

Half Year Results 26 Weeks Ended 27th 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

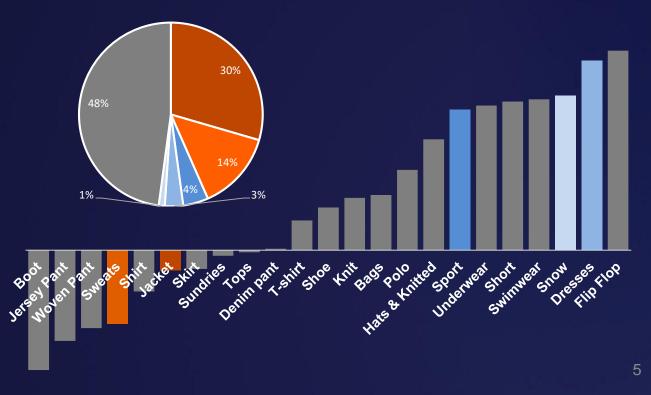
SDRY Net brand sentiment on Twitter

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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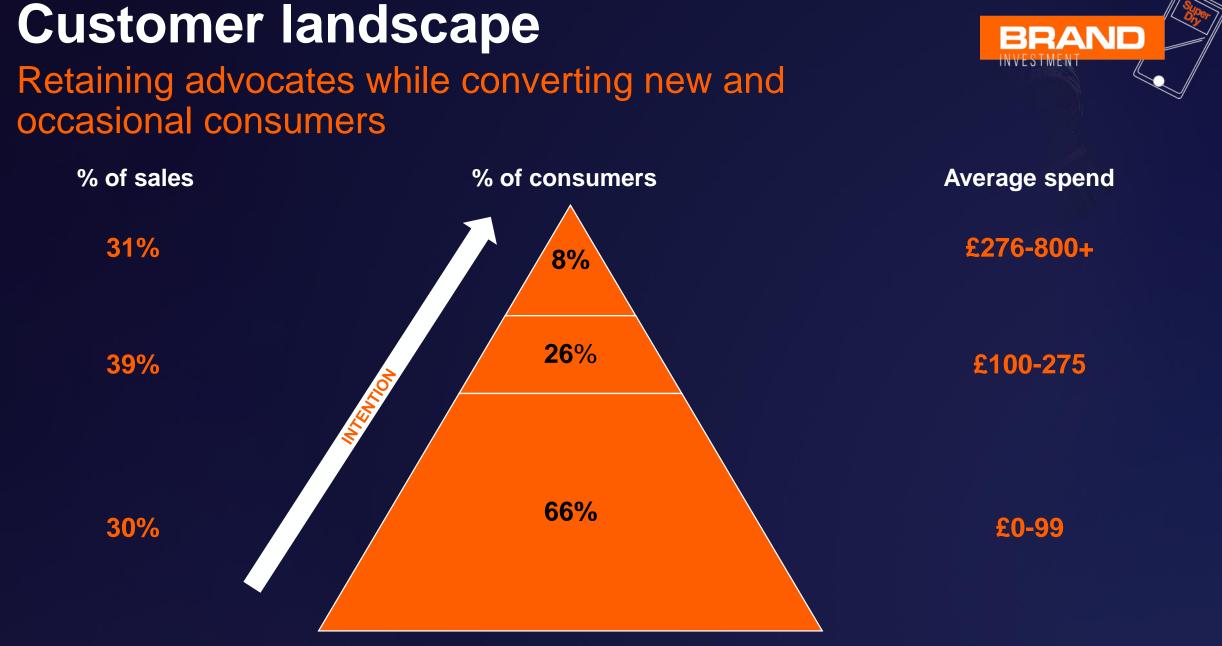
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Evolving the Superdry brand Giving consumers additional reasons to buy

