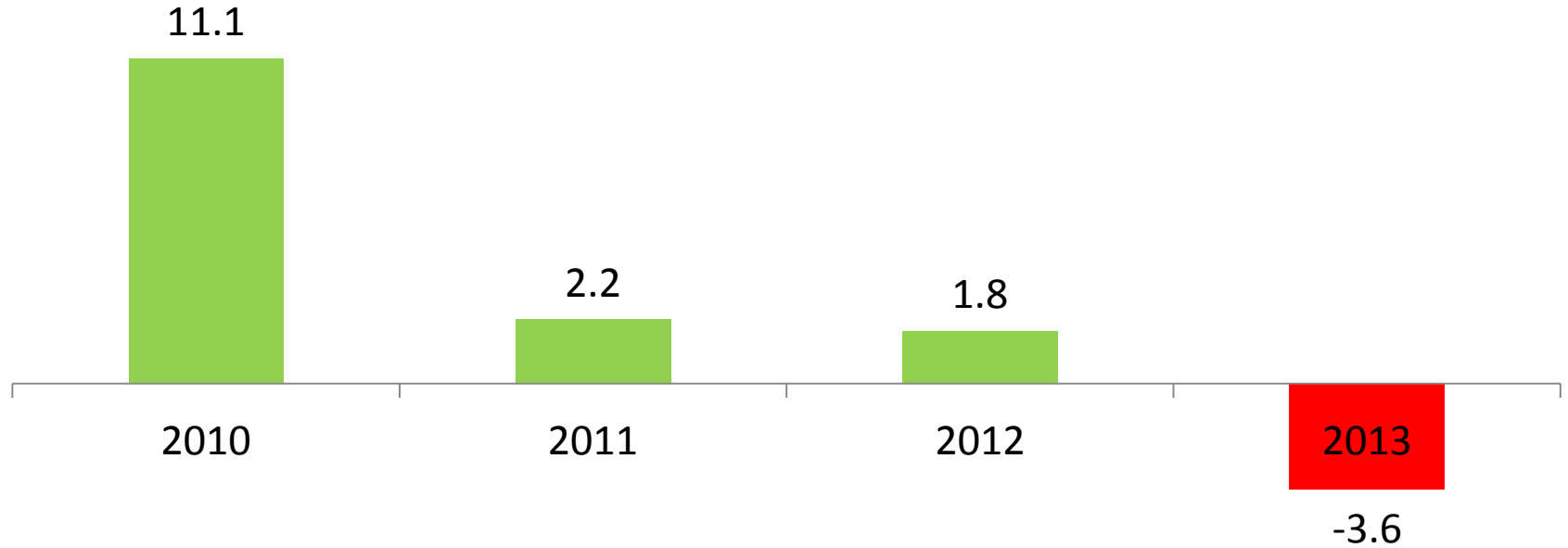
# LFL SALES : 4 YEARS OF DECLINE

---



# HISTORICAL PROFIT (EBITDA £M)

---



**THE**  **TIMES**

---

Mike Logue, who began as Dreams' chief executive yesterday, is unlikely to be getting a good night's sleep any time soon.

19<sup>th</sup> August 2013

## **RetailWeek**

**In the news: Dreams' new boss Mike Logue profiled**  
19 August, 2013

***Mike Logue is an interesting choice to lead the turnaround of beds retailer Dreams.***

LIST  
UND ERST AND  
N CT

# OUR PRODUCT

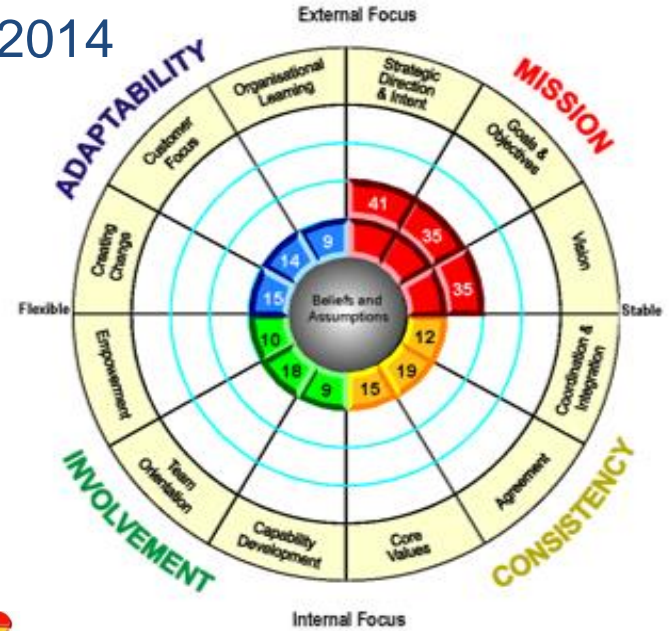
October 2013



Cardiff Store... a tough sale!

