

# Our KPIs

## Financial

### Group Revenue (£m)

**£556.1m** YoY Movement (21.1)%

Year	Revenue (£m)
2021	556.1
2020	704.4
2019	871.7

### Statutory (loss)/profit before tax (£m)

**£(36.7)m** YoY Movement (78.0)%

Year	Statutory (loss)/profit before tax (£m)
2021	(36.7)
2020	(166.9)
2019	(89.3)

### Basic EPS

**(44.0)p** YoY Movement (74.8)%

Year	Basic EPS (p)
2021	(44.0)
2020	(174.9)
2019	(124.2)

### Net Working Capital\*\*

**£124.1m** YoY Movement (15.6)%

Year	Net Working Capital (£m)
2021	124.1
2020	147.0
2019	182.0

### Adjusted (loss)/profit before tax\* (£m)

**£(12.6)m** YoY Movement (69.9)%

Year	Adjusted (loss)/profit before tax* (£m)
2021	(12.6)
2020	(41.8)
2019	38.0

### Adjusted basic EPS\* (p)

**(19.4)p** YoY Movement (55.4)%

Year	Adjusted basic EPS* (p)
2021	(19.4)
2020	(43.5)
2019	32.4

### Closing Net Cash\*

**£38.9m** YoY Movement 6.0%

Year	Closing Net Cash* (£m)
2021	38.9
2020	36.7
2019	35.9

\* 'Adjusted' and 'Net Cash' are used as alternative performance measures (APMs). A definition of APMs and explanation as to how they are calculated is included in note 36 to the Group and Company Financial Statements.

\*\* In line with the sharpened strategy, Net Working Capital has been identified as a new KPI in FY21 to provide clarity around the working capital efficiency as the Group generates increased revenues. Net working capital is defined as inventories plus trade and other receivables less trade and other payables. The statutory measures from which it is calculated are included within the CFO Review on page 75.

## Operational



In line with our sharpened strategy detailed within this report, we have updated our KPIs to better align with the four pillars.

Each KPI is linked to our strategic pillars and we have set out a description and the rationale behind our choices.

### Active Customer Database (m)

**2.78m** YoY Movement 3.0%

Year	Value (m)
2021	2.78
2020	2.70
2019	2.45

**Definition** – Number of customers on the Superdry database who have made a purchase in the last 12 months.

**Rationale** – A measure of the retention and growth of our customer base following the segmentation into collections, reflecting improved targeted marketing and resonance of our improved product.

### Inventory Days

**205.8** YoY Movement 16.0%

Year	Value
2021	205.8
2020	177.4
2019	174.3

**Definition** – End of period net inventory/Last 12 months' cost of goods sold \* 365.

**Rationale** – A measure to track against reduction in overall inventory through tighter buying practices, carry over of foundation product (replenishment model) and more efficient use of clearance channels.

### Social Followers (m)

**3.34m** YoY Movement 5.7%

Year	Value (m)
2021	3.34
2020	3.16
2019	2.80

**Definition** – Number of unique accounts that have 'followed' the main Superdry accounts across all social channels (Facebook, Instagram, Twitter, Pinterest and YouTube).

**Rationale** – A measure of Superdry engagement with customers via online channels and the ability to convert customers into revenue either directly (e.g. click through) or indirectly (in-store, increased brand awareness).

### Sustainable Product Mix (%)

**33%** YoY Movement 16.0%pts

Year	Value (%)
2021	33%
2020	17%
2019	5%

**Definition** – % volume of 'sustainably sourced' product bought within the current financial year.

Sustainably sourced product defined as organic, low impact and/or recycled in line with our Environmental Policy.

**Rationale** – A measure of the level of sustainable product being created by the Group – a proxy to the environmental impact, rather than revenue performance. This metric tracks against the ambition to be 'the most sustainable listed fashion brand on the planet by 2030'.