- 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

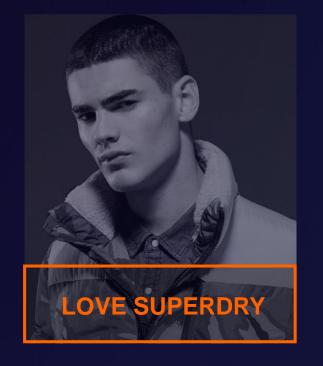
• Delivered through upweighted, targeted brand investment





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

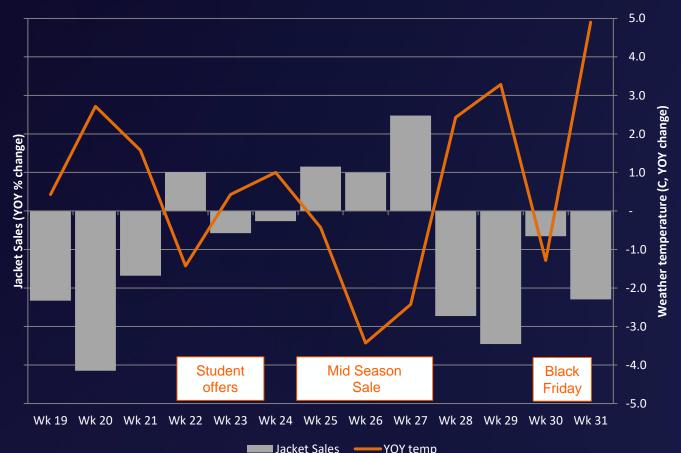




Weather: impact on jackets

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

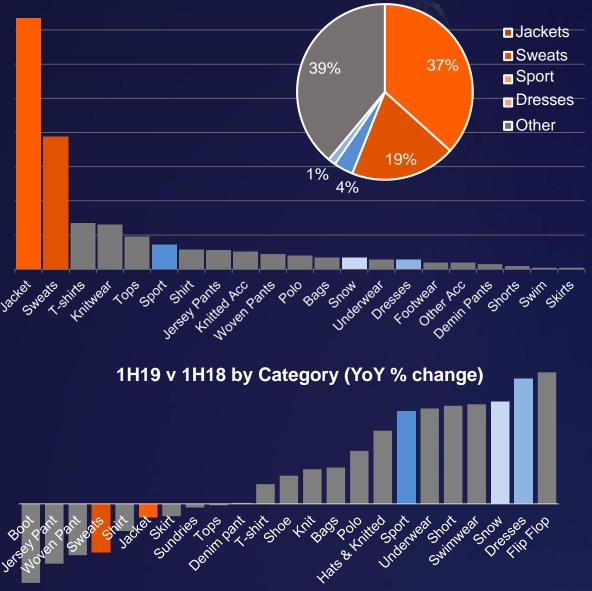
Reducing our reliance on jackets and sweats