# OUR PEOPLE

Jan 2014



Participation 51%

Our circle of opportunity !







# LISTEN TO OUR CUSTOMERS: SMG SURVEY

## Pillow Talk



5000 RESPONSES PER WEEK



**Pillow Talk**

*Tell us what you think  
about our service and  
you could win...*

**WIN  
£500**  
in high  
street shopping  
vouchers

**Dreams**

Complete a short survey about your experience in store today and let us know what you think about our service. It will only take a few minutes of your time and as a thank you, you'll be entered into a prize draw for the *chance to win!*

Visit [www.dreams-pillowtalk.com](http://www.dreams-pillowtalk.com) and help us to help you.



**Dreams**  
*Because your sleep matters*

- 
- A photograph of a bed with two white pillows and a red blanket, set against a white tiled background. The red blanket is folded over the pillows, and the white pillows are stacked on top of each other. The text is overlaid on the red blanket.
- Shop Standards Poor
  - Product Quality Inferior
  - Highly recognised, but not recommended brand

**HAVE A  
CLEAR  
PLAN**

---

Dreams

Dreams






A  
*Dreams*  
bed in every  
home

## Our goals...

- Make, buy, sell, and deliver the most comfortable beds
  - Deliver market leading quality, value & choice
  - Work together to always exceed customer expectations
- 

## How we work...

- Put the customer first
  - Do what we say we will do
  - Trust & respect each other
  - Recognise and celebrate our success
  - Passionate about winning & having fun
- 

*Always*



*Our Journey*  
to becoming  
the most  
recommended  
& profitable  
bed company

Create a  
Winning  
Culture

Sustainable  
& Profitable  
Growth

Inspire  
More  
Customers

Make &  
Buy Great  
Products



Create a  
Winning  
Culture


Our *Journey*  
to becoming  
the most  
recommended  
& profitable  
bed company

Make &  
Buy Great  
Products

Inspire  
More  
Customers

Sustainable  
& Profitable  
Growth





A  
*Dreams*  
bed in every  
home







# BACK TO THE FLOOR



**Dreams**  
*Because your sleep matters*



one  
team  
one  
Dreams





## COMMUNICATING TO OUR TEAMS



Between the Sheets is the Dreams monthly in house magazine. It provides updates for the whole business on activities that have taken place throughout the previous month. It is a great way for us to ensure open communication with all our colleagues. BTS includes articles on teams from around the business, new product launches, and celebrates our ABCD (Above and Beyond the Call of Duty) winners, and those that are celebrating long service with the business.

**Create a  
Winning  
Culture**

*Our Journey*  
**to becoming  
the most  
recommended  
& profitable  
bed company**

