

## Half Year Results 26 Weeks Ended 27<sup>th</sup> October 2018



# Euan Sutherland, CEO Strategic Overview

## **Background Clarity** Diagnosis and Treatment: Facing into tough decisions

## <u>Diagnosis</u>

## 2014-2018 Growth drivers:

- Global market expansion
- Wholesale turnaround
- Ecommerce investment
- Infrastructure investment (D2C)
- Promotions

## This growth offset underlying issues:

- Growing concentration in core categories
- Insufficient product diversification and innovation
- Lower footfall driving store LFL declines

## <u>Treatment</u>

# In April 2018, an 18-month transformation programme began focusing on:

- Brand development
- Fundamental product repositioning
- Store format development (digital & format)

## But headwinds exacerbated the underlying issues:

- Global weather patterns now the new normal
- Consumer confidence weakening
- Lead time for product repositioning

# Transformation programme upweighted to include a full store portfolio and cost review

Superdrypic

# Key messages

#### **1.** Our diagnosis of the issues is unchanged:

- We have built outstanding execution capabilities
- The brand is healthy strong growth where the product is right
- Product has not evolved, it needs to be transformed
- 2. H2 likely to see similar impacts from weather and product mix, with fundamental transformation underway
- **3.** Brand growth continues to be driven by capital-light channels

#### 4. Intense focus on fundamental brand and product reset

- Re-energising key categories mix & innovation
- Expanding in high-growth categories active, womenswear, premium
- Introduce new categories kidswear and licence

#### **5.** Significant additional self-help actions underway

- Targeting £50m+ gross cost savings by FY22
- Store portfolio review complete by March 2019
- £10m+ licence margin opportunity by FY22
- c£400m incremental brand sales opportunity from USA & China by FY22





# The brand remains healthy

## **Brand health**

- Net sentiment scores are consistently positive, and ahead of competition
- Average +35% net sentiment in 52 weeks to 14 October 2018

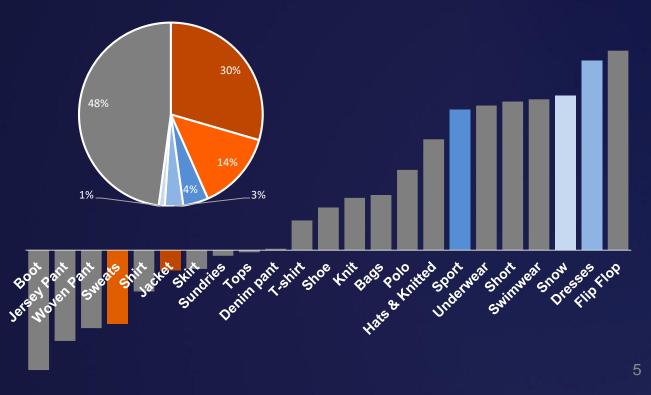
SDRY Net brand sentiment on Twitter

#### 70% 60% 50% 40% 30% 20% 10% 0% Oct-14 Apr-15 Oct-18 **Oct-15** Oct-17 Apr-17 Jul-17 Jul-1 Oct-1( Jan-1 Jul-1 lan-1 Jul-1 Superdry

## **Category strength**

 Strong performance in new, innovative categories such as Sport, Snow and Dresses, but not large enough to offset core category shortfalls

1H19 v 1H18 by Category (YoY % change)



# Superdry 5.0: a consistent ambition

Global

Digital

Brand

DIGITAL

DIGITA

DIGITA

## Superdry DC



- Delivered through capital light channels
- Adapting owned stores to meet the need of consumers in a digitally-led world

- Seamless online/offline consumer experience
- Leveraging data to predict requirements
- Driving efficiency in the way we work

- Communicating the reasons to love Superdry to consumers
- Stretching our product offer to maintain strength in core categories and drive growth in new categories

# Where we are today

Superdry DC

Important developments delivered in infrastructure, people and processes



**D2C** 

- Implementation of Single Stock Pool
- >80% direct sourcing
- Increased range harmonisation and joint buying



Distribution network

- Opened DCs in Belgium and USA
- All 3 now truly multichannel
- Super-fast store replenishment

Capital Light Channels

Wholesale CAGR 28% since FY15

•

- Ecommerce CAGR
   39% since FY15
- Online sales now 29.6% participation

- Development Markets
- China JV: £18m
   brand revenue
- USA business repositioned
- <30% of brand revenue from UK



## SuperResponsible40

- 100% organic cotton
- 100% renewable energy
- 100k young people contributing to local economy

Approximately 2 garments ordered every second during peak hour



Record units shipped and record productivity





We kept our delivery promise, on EVERY order

fast and resilient



1st year dispatching from 3 DCs

# **Black Friday**

Most successful ever for Superdry

1219 reviews on TrustPilot - an average score of 8.8

Best seller: Women's Rookie Down Parka

5x more units picked



## The challenges we face today As updated at the Prelims in July







## **Brand**

- Strengthening brand • positioning
- Supercharging our • communication

## **Product**

- Diversification and innovation programme
- Energise existing ٠ categories
- Introduce new • categories

## **Stores**

Investment in technology: •

Granular ranging • Strategic store review



RFID

# **Comprehensive Transformation Programme**

To accelerate to a Global Digital Brand



## **Sales Growth**

- Brand investment
- Product innovation & diversification
  - Optimising product mix
  - Energising existing categories
  - Introducing new categories

Continued brand growth from capitallight channels **Margin Delivery** 

- Sourcing location optimisation
- Automation of supply chain
- Licensing growth
- Option optimisation

### **Cost Structure**

- Cost efficiency and central cost review
- Store portfolio review
- Digital transformation
- Capex discipline

Self-help, automation, and efficiencies offsetting inflationary cost pressures Targeting £50m+ gross cost savings by FY22