Over-reliance on jackets and sweats

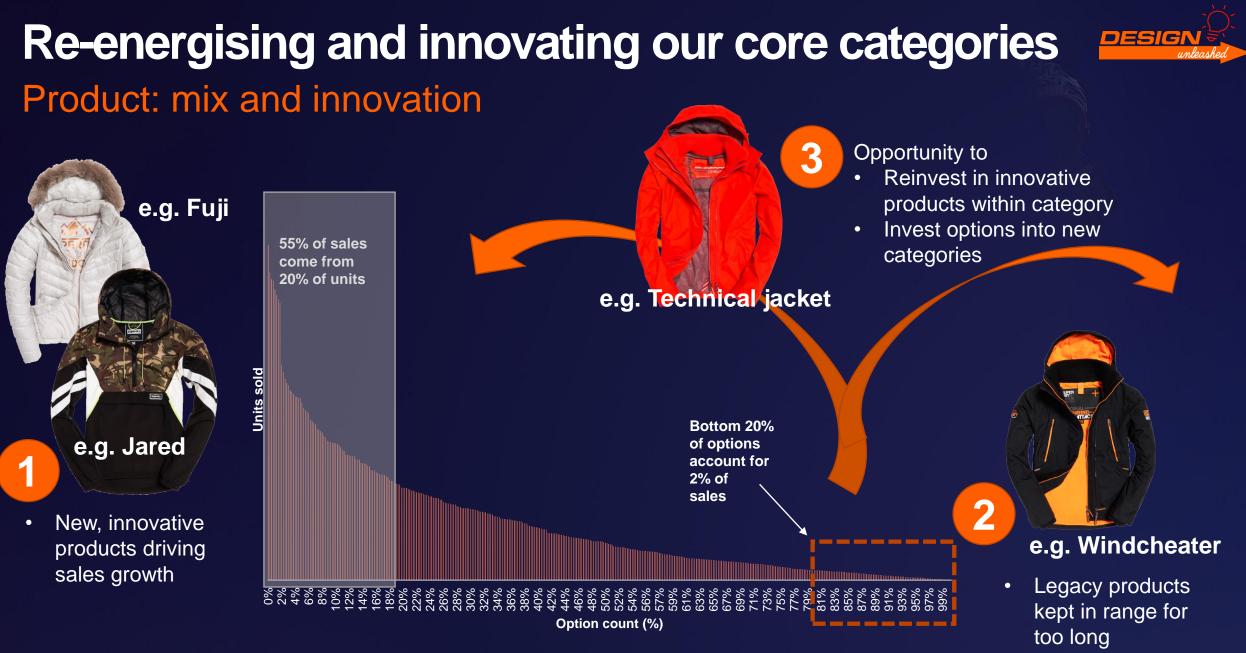
- Jackets predominantly impacted by weather:
 - De-risking through mix, including more transitional product
- Sweats also hindered by lack of innovation:
 - Re-investing options into higher ROS categories
 - Adding innovation into sweats categories