**Make &  
Buy Great  
Products**

**Inspire  
More  
Customers**

**Sustainable  
& Profitable  
Growth**







ORDER TODAY & SAVE

ORDER TODAY & SAVE  
MATTRESS  
ONLY \$199  
**\$349**

HALF PRICE

Only \$199

HALF PRICE

ORDER TODAY & SAVE  
MATTRESS  
ONLY \$199  
**\$349**

ORDER TODAY & SAVE  
MATTRESS  
ONLY \$199  
**\$349**

ORDER TODAY & SAVE  
MATTRESS  
ONLY \$199  
**\$349**

Thank you, and Sleep







# TheraPur<sup>®</sup>

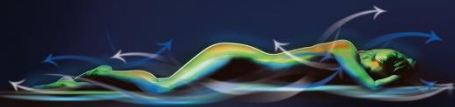
TECHNOLOGY WORKING  
WHILE YOU SLEEP

THERMO REGULATING



IMPROVED AIRFLOW

HYPO ALLERGENIC



TheraPur<sup>®</sup>  
well-being through sleep

ActiGel<sup>®</sup>  
Uniquely adapts to your body shape and temperature

Exclusive to **Dreams**





---

# FLAXBY COLLECTION

---





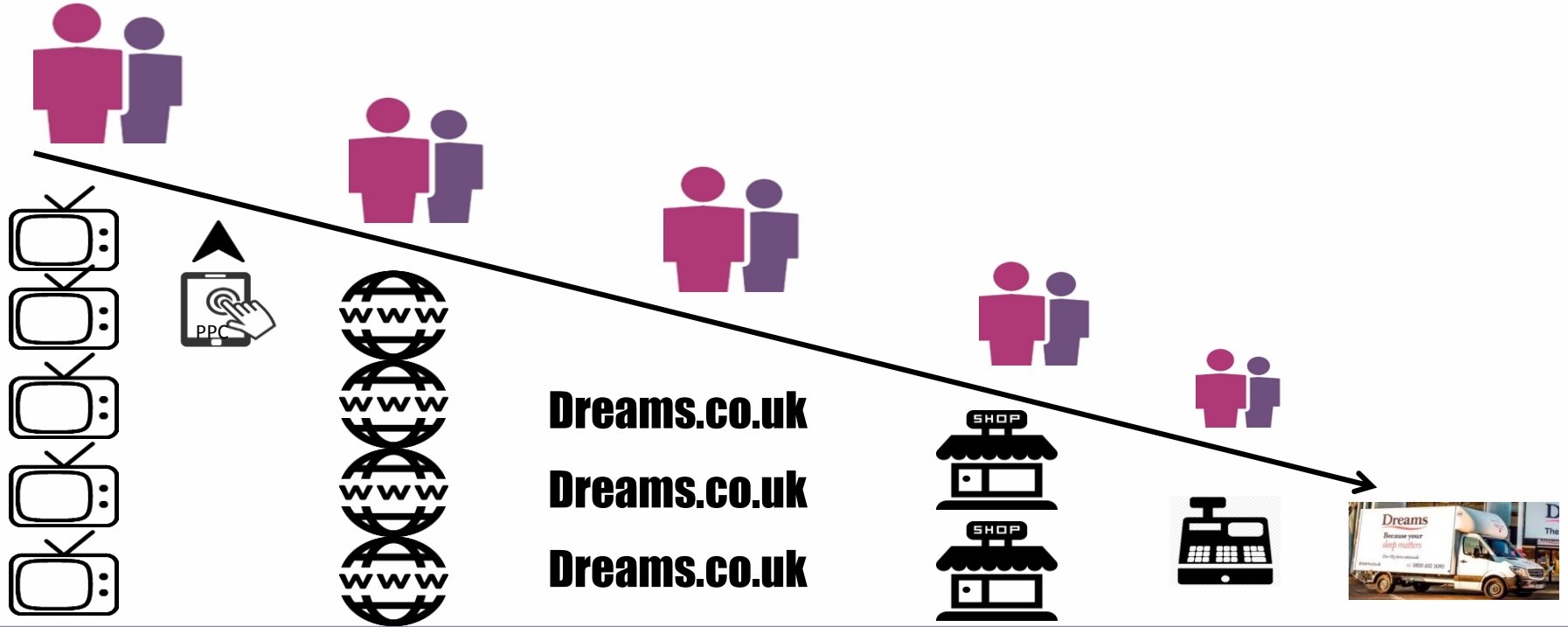








# OUR CUSTOMER JOURNEY



Average data per month





# Dreams



Britain's *leading* Bed Specialist



You spend  $\frac{1}{3}$   
of your life  
**in bed.**  
*Choose Dreams*



**Better sleep**  
*makes a*  
**better you**

**Dreams**  
*Because your sleep matters*

# Dreams



*Because your sleep matters*



REPLACE  
8  
YEARS  
EVERY 8

Dreams

*Because your sleep matters*

*[dreams.co.uk](http://dreams.co.uk)*



# OUR SLEEP MATTERS WEB SITE

Local news, updates and events

## The Sleep Matters Club

Here's your latest Sleep Matters Club newsletter, where you'll find professional advice to help you sleep better and see the latest articles from Dreams.

Home Sleep Better Energy & Productivity **Webinars**

**Sleep Better**  
 Sleep Your Way To A Relaxing Evening Routine  
 READ IN ONE

**Energy & Productivity**  
 How To Boost All Day & Enjoy Your Inevitable READ MORE

**Sleep Better**  
 How To Develop An Effective Sleep Routine For Your Sleep  
 READ IN ONE

**Energy & Productivity**  
 Sleep The Smart & Live A Happier, Healthier Life  
 READ IN ONE

**7 sleep mistakes**  
 YOU DON'T KNOW YOU'RE MAKING  
 and how to fix them

Are you having trouble sleeping? You're not alone.

47% of people who are tired are actually sleep-deprived.  
 22% of people who are tired are actually stressed.  
 49% of people who are tired are actually over-exercised.

Counting sheep and listening to lullabies can't only get you so far. Here are some common culprits that you might not even know you're making - and how to avoid them.

**Children & Parents**  
 The Bedtime Story Finder  
 Find the most bedtime story for your child from this list of 150 books, loved and selected by The Reader & The Sleep Matters Club...

