## Preliminary Results for the year ended 1 May 2011 (unaudited)

13 July 2011
Julian Dunkerton, CEO
Chas Howes, CFO

## A record year

$>$ Group revenue of $£ 237.9 \mathrm{~m}$ up $71 \%$ (2010: £139.4m);
$>$ Underlying operating margin ${ }^{1} \mathbf{2 1 . 1 \%}$ up 2.0\% pts (2010: 19.1\%);
$>$ Underlying profit before tax ${ }^{1}$ of $£ 50.2 \mathrm{~m}$ up $\mathbf{8 9 \%}$ (2010: £26.5m);
$>$ Profit before tax of $£ 47.3 \mathrm{~m}$ up $110 \%$ (2010: £22.5m);
$>$ Net cash at year end is $£ 32.2 \mathrm{~m}$ up $£ 4.2 \mathrm{~m}$ (2010: £28.0m);
$>$ Underlying earnings per share ${ }^{1}$ of $45.2 p$

${ }^{1}$ Underlying results have been adjusted to reflect the impact of revaluation of inventory within SuperGroup Europe BVBA at acquisition (IFRS3 revised requirement), the impact of including the prior years' freight and duty costs into inventory, exceptional items, the loss recognised on fair valuing of deferred consideration and financial derivatives. All references to underlying in this statement are after making these adjustments. Retail and Wholesale are presented before Group overheads and royalties unless stated otherwise.

## Performance track record






## Current trading

> The Group's strategy remains on track
> Trading across the Group in the first quarter to the end of week 10 2012 compared with the same period last year

- UK Retail sales up $+48 \%$
- Wholesale sales +75\%
- Group sales +56\%
> Spring summer collection for 2012 has been well received



# Financial Review 

Chas Howes, CFO

## Summarised income statement

|  |  | 2011 | 2010 | +/- £m | +/- \% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Group revenue | £m | 237.9 | 139.4 | 98.5 | +71\% |
| Underlying operating profit ${ }^{1}$ | £m | 50.1 | 26.7 | 23.4 | +88\% |
| Underlying operating margin ${ }^{1}$ | \% | 21.1 | 19.1 | n/a | +2.0\% pts |
| Non-underlying adjustments | £m | (2.2) | (0.2) | +2.0 | n/a |
| Profit before tax, finance costs and exceptional items | £m | 47.9 | 26.5 | 21.4 | +81\% |
| Finance income / (costs) | £m | 0.1 | (0.2) | +0.3 | n/a |
| Exceptional items | £m | (0.7) | (3.8) | (3.1) | n/a |
| Profit before tax | £m | 47.3 | 22.5 | +24.8 | +110\% |
| Tax | £m | (17.2) | 49.7 | +66.9 | n/a |
| Profit for the period | £m | 30.1 | 72.2 | (42.1) | (58)\% |
| Underlying EPS | p | 45.2 | n/a |  |  |
| Effective tax rate | \% | 29.2\% |  |  |  |
| Effective cash tax rate | \% | 22.9\% |  |  |  |

## Non-underlying items

|  |  |  | 2011 | 2010 | +/- \% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | Retail | £m | 147.4 | 86.4 | 71\% |
|  | Wholesale | £m | 90.5 | 53.0 | 71\% |
|  | Total Group |  | 237.9 | 139.4 | 71\% |
| Underlying operating profit ${ }^{1}$ | Retail | £m | 37.8 | 18.0 | 110\% |
|  | Wholesale | £m | 21.4 | 10.8 | 98\% |
|  | Group Overheads | £m | (9.1) | (2.1) | 323\% |
|  | Total SuperGroup Plc | £m | 50.1 | 26.7 | 88\% |
| Non-underlying adj's | Financial derivatives | £m | (1.5) | (0.2) | n /a |
|  | Fair value SuperGroup Europe BVBA valuation | £m | (0.4) | 0.0 | n/a |
|  | Including freight and duty into inventory | £m | 1.6 | 0.0 | n/a |
|  | Revaluation SGE BVBA stock | £m | (1.9) | 0.0 | n/a |
| Operating Profit |  | £m | 47.9 | 26.5 | 81\% |
| Finance income / costs |  | £m | 0.1 | (0.2) | n/a |
| Exceptional items |  | £m | (0.7) | (3.8) | n/a |
| Profit before tax |  |  | 47.3 | 22.5 | 110\% |
| Underlying operating margin ${ }^{1}$ | Retail | \% | 25.6 | 20.8 | +4.8\% pts |
|  | Wholesale | \% | 23.7 | 20.4 | +3.3\% pts |
|  | Total SuperGroup Plc | \% | 21.1 | 19.1 | +2.0\% pts |