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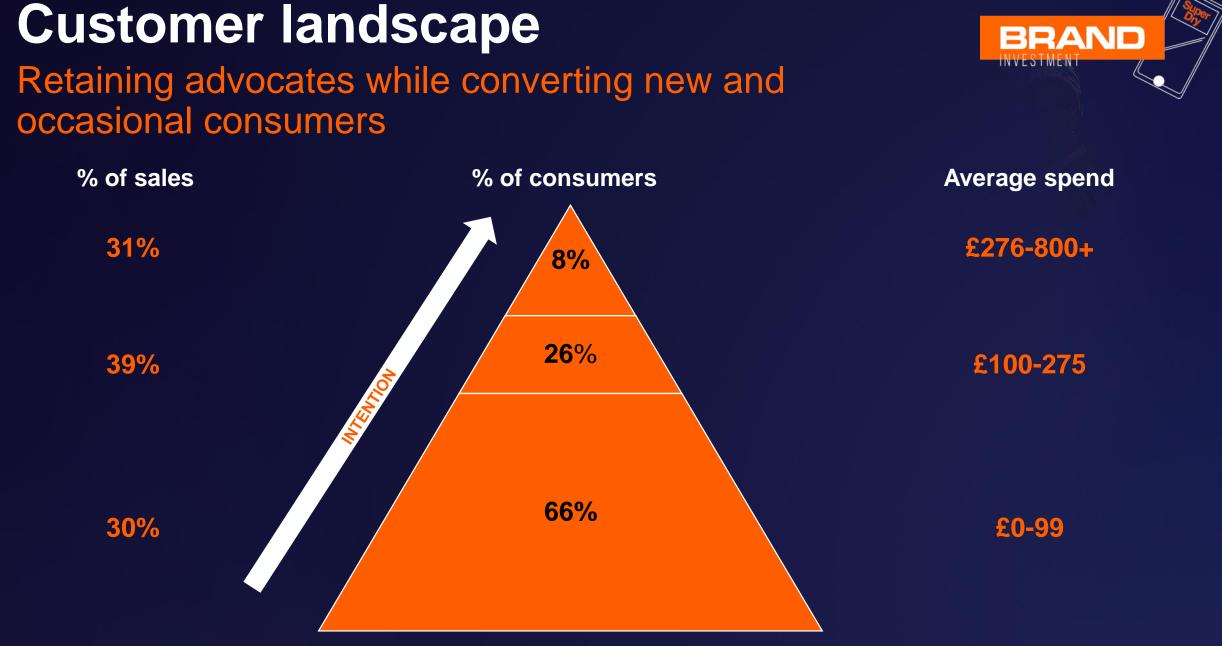
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## **Evolving the Superdry brand** Giving consumers additional reasons to buy

- Historically, graphic product has been a key form of brand messaging for us – but now only accounts for 20% of sales
- Expansion in global markets requires us to introduce Superdry to new consumers
- Millennial consumers looking for a distinct articulation of brand essence as a key point of differentiation

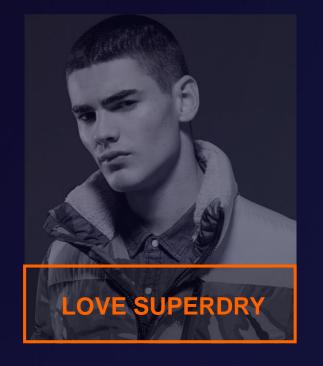
• Delivered through upweighted, targeted brand investment





## Global Brand Approach Strengthening our brand with focus on ROI





#### **Brand essence**

- Articulate what the brand stands for
- Attract new consumers



### **Communicate product DNA**

- Quality
- Design details
- Value for money



#### **Targeted activation**

- Social media campaigns
- Leveraging influencers
- Increase share of wallet of existing consumer

# Fundamental repositioning of product underway

- Over-optioned and under-innovated in core categories
  - Jackets, sweats, T-shirts
- Under-represented in higher growth categories
  - Active, dresses, denim, premium
- No options in high value categories
   Kidswear, licensing

Insufficient diversification and innovation

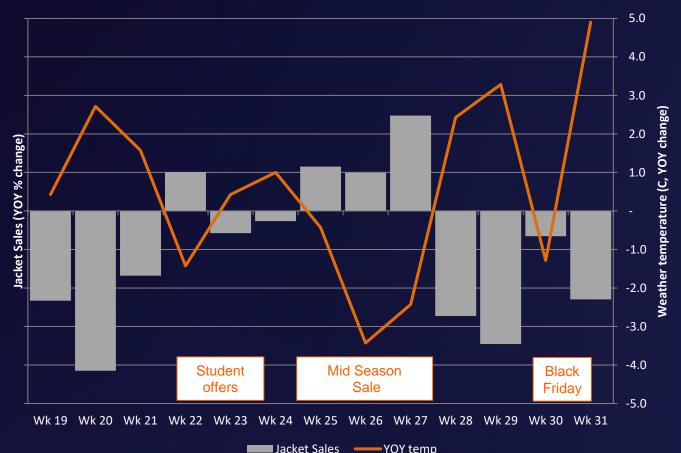




# Weather: impact on jackets

Unseasonal weather has an outsized impact on our core category

YOY Jacket Sales vs Temperature (UK Full Price Stores)



- Though multiple factors influence jacket sales, weather impact is more acute
- In unseasonably warm weeks, we experienced YoY full price sales declines in this category
- Promotional activity has an indirect impact, given customer propensity to delay purchase until discounted periods
- Reducing our reliance on this category
   would mitigate transitional period impacts





# **Product: mix & innovation**

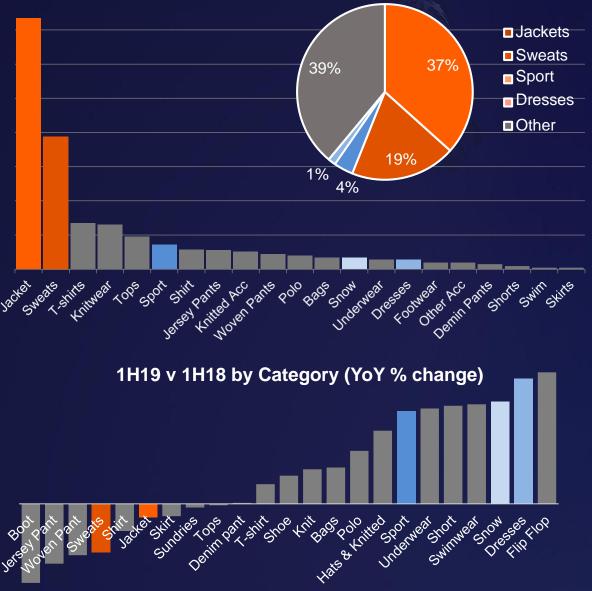
# Reducing our reliance on jackets and sweats