**Fun & Sleep-Tech**  
 Is Sleep Learning Real? A Dreamy Fad?  
 Sleep learning, or hypnosis, is the theory that one can be using taped recordings, or even by playing a book under your bed...  
 By Chris Clark

**Sleep Problems**  
 Everything You Need to Know About Sleep Talking  
 How many times have you woken up to the terrifying sounds of your partner or roommate snoring or talking in their sleep?  
 by Jessica Kalkbrenner

**Business Design**  
 Reasons Why Your Bed Height Actually Matters

**Sleep Problems**  
 How To Prevent Back Pain In Bed

**Business Design**  
 40 Simple Bedroom Design Ideas To Improve Your Life

**How Important is Your Bedroom When Selling Your House?**

**10 Reasons Your Mattress is Giving You Headaches**

**PRICE SAVINGS**  
 1/2 OFF

**Stories for you**  
 Sleep Problems  
 How To Prevent Back Pain In Bed  
 Health & Wellness

**bounty**  
 Caring makes sense.  
 Mum-to-be Pack

Find Her Style

**reams**  
 Because your sleep matters

At Dreams we know the importance of a good night's sleep for expecting parents... that's why we give you an **EXTRA 10% off** the cost of any new bed or mattress. Simply bring this coupon to store to claim your discount today.

And be sure to visit **DreamsClub.com** to discover our 5 Tips for Better Pregnancy Sleep.

**reams**  
 Because your sleep matters

**reams**  
 Because your sleep matters

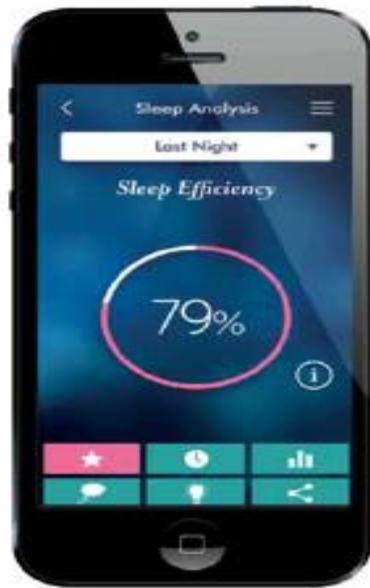
**EXTRA 10% off**  
 the cost of any new bed or mattress. Simply bring this coupon to store to claim your discount today.

And be sure to visit **DreamsClub.com** to discover our 5 Tips for Better Pregnancy Sleep.

**Bounty Pack**

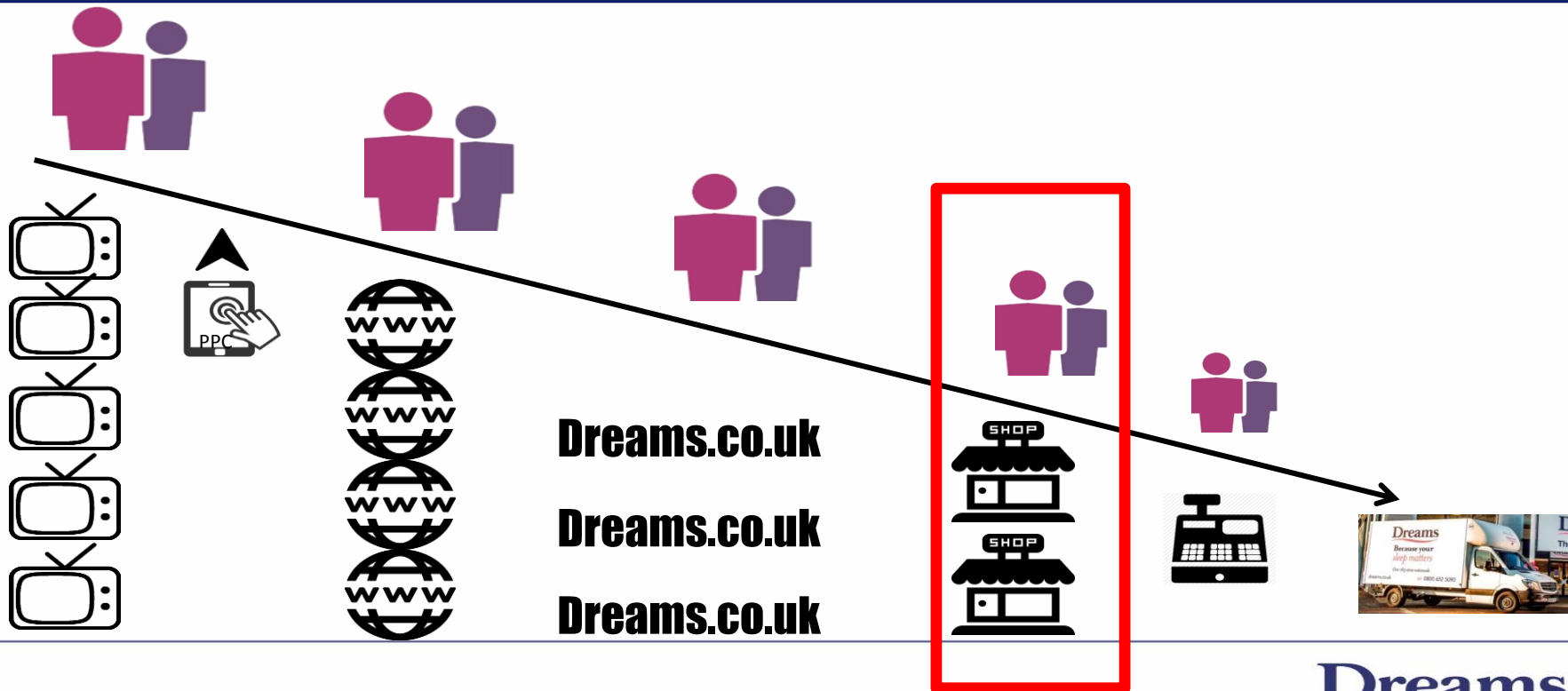
**Dreams**  
 Because your sleep matters