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



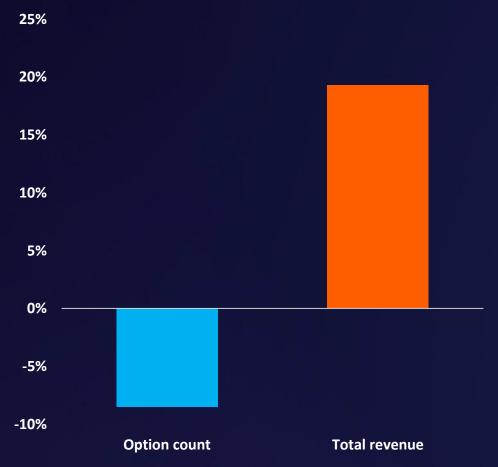
AW18 Jacket option count v unit sales

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

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

³ 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

٠

Use of latest gel-based embossing techniques

SS19 Sell in Performance + 286% vs average ²





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 sector¹

- 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

¹ 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

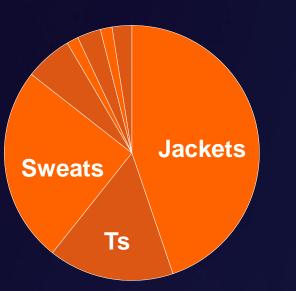
SUPERDRY



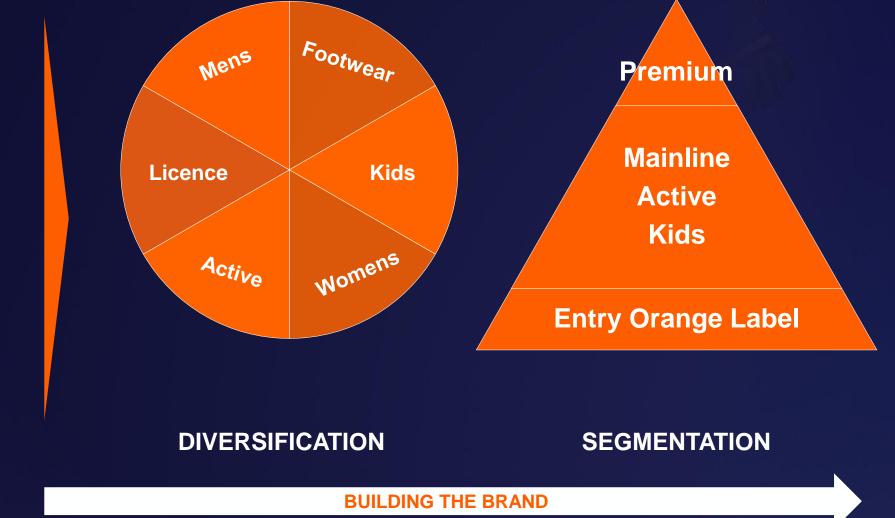
- Innovating our core category
 - First fully waterproof range
 - Reflective technology
- Transitional product, reducing reliance on heavyweight jackets
- Launching AW19

A Superdry for the 21st Century





OVER-RELIANCE



Segmented market growth strategy

Market dynamic:

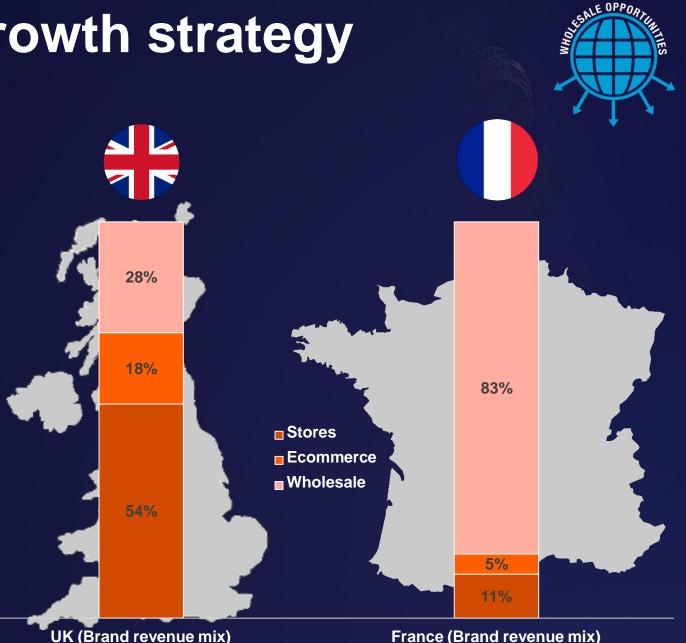
- Pre-FY19 all markets treated the same
- FY19 more segmented approach:
 - Product edit
 - Promotional plan
 - Routes to growth