## Over-reliance on jackets and sweats

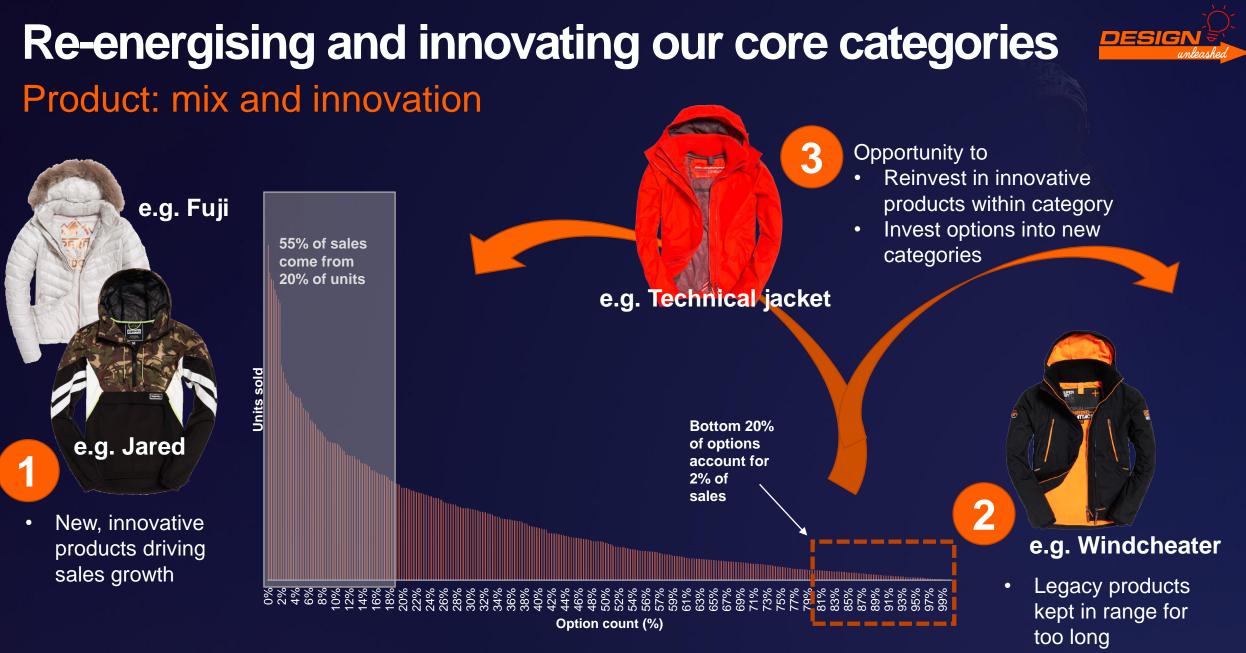
- Jackets predominantly impacted by weather:
  - De-risking through mix, including more transitional product
- Sweats also hindered by lack of innovation:
  - Re-investing options into higher ROS categories
  - Adding innovation into sweats categories

## Under-represented in high-growth categories

- Strong performance in Sport and Dresses, but not large enough to offset legacy categories:
  - Rebalance product mix



FY18 AW retail revenue by category



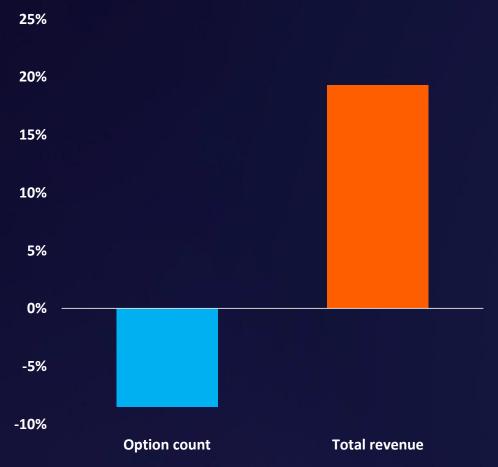
AW18 Jacket option count v unit sales

Total Sales Units

# **Product: reducing the option count**

## Sales growth with reducing option count

### Option count & Total Revenue FY14-FY18 CAGRs (%)



• Since FY14 we have reduced annual options by on average by 9% from 13.7k to 9.6k

- Over the same time period, group sales have more than doubled from £431m to £872m
- Results suggest that revenue is not directly correlated to the number of options
- Quality of option more important than quantity

# Increasing option count on the sales floor



**Operational efficiencies benefitting consumer choice** 

**Store Inventory Metrics YoY FY18 v FY17** 

Ор	tions	Unit Stock		
Total in Store	Total on Sales Floor	Total in Stockroom	Total on Sales Floor	
-13%	6%	-54%	1%	

- There was no correlation of store performance to option count reduction in FY18
- Moreover, combined with other operational efficiencies in stores (e.g. zero stockrooms, superfast replenishment) this delivered:
  - Reduced total stock (-54%) and options (-13%) in store
  - Increased choice and availability on shop floor (+6%)



# **Retaining category leadership**



Further rationalisation opportunity versus the competition

Options comparison	Superdry <sup>1</sup>	Peer A <sup>2</sup>	Peer B <sup>2</sup>
Coats & Jackets	571	448	201
Sweats <sup>3</sup>	516	333	284
T-Shirts <sup>3</sup>	630	382	249
Total	1,717	1,163	734
Option count % against SDRY		68%	43%

- <sup>1</sup> Data taken from <u>www.Superdry.com</u> on 7 December 2018.
- <sup>2</sup> Data taken from relevant peer website on 7 December 2018.

<sup>3</sup> Sweats include hoodies and sweatshirts as categorised by website and T-shirts exclude those categorised as longsleeved.