# SLEEP MATTERS APP





# NOW IT WAS TIME.....TO INVEST IN OUR SHOPS



Average data per month

2 ADJ-TOWN AGENT  
OFFICES  
TO LET  
DURHAM &  
WILSON



**Dreams**  
BEDS

LUXURY BEDS  
& MATTRESSES

**Dreams** plc

DESIGNER  
BEDSTEADS

QUEENS  
HOUSE  
180



**Dreams**  
**MEGA SALE**

ENDS 8PM  
MONDAY

BRITAIN'S  
LOWEST  
PRICES  
**MEGA SALE**

BRITAIN'S LEADING BED SPECIALIST



ENDS 8PM  
MONDAY

BRITAIN'S  
FASTEST  
DELIVERY  
**50% OFF**  
OF BEDS



SLEEP IN A BED OF DREAMS



Dreams

**Dreams**

**The Bed Specialist**





Welcome to  
**Dreams** plc

EDS TO GO 1

ain's leading Bed Specialist

Bed buys

SQUEEZES

BRITAIN'S LOWEST PRICES

HALF PRICE

BRITAIN'S LOWEST PRICES

HALF PRICE

BRITAIN'S FASTEST DELIVERY

HALF PRICE

BRITAIN'S FASTEST DELIVERY

HALF PRICE

BRITAIN'S LOWEST PRICES

HALF PRICE

BRITAIN'S LOWEST PRICES

HALF PRICE



More beautiful bedrooms  
on this floor

TV BEDS

TV BEDS  
Experience the ultimate in comfort and convenience with our TV beds. Perfect for the modern bedroom, they offer a range of features including adjustable headrests, built-in storage and more. Find out more about our TV beds today.

3-2  
MATTRESS

HEADBOARD

Pick up  
your  
order  
in store  
now

FREE  
DELIVERY  
ON  
ALL  
MATTRESSES

3-2







**Dream's**

Because your  
*sleep matters*

Over 165 stores nationwide

[dreams.co.uk](http://dreams.co.uk)

tel: 0800 652 5090

**Dream's**

The Bed Specialist

**Dream's**

SPECTACULAR  
SAVINGS

11 DAYS  
ONLY

*Better sleep  
BRINGS A  
better you*

**Dream's**

Because your  
*sleep matters*

Over 165 stores nationwide

[dreams.co.uk](http://dreams.co.uk)

tel: 0800 652 5090



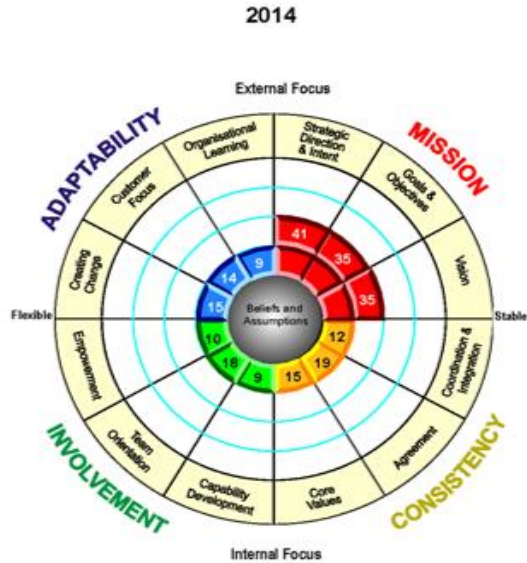


A photograph of a paved road with yellow lane markings stretching into the distance under a blue sky. The text "Our Journey so far..." is overlaid on the image.