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

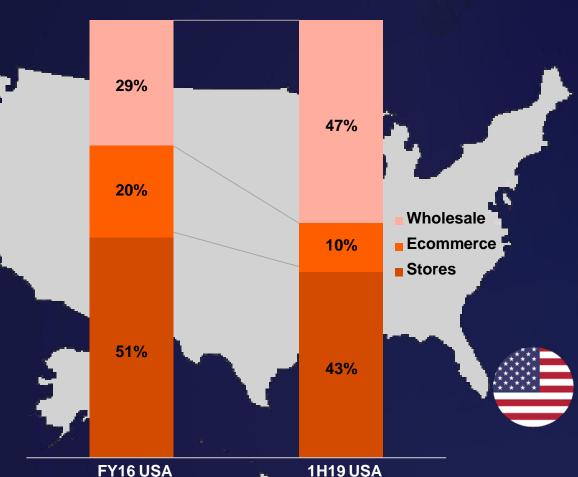
Wholesale significant opportunity

- 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



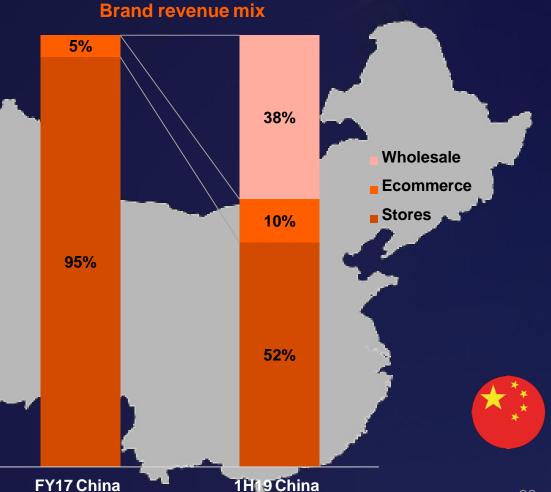


Leveraging our capital light operating model to grow

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

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- Product innovation & diversification
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Continued brand growth from capitallight channels

Margin Delivery

- Sourcing location optimisation
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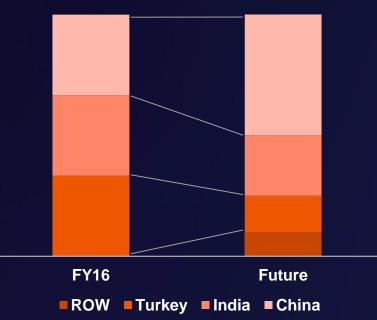
Targeting £50m+ gross cost savings by FY22

Self-help, automation, and efficiencies offsetting inflationary cost pressures

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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Targeting £50m+ gross cost savings by FY22

Self-help, automation, and efficiencies offsetting inflationary cost pressures

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

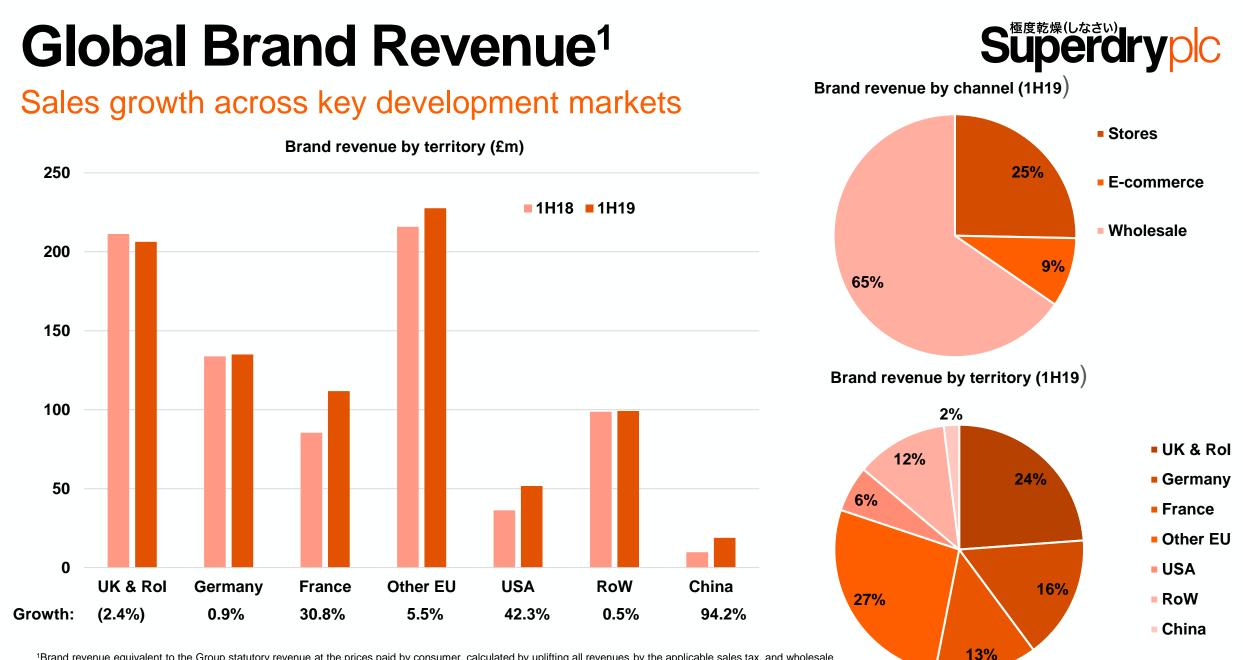
FY19 Half Year Financial Overview



Brand growth despite trading headwinds

£m	1H19	1H18	%
Underlying results			
Global brand revenue ¹ (exc. China)	831.8	781.6	6.4%
Group revenue	414.6	402.0	3.1%
Operating margin ²	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%