- Despite the reduction to date, we have a significantly higher option count of our nearest peers in key categories
- Current range width provides no meaningful incremental choice to customers
- Can create a "paradox of choice" with too many options





# Product: right product, right time

Rebalancing our seasons to suit consumer demand

SS			Caps	ule		AW			Flash		
Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb



















## **Re-energising our core: sweats** Addressing lack of newness for SS19

## AW18 Lessons

- Lack of move-on in block, colour palette, fabrication and graphic language
- Over-dependence on historical ranges: Orange Label and Track and Field
- Womens: too skewed for particular techniques: sequins and sparkle



- Limited Edition product
- Trial of oversized block
- Innovative branding package



- Latest key trend
- New graphic language
- Revised fabrication





• Fresh colour palette

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Use of latest gel-based embossing techniques

SS19 Sell in Performance + 286% vs average <sup>2</sup>





Driving forward our innovation pipeline

SS19	AW19	SS20 onwards
Sweats redesign		
Womenswear Prem	ium (The Edit)	
Sport innovation —		
	Menswear Premi	ium (The Edit)
	Kidswear	
	Jacket innovation	
	Product licensing	
	Snow innovation	

# Active product (Snow and Sport)

Snow launched in 2014 followed by Sport in 2016

- Together generated £83m of brand revenue in FY18
- Opportunity to double brand revenue over 3 year period

#### **Active Innovations for AW19 include:**

- Water resistant
- Breathable
- Heat reflective linings
- Recycled thermal filling
- Recco Avalanche rescue system









Moisture Wicking. Superdry Jech Technology

Flatlock Seams. Strength & Comfort.







Seamless Knit Constuction. Athletic Engineer







25



# Supercry Bkics.

~13% of the overall global apparel sector<sup>1</sup>

- A new customer for our consumer base, leveraging our brand hallmarks and embedding the Superdry brand as a way of life for the family
- First collection in AW19 season:
  - c.200 options 40% boys, 40% girls, 20% unisex
  - Targeting 6 to 12-year-olds
- Initially in selected stores, online and key wholesale partners

<sup>1</sup> Source: Euromonitor 2017 – Global apparel value market (women's, men's & kids apparel). Global apparel market includes sports clothing and excludes apparel accessories and hosiery.





# Premium

- Launching SS19 Womens Edit in March
- Strong demand from Wholesale customers
- Edit range expected to represent 10-15% of range once rolled out

**SUPERDRY**[Edit]

• Leveraging premium fabrics and organic cotton





# Premium

# **SUPERDRY**[Edit]

- Discrete logo, premium product, positioned at high end of price architecture
- Curated, limited piece collection
- Targeting higher demographic markets
- Menswear launching in AW19



# **Jacket Innovation**

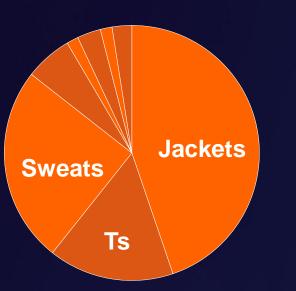
SUPERDRY



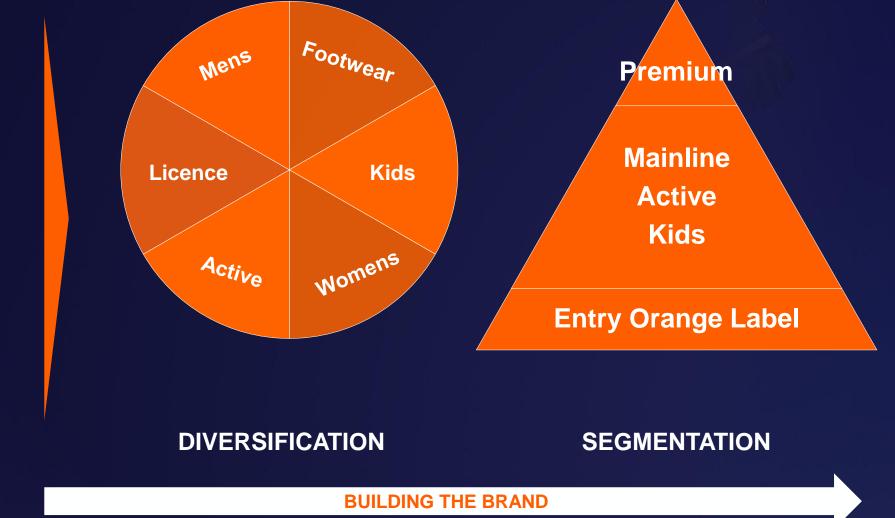
- Innovating our core category
  - First fully waterproof range
  - Reflective technology
- Transitional product, reducing reliance on heavyweight jackets
- Launching AW19

# A Superdry for the 21<sup>st</sup> Century





**OVER-RELIANCE** 



# Segmented market growth strategy

#### Market dynamic:

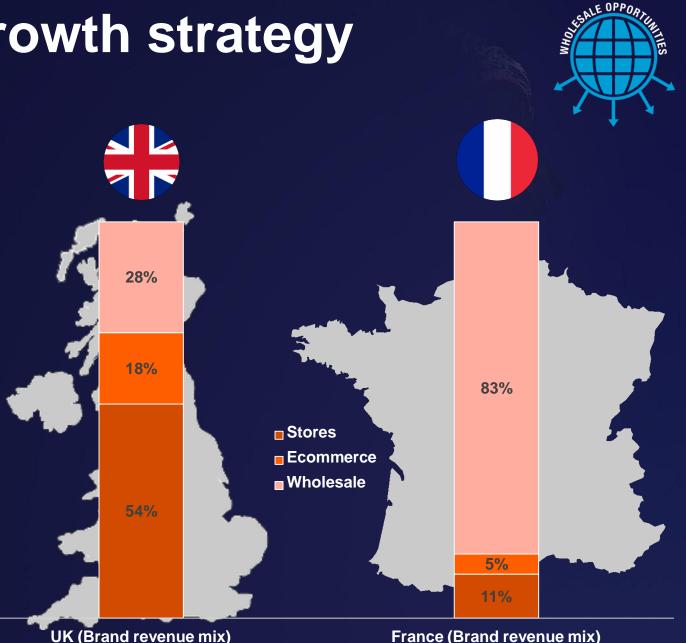
- Pre-FY19 all markets treated the same
- FY19 more segmented approach:
  - Product edit
  - Promotional plan
  - Routes to growth

#### **UK: Mass market proposition**

- Larger footprint, owned stores
- Higher levels of promotion

#### France: Wholesale opportunity

- Smaller, boutique franchise stores
- Elevated brand positioning



# **Development markets: USA**

## Leveraging our capital light model to grow

#### Platform now in place:

- Rationalised the inherited store estate
- Multi-channel fulfilment capability from USA DC
- Wholesale operation brought in-house