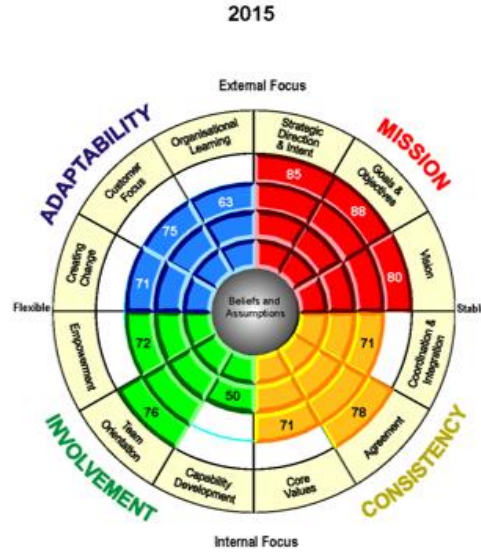
**Our** *Journey*  
**so far...**



# DENISON EMPLOYEE ENGAGEMENT RESULTS



Participation 51%

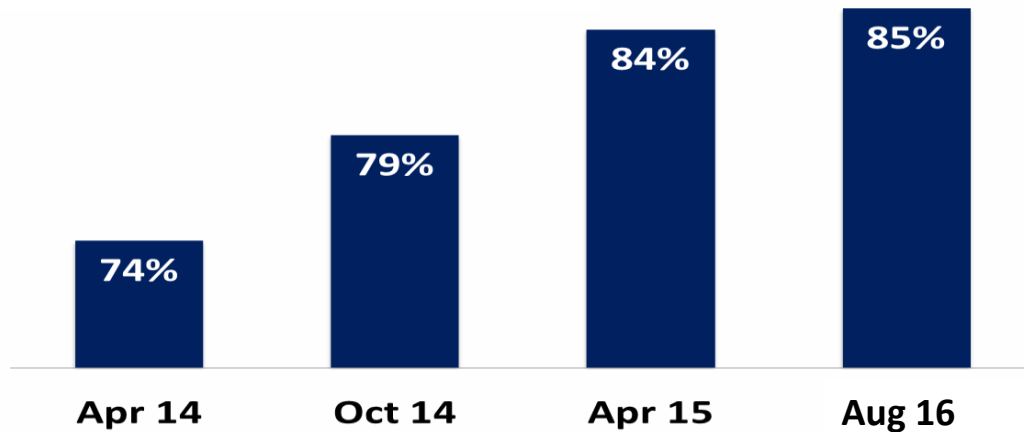


Participation 90%



Participation 93%





**350,000 customers have completed the survey so far.....**

**Pillow Talk**

*Tell us what you think about our service and you could win...*

**WIN £500**  
in high street shopping vouchers

Dreams

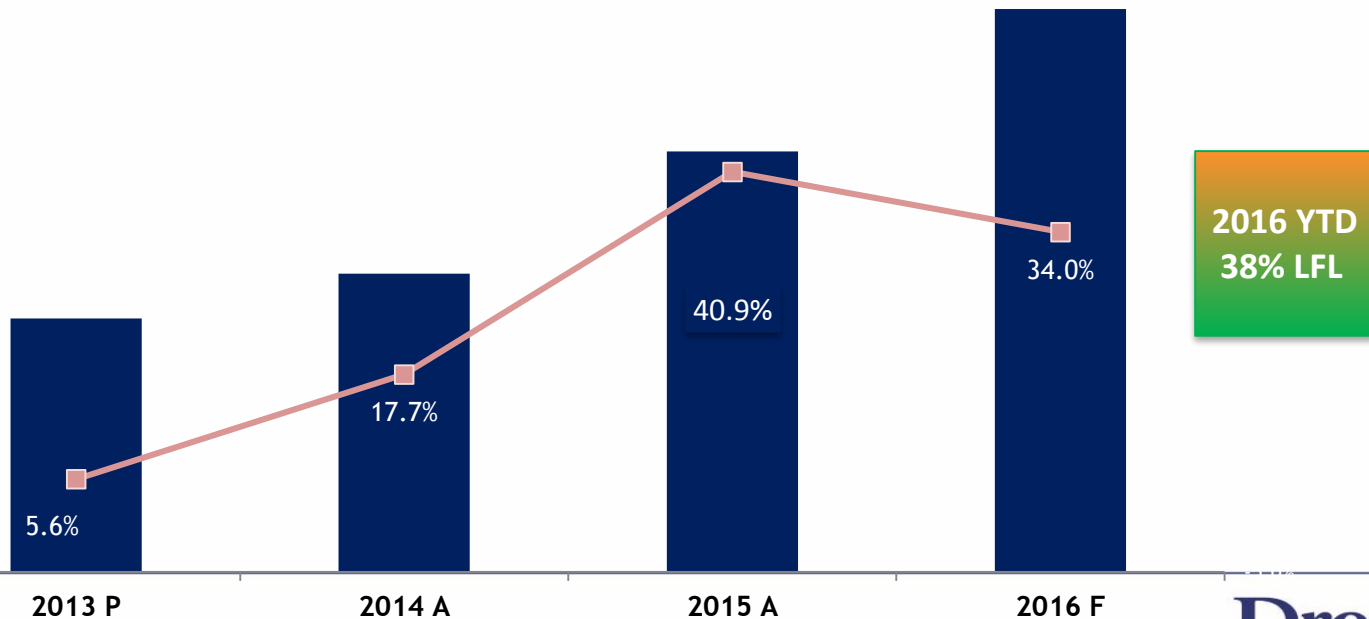
Complete a short survey about your experience in store today and let us know what you think about our service. It will only take a few minutes of your time and as a thank you, you'll be entered into a prize draw for the *chance to win!*