¹Brand 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). ²Operating 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%)

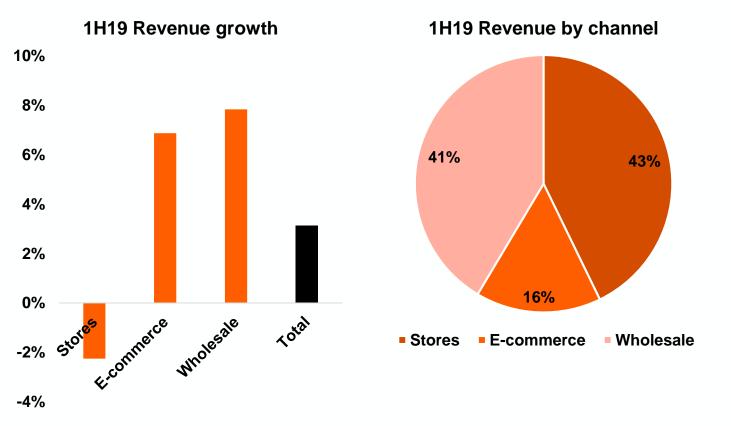
- Enhanced B2B digital platform
- 33 additional franchise stores

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

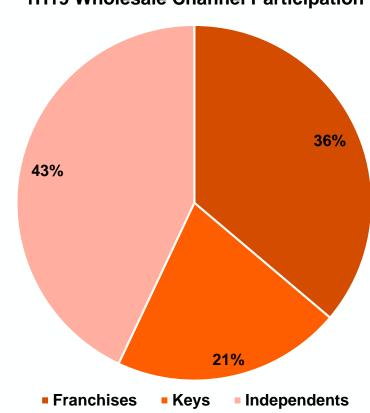
Wholesale performance	1H19	1H18	%
External revenues (£m)	171.8	159.3	7.8%
Underlying operating profit (£m)	52.3	50.8	3.0%
Underlying operating profit margin	30.4%	31.9%	(150bps)

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

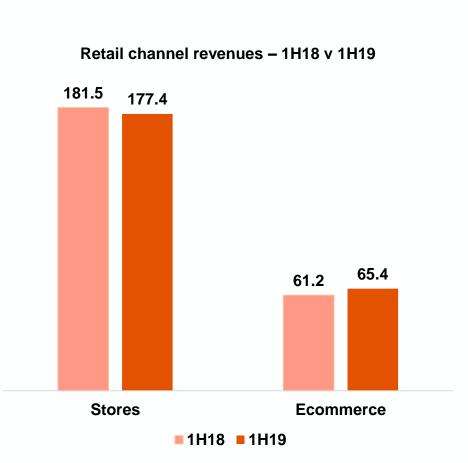
Retail performance	1H19	1H18	%
External revenues (£m)	242.8	242.7	0.0%
Underlying operating profit (£m)	5.8	17.6	(67.0%)
Underlying profit margin	2.4%	7.3%	(490bps)