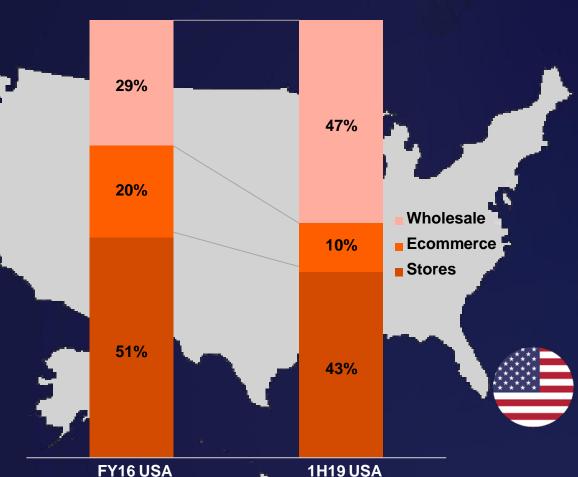
## Wholesale significant opportunity

- Growth with existing partners (new categories)
- New customer acquisition
- Franchise store opportunity

## **Growth enablers**

- Investment in marketing and brand awareness
- Product offer optimised for the USA market
- Local sourcing capability

## \$350m brand revenue potential by FY22



**Brand revenue mix** 



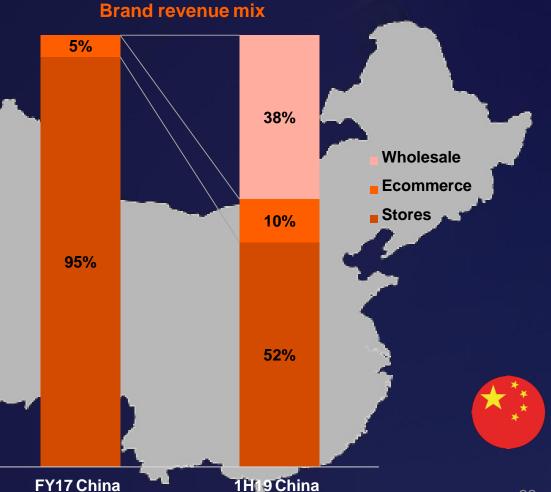


## Leveraging our capital light operating model to grow

#### China: Tailored market strategy through JV

- Owned stores initially opened to establish the Superdry brand in China
- Since 2017 franchises have driven largest share of growth
  - 20 new openings from 15 to 35 new stores in 1H19
  - Expecting ~58 open by year end
- Utilising regional franchise partner network
- Key enablers:
  - Brand investment
  - Store format flexibility
  - Product speed to market
  - "Collections" approach to product launches
- Brand revenue nearly doubled in 1H19





# **Comprehensive Transformation Programme**

To accelerate to a Global Digital Brand



## **Sales Growth**

- Brand investment
- Product innovation & diversification
  - Optimising product mix
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  - Introducing new categories

Continued brand growth from capitallight channels

## **Margin Delivery**

- Sourcing location optimisation
- Automation of supply chain
- Licensing growth
- Option optimisation

### **Cost Structure**

- Cost efficiency and central cost review
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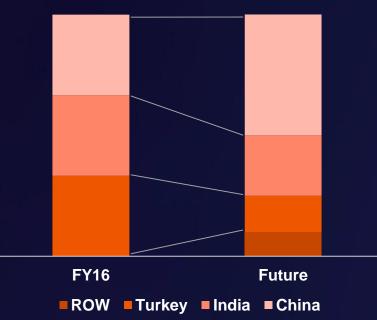
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# **Drivers of enhanced margin**

# SuperdrypC

## Sourcing mix



## Automation



- Far East sourcing lower cost than near source locations
- Network of regional offices supports sourcing flexibility
- D2C improvements mean longer lead time sourcing is significantly de-risked

- Automation of key production steps has improved productivity by an average of 15%
- 40% of our suppliers have now adopted automation
- \$8m invested by suppliers in automation equipment

# SuperdrypC

# Licensing

# Driving incremental global brand recognition across new categories with strong margin contribution

- Fragrance & beauty
  - Body spray, body wash, fragrances
- Footwear
  - Casual, formal, sport
- Eyewear
  - Glasses, sunglasses
- Watches
- Accessories and other

**£10m+ margin opportunity by FY22** 



## **Comprehensive Transformation Programme**

Delivering more than £50m gross cost savings by FY22



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\$

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## Store portfolio and cost review



### Optimising our store estate:

- >60% of owned store lease events in next 4 years
- Clear choice of actions:
  - 1. Close
  - 2. Right-size / relocate
  - 3. Renegotiation of rent
- Already seeing 25-30% reduction in some renegotiated rents YTD

### Cost savings programme:

- Savings will be delivered from:
  - Store portfolio review for potential future unprofitable stores
  - Rent reductions being delivered now and in future
  - Central cost savings programme introduced 3Q19
  - Further logistics efficiencies
  - Lower depreciation from capex discipline

### Targeting £50m+ gross cost savings by FY22

Note: 'Gross cost savings' represent savings in Superdry's selling, general and administrative costs (which totalled £429.4m in FY18). Net cost savings, after allowing for one-off costs and any lost contribution as a result of store closure not otherwise captured by channel shift, will be lower.

## **Digital transformation**

Leveraging digital to drive incremental cost efficiency







Al/Predictive Analytics Digital Product Creation Robotic Task Replacement Digitised Selling

## Summary

#### **1.** Our diagnosis of the issues is unchanged:

- We have built outstanding execution capabilities
- The brand is healthy strong growth where the product is right
- Product has not evolved, it needs to be transformed
- 2. H2 likely to see similar impacts from weather and product mix, with fundamental transformation underway
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## Superdrypic