## Highlights - Retail

| Stated before Group overheads |  | 2011 | 2010 | $+/-\%$ |
| :--- | :---: | ---: | ---: | ---: | ---: |
| Revenues | $£ m$ | 147.4 | 86.4 | $71 \%$ |
| Underlying operating profit ${ }^{1}$ | $£ m$ | 37.8 | 18.0 | $110 \%$ |
| Underlying operating margin ${ }^{1}$ | $\%$ | $25.6 \%$ | $20.8 \%$ | $+4.8 \% p t s$ |

> Improving profitability due to mix and leveraging the cost base
> 21 new standalone stores opened in the year (including three relocations), adding 94,891 net sq ft, bringing the total number of stores in the UK to 60 (2010: 42)
> Concessions estate increased to $\mathbf{7 5}$ following openings in Harrods and 2 Selfridges stores
> Internet sales trebled in the year and now represent c. 8\% of Group revenue (2010: c. 4\%)
> Post year end, acquired the lease for an iconic central London flagship store in Regent Street, subject to landlord's consent, an international showcase for Superdry and our London showroom.

## Retail underlying operating margin ${ }^{1}$ improved by $4.8 \%$ pts

|  | \% pts movement |
| :--- | :---: |
| Product mix changes with focus on autumn winter <br> ranges | +2.3 |
| Leveraging the cost base | +3.1 |
| Full year effect of outlet stores opened in 2010 | $(0.6)$ |
| Total profitability improvement | $\mathbf{+ 4 . 8}$ |



## Sales and profit growth retail



## Highlights - Wholesale

| Stated before Group overheads |  | 2011 | 2010 | $+/-\%$ |
| :--- | ---: | ---: | ---: | ---: |
| Revenues | $£ m$ | 90.5 | 53.0 | $71 \%$ |
| Underlying operating profit ${ }^{1}$ | $£ m$ | 21.4 | 10.8 | $98 \%$ |
| Underlying operating margin $^{1}$ | $\%$ | $23.7 \%$ | $20.4 \%$ | $+3.3 \%$ pts |

> 44 international franchise stores opened in the year (with the Group taking three in-house in the UK) making a total of $\mathbf{8 0}$ (2010: 39)
> SuperGroup Europe BVBA performed well
> Wholesale now sells to 40 countries (2010: 36)

## Wholesale - underlying operating margin ${ }^{1}$ improved by $3.3 \%$ pts

|  | $\%$ pts movement |
| :--- | :---: |
| Improved supply chain <br> efficiency | +2.0 |
| Royalties and protection <br> of intellectual property | +1.8 |
| Acquisition of <br> SuperGroup Europe <br> BVBA | -0.5 |
| Total profitability improvement | $\mathbf{+ 3 . 3}$ |

## SuperGroup Europe BVBA

> The business has performed well in the first 3 months since its acquisition in February 2011 - a traditionally slow period

- Sales of $£ 11.7 \mathrm{~m}$, underlying PBT ${ }^{1} £ 1.9 \mathrm{~m}$
- Profit as if owned by SuperGroup Plc for the last 12 months - $£ 7.1 \mathrm{~m}$
> Expectations of profit delivery are in line with our projections at the time of the announcement
- Minimum revenues of ú 40 m
- Minimum profits of ú8m
$>$ The key focus is to accelerate roll-out of
 franchise stores across Europe


## Sales and profit growth wholesale



## Balance sheet

| £m | 2011 | 2010 | +/-£m |
| :---: | :---: | :---: | :---: |
| PPE / Intangibles | 68.0 | 24.4 | +43.6 |
| Deferred Income Tax Credit | 44.2 | 49.7 | -5.5 |
| Total Non Current Assets | 112.2 | 74.1 | +38.1 |
| Inventories | 52.3 | 21.1 | +31.2 |
| Trade Receivables | 35.7 | 16.4 | +19.3 |
| Derivatives | - | 0.1 | -0.1 |
| Cash | 32.2 | 29.4 | +2.8 |
| Total Current Assets | 120.2 | 67.0 | +53.2 |
| Borrowings | - | 1.4 | -1.4 |
| Trade Payables | 34.1 | 21.5 | +19.7 |
| Derivatives/provisions/other payables | 8.6 | 1.1 | +0.4 |
| Total Current Liabilities | 42.7 | 24.0 | +18.7 |
| Borrowings / provisions | 4.4 | - | +4.4 |
| Trade and Other Payables | 34.5 | 16.6 | +17.9 |
| Total Non Current Liabilities | 38.9 | 16.6 | +22.3 |
| NET ASSETS | 150.8 | 100.5 | +50.3 |