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

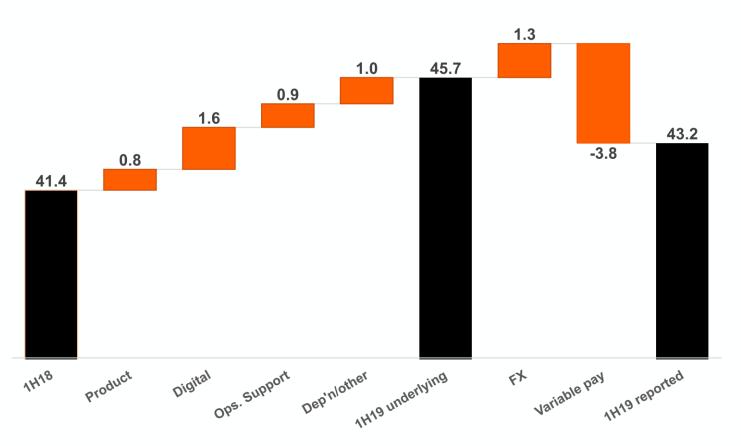


Central costs



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%

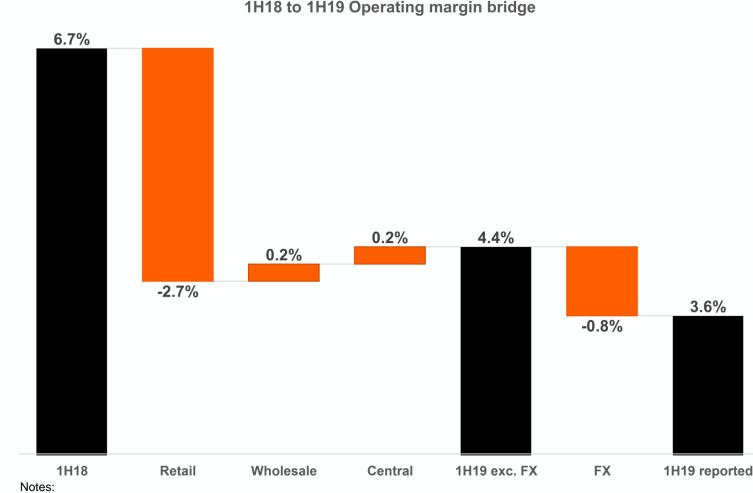
Notes:

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 margin¹



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:

 Inventories Lower sales than anticipated due to challenging trading conditions 	£m	1H19 £m	Reported 1H18	Restated for IFRS 15 1H18 ² £m	Restated movement %
Trade receivables	Inventories	221.9	200.0	205.8	7.8%
 Increase reflects growth in wholesale (+7.8%) 	Trade & similar receivables ¹	139.1	128.0	128.0	8.7%
	Trade & similar payables ¹	(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 9.4	4.7 1.6 1.8 <mark>8.1</mark>
Total capital investment Capital creditor Per cash flow	14.3 (0.2) 14.1	29.2 (2.4) 26.8