## Ed Barker CFO Financial Overview

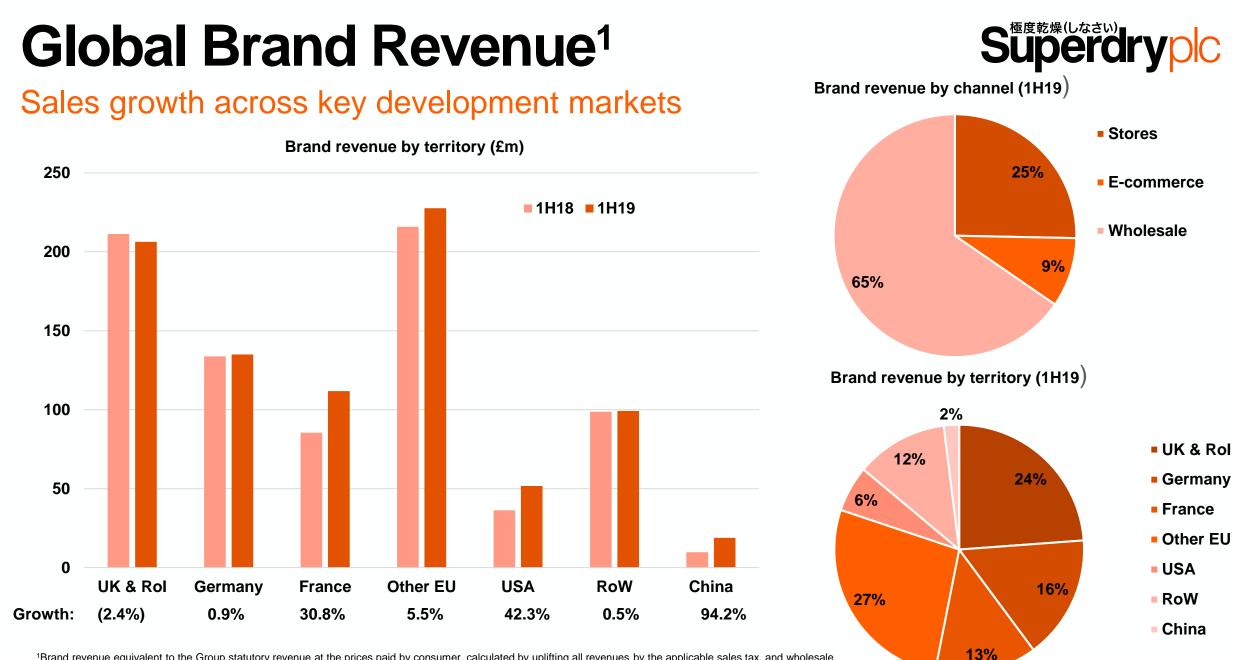
# **FY19 Half Year Financial Overview**



### Brand growth despite trading headwinds

£m	1H19	1H18	%
Underlying results			
Global brand revenue <sup>1</sup> (exc. China)	831.8	781.6	6.4%
Group revenue	414.6	402.0	3.1%
Operating margin <sup>2</sup>	3.6%	6.7%	(310)bps
Profit before tax	12.9	25.3	(49.0%)
Basic EPS	11.9	25.8	(53.9%)
Dividend per share (p)	9.3	9.3	-
Statutory results			
Exceptional and other items	13.5	(16.2)	183.3%
Profit before tax	26.4	9.1	190.1%
Basic EPS	24.7	9.7	154.6%

<sup>1</sup>Brand revenue equivalent to the Group statutory revenue at the prices paid by consumer, calculated by uplifting all revenues by the applicable sales tax, and wholesale revenues by a factor representing the applicable mark-up to consumer prices. Stated excluding China, but including sales from licensed territories and product categories. 1H18 figures have been restated (previously disclosed as £756.3m). <sup>2</sup>Operating margin defined as Underlying Operating Profit / Group revenue.



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# **Group Revenue**



### Growth delivered in key strategic capital light channels

#### Wholesale (+7.8%)

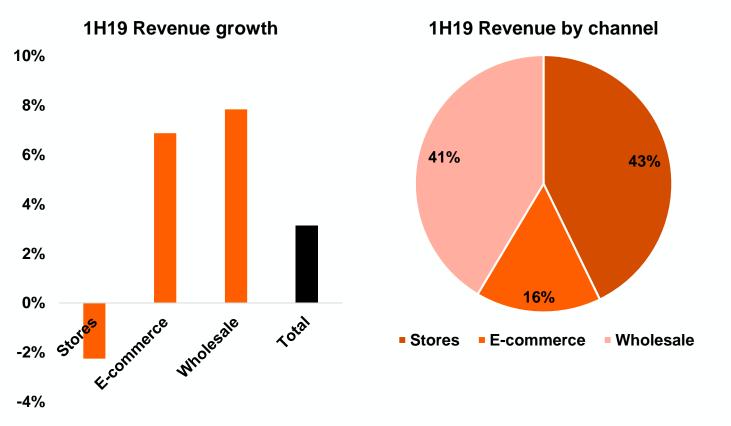
- Enhanced B2B digital platform
- 33 additional franchise stores

#### Ecommerce (+6.9%)

- Owned sites +14.0% revenue growth
- Ecommerce fulfilment from USA DC
- New localised site in Ireland

#### Owned stores (-2.3%)

- 9.4% increase in average retail space
- 1,198k sq. ft. total closing space



# Wholesale



### Growth across across key development territories

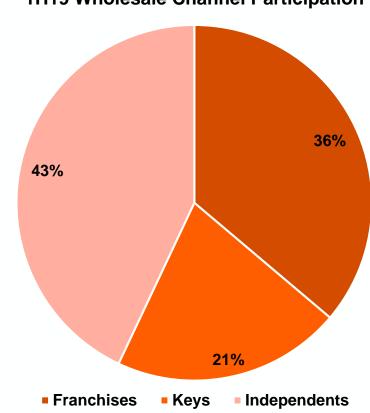
Wholesale performance	1H19	1H18	%
External revenues (£m)	171.8	159.3	7.8%
Underlying operating profit (£m)	52.3	50.8	3.0%
Underlying operating profit margin	30.4%	31.9%	(150bps)

#### 1H19 Performance

- Revenue growth of 7.8% year on year, slower than expected given weather impact on in-season orders
- Operating margin impacted by:
  - Impact of foreign exchange movements
  - Increased USA logistics costs from bringing wholesale in-house
  - Brand development investment in new markets

#### FY19 guidance

- High single digit revenue growth in Wholesale
- ~60 franchise store openings



#### **1H19 Wholesale Channel Participation**

## Retail



### Owned Ecommerce site growth underpins retail trading performance

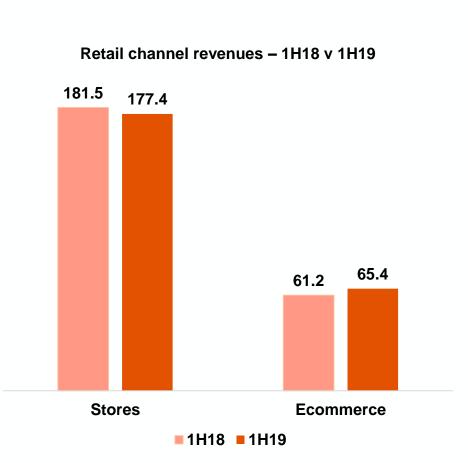
Retail performance	1H19	1H18	%
External revenues (£m)	242.8	242.7	0.0%
Underlying operating profit (£m)	5.8	17.6	(67.0%)
Underlying profit margin	2.4%	7.3%	(490bps)