Visit [www.dreams-pillowtalk.com](http://www.dreams-pillowtalk.com) and help us to help you.

**Dreams**  
*Because your sleep matters*

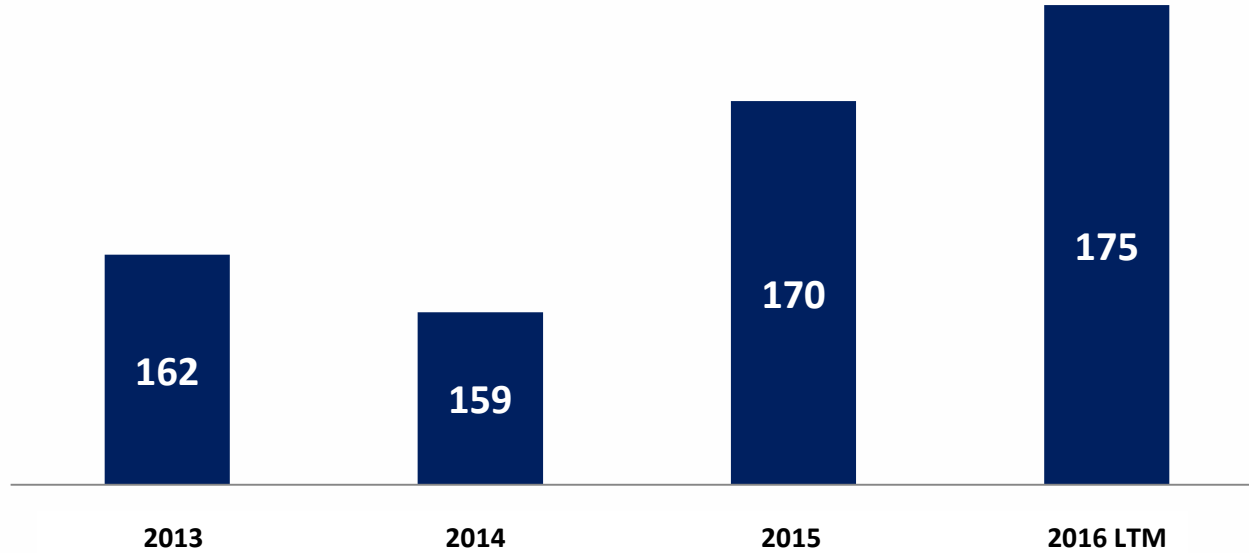
**Dreams**  
*Because your sleep matters*