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

8 P F III D

2



Create a truly digital business model

Strength in Menswear, Womenswear, Kidswear and Licensing

Drive quality of sales

Return to profit growth



54

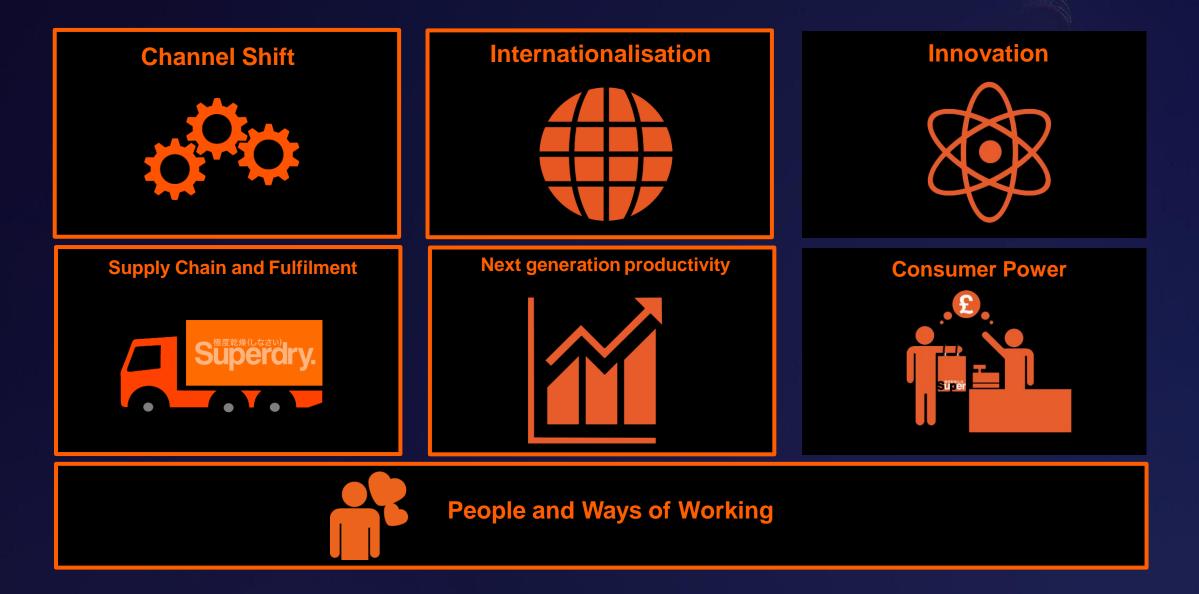
Superdry

Care and and

CE

Key Global Retail Trends





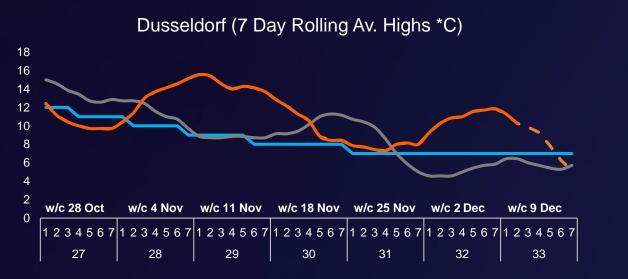
Exceptional and other items

Items excluded from underlying results

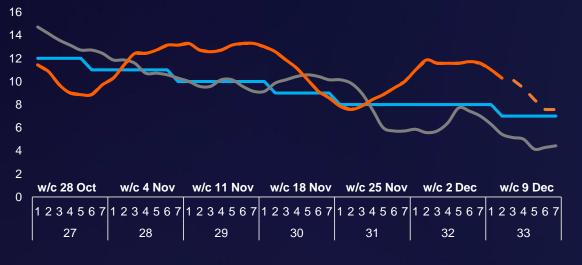
Exceptional and other items (£m)	1H19	1H18
Unrealised gain/(loss) on financial derivatives	14.9	(15.9)
IFRS 2 charge in respect of Founder Share Plan	(1.4)	(0.3)
Total exceptional and other items	13.5	(16.2)

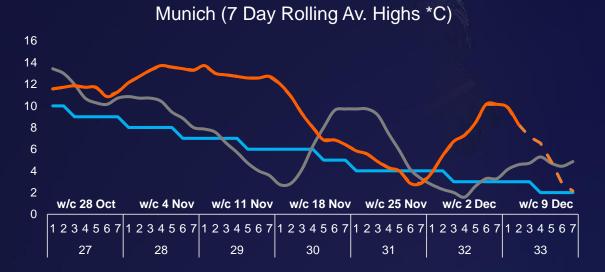
Weather

Superdrypic

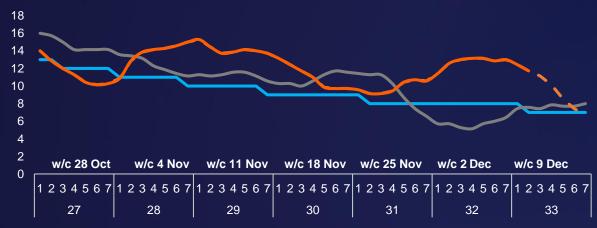


London (7 Day Rolling Av. Highs *C)









Norm High

FY18 (7 day AV)

FY19 (FC)