#### **1H19 Performance**

- Ecommerce growth of +6.9% year on year driven by owned Ecommerce site revenue growth of +14.0%
- Store space +9.4% year on year, as a result of 2H18 additions
- Operating margin negatively impacted by:
  - Deleveraging effects from negative store LFL
  - Ongoing inventory rebase and increased promotional activity
- Continued execution of operational initiatives to drive LFL recovery

#### FY19 guidance

- Net store space growth 0-2%
- Full store portfolio review underway

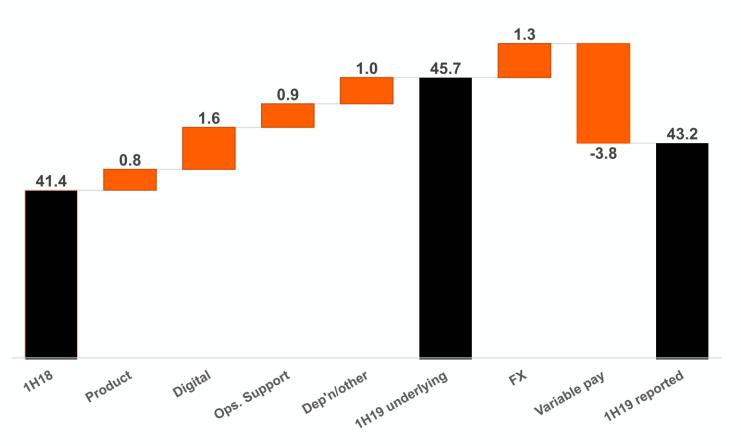


## **Central costs**



### Investment in product diversification programme, offset by variable pay savings

Central costs - 1H18 to 1H19 movement



#### **1H19 Performance**

- Central costs excluding FX and variable pay increased 10.4%
- Increase driven by product diversification programme and digital capabilities
- Adjusting FX headwinds and performance related pay, net central costs grew by 4.3%

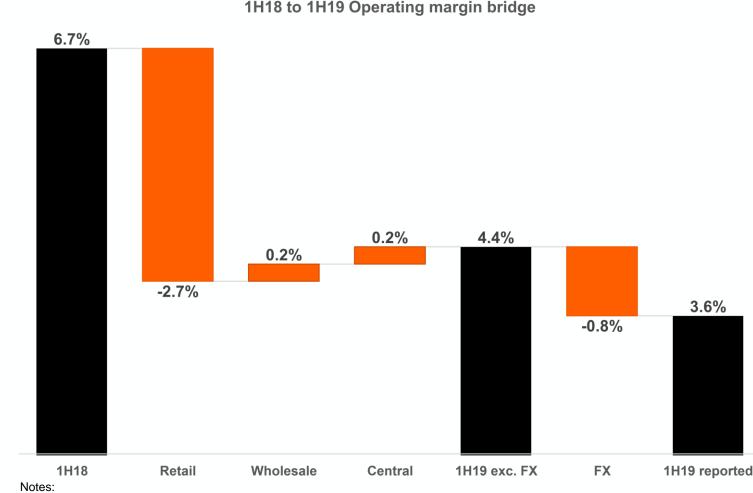
#### Notes:

1. Central costs include all central support costs (including depreciation of core systems) and amortisation of intangibles, but excludes share of JV loss and financial interest expense/income.

# Underlying operating margin<sup>1</sup>



### Challenging trading conditions and FX headwinds driving margin dilution



#### **Operating margin drivers**

- LFL declines driven by challenging trading environment
- Annualisation of store openings across EU and USA in 2H18
- Increased distribution costs in enabling ecommerce fulfilment in USA
- FX impacts

#### FY19 guidance:

- Full store portfolio review
- Cost efficiency and central cost review

1. Underlying operating profit / revenue

# **Cash flow**



### Reduction in capital expenditure partly offsetting increases in working capital

£m	1H19	1H18
Cash generated from operations	37.7	44.2
Working capital movement	(48.5)	(24.8)
Interest paid/(received)	-	(0.1)
Tax paid	(10.6)	(11.9)
Underlying cash generation	(21.4)	7.4
Capital expenditure	(14.1)	(26.8)
Ordinary dividends	(17.9)	(16.4)
Investment and loans to JVs	-	(1.0)
Other (including FX)	(3.2)	5.2
Net increase/(decrease) in cash	(56.6)	(31.6)
Opening net cash	75.8	65.4
Closing net cash	19.2	33.8

# **Working capital**



### Inventories built in advance of peak trading period

Notes:

<ul> <li>Inventories</li> <li>Lower sales than anticipated due to challenging trading conditions</li> </ul>	£m	1H19 £m	Reported 1H18	Restated for IFRS 15 1H18 <sup>2</sup> £m	Restated movement %
Trade receivables	Inventories	221.9	200.0	205.8	7.8%
<ul> <li>Increase reflects growth in wholesale (+7.8%)</li> </ul>	Trade & similar receivables <sup>1</sup>	139.1	128.0	128.0	8.7%
	Trade & similar payables <sup>1</sup>	(134.0)	(151.5)	(157.3)	(14.8%)
Trade payables	Working capital investment	227.0	176.5	176.5	28.6%

- Earlier timing of stock purchases to implement single stock pool
- Reduction in capital investment in 1H19

Exclude items not considered to be working capital being derivatives, cash contributions, rent deposits, lease incentives and other taxes payable.
 Historically the returns provision has been shown net within trade and similar payables. Under IFRS 15 the return provision has to be shown gross on the Balance Sheet with a returned stock asset within inventories. The prior year comparative has therefore been restated for this adjustment.