# DIGITAL NET REVENUES AND GROWTH



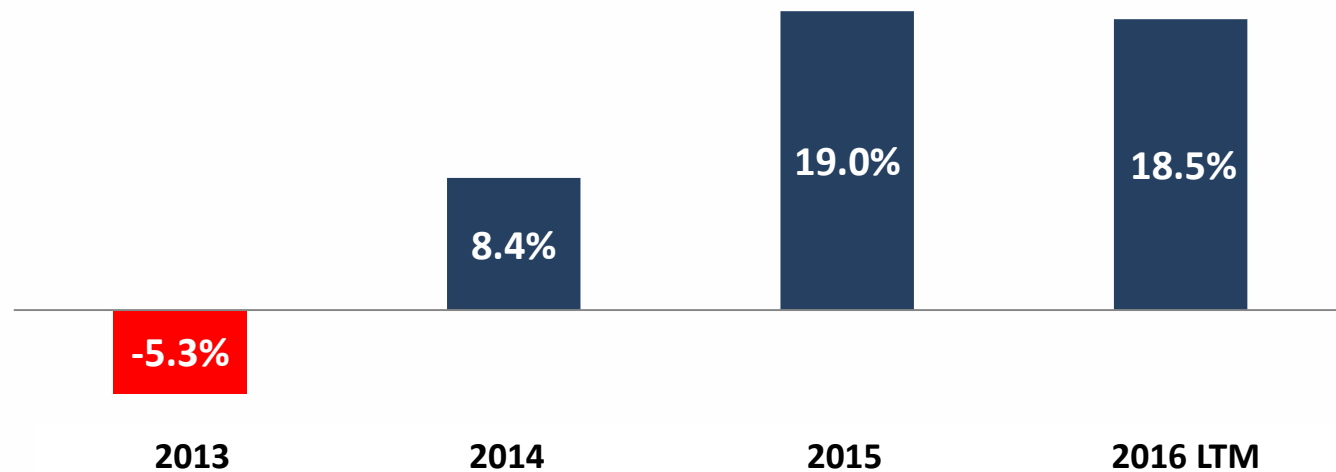
# SHOPS

---

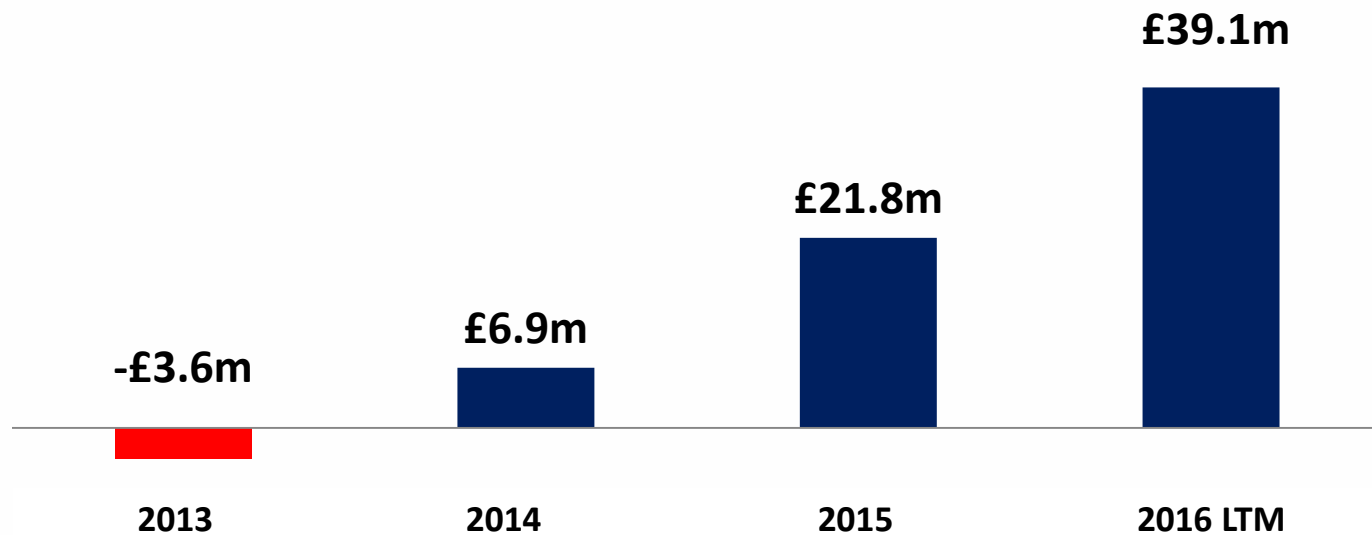




# TOTAL LFL SALES %



# EBITDA £M



## WHAT'S BEEN KEY SO FAR ?

---

- **Listening** to our colleagues as much as our customers
- **One plan** that responds to customers and colleagues
- Prioritising **internal communication** and culture ahead of external
- **Support and investment** from our key suppliers and partners



# PROPERTY - 2016

---

- 175 Shops → 180 by December
- Out of Town/ High St/ Standalone
- 12 Divisional warehouses
- 1 Factory : Oldbury
- 1 Bedquarters

# PROPERTY - 2017

---

- 15+ New Shops + Concessions.
- Redevelopment of our Oldbury site
- 40 lease options/right sizes
- Freehold acquisitions
- 90 store refits

# Dreams



*Because your sleep matters*