# **Capital investment**



#### Investment focus shifting away from store estate towards technology and infrastructure

#### Owned store portfolio

- Decelerated space growth in 1H19
- This will continue into 2H19

#### Infrastructure investment

- Increased investment in technology initiatives:
  - Enhanced B2B digital platform
  - RFID roll out
  - Progressive Web App technology

#### FY19 guidance

- £35-40m capital investment
- Significantly reduced store investment
- Full store portfolio review

£m	1H19 £m	1H18 £m
Store portfolio		
New stores	1.9	12.6
Existing stores	2.1	7.3
Franchise stores	0.9	1.2
Total store portfolio	4.9	21.1
Infrastructure IT (including software development) Distribution Head office Total infrastructure	5.2 2.0 2.2 <b>9.4</b>	4.7 1.6 1.8 <mark>8.1</mark>
Total capital investment Capital creditor Per cash flow	14.3 (0.2) 14.1	<b>29.2</b> (2.4) <b>26.8</b>

# **Financial outlook**



### Key FY19 guidance update

#### UPBT range of £55-70m

- £11m expected adverse profit impact in November
- Potentially similar profit impact in December if trading conditions do not improve
- Considerable uncertainty for the remainder of the financial year; albeit these are comparatively smaller trading months

#### Store portfolio review to be completed March 2019

#### **Comprehensive cost review underway**

Targeting £50m+ gross cost savings by FY22

#### Review and reduction of capital expenditure to £35-40m

### **Our Intent**

GVBAL DIGITAL

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Create a truly digital business model

Strength in Menswear, Womenswear, Kidswear and Licensing

**Drive quality of sales** 

Return to profit growth



54

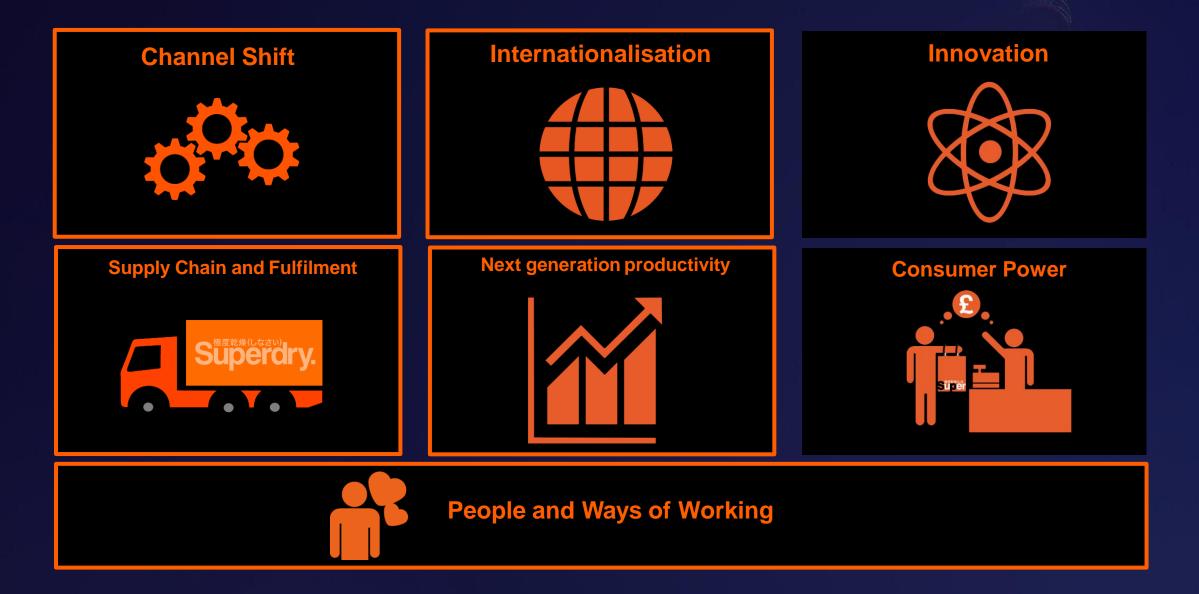
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### Key Global Retail Trends





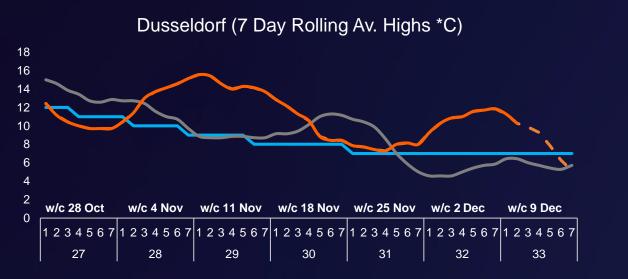
## **Exceptional and other items**

Items excluded from underlying results

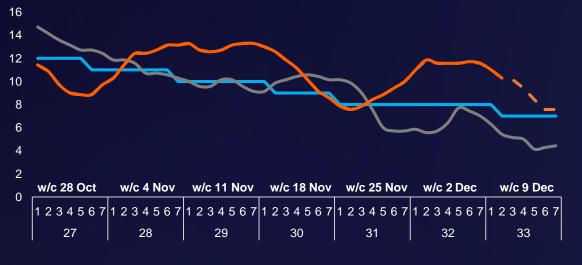
Exceptional and other items (£m)	1H19	1H18
Unrealised gain/(loss) on financial derivatives	14.9	(15.9)
IFRS 2 charge in respect of Founder Share Plan	(1.4)	(0.3)
Total exceptional and other items	13.5	(16.2)

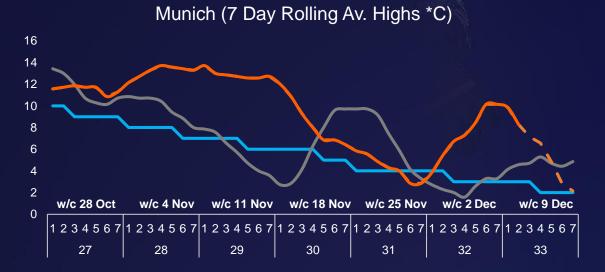
### Weather

### Superdrypic

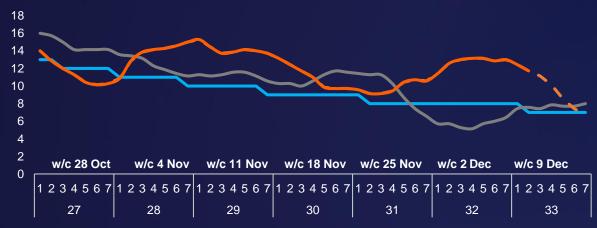


#### London (7 Day Rolling Av. Highs \*C)









Norm High

FY18 (7 day AV)

FY19 (FC)