## Capital expenditure additions

|  | $£ m$ | $\%$ |
| :--- | :---: | ---: |
| Land and Buildings | 0.3 | 2 |
| Leasehold improvements | 13.8 | 67 |
| Fixtures and fittings | 3.9 | 19 |
| IT | 1.8 | 9 |
| Sub total | $\mathbf{1 9 . 8}$ | $\mathbf{9 7}$ |
| Intangibles (trademark protection / web software) | 0.7 | $\mathbf{3}$ |
| Grand total | $\mathbf{2 0 . 5}$ | $\mathbf{1 0 0}$ |

> Continue to spend $£ 100-£ 130$ per gross sq ft
> Total spend likely to be similar to prior years but with the added spend on Regent Street which is likely to be at the upper end of spend per sq ft

## Working capital

|  | 2011 | 2010 | $+/-\mathrm{£m}$ |
| :--- | :---: | :---: | :---: |
| Inventories | 52.3 | 21.1 | +31.2 |
| Trade Receivables (excluding prepayments) | 22.2 | 9.6 | +12.6 |
| Trade payables (excluding taxes, accruals and deferred <br> leasehold incentives) | $(24.5)$ | $(12.9)$ | +11.6 |
| Total working capital | 50.0 | 17.8 | +32.2 |
| $\%$ to Group revenue | $21 \%$ | $13 \%$ | $+8 \%$ pts |


| Trade Receivables | 2011 | 2010 | + £m |
| :---: | :---: | :---: | :---: |
| Trade Receivables | 22.2 | 9.6 | +12.6 |
| $\%$ to Group revenue | $9.3 \%$ | $6.9 \%$ | $+2.4 \% \mathrm{pts}$ |


| Trade Payables | 2011 | 2010 | + - £m |
| :---: | :---: | :---: | :---: |
| Trade Payables | 24.5 | 12.9 | +11.6 |
| \% to Group revenue | $10.3 \%$ | $9.3 \%$ | $+1.0 \% \mathrm{pts}$ |

## Inventory

| Inventories | 2011 | 2010 | +/- £m |
| :---: | :---: | :---: | :---: |
| Total inventory | 52.3 | 21.1 | +31.2 |

> The year-end inventory levels reflect:
ï the acquisition of SuperGroup Europe BVBA in February 2011;
$i$ the establishment of a separate pick-face operation for our internet business to improve delivery times and;
ï investment in inventory to support both our retail and wholesale business.

| Cash Flow £m | 2011 | 2010 | +/-£m |
| :---: | :---: | :---: | :---: |
| Profit before income tax | 47.3 | 22.5 | 24.8 |
| Depreciation | 7.4 | 4.1 | 3.3 |
| Revaluation of inventory on acquisition of SuperGroup Europe BVBA | 1.9 | 0.0 | 1.9 |
| Financial derivatives / other | 3.1 | 0.6 | 2.5 |
| Inventory | (24.3) | (3.6) | (20.7) |
| Trade receivables | (13.4) | (5.1) | (8.3) |
| Trade creditors | 3.4 | 8.7 | (5.3) |
| Cash generated from operations | 25.4 | 27.2 | (1.8) |
| Finance income / (costs) | 0.1 | (0.2) | 0.3 |
| Tax | (7.4) | - | (7.4) |
| Acquisition of subsidiaries | (2.9) | - | (2.9) |
| Capital expenditure | (20.5) | (15.8) | (4.7) |
| Cash contributions from landlords | 9.7 | 11.2 | (1.5) |
| Other | (0.2) | 7.4 | (7.6) |
| Net increase in cash and cash equivalents | 4.2 | 29.8 | (25.6) |
| Opening balance | 28.0 | (1.8) | 29.8 |
| Closing balance | 32.2 | 28.0 | 4.2 |

## Cash flow track record



| Cash Flow and Closing Cash | 2007 | 2008 | 2009 | 2010 | 2011 |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Cash Flow | 1.1 | -2.6 | 0.4 | 29.8 | 4.2 |
| Closing Cash | 0.4 | -2.2 | -1.8 | 28.0 | 32.2 |

## Tax

> Substantial reorganisation undertaken in preparation for flotation on the London Stock Exchange
ï Two limited companies created which acquired the trade and assets of the previous Limited Liability Partnerships ï fair value of $£ 375 \mathrm{~m}$

- Of this $£ 340 \mathrm{~m}$ has been identified as intangible assets and goodwill $i$ tax asset of $£ 49.9 \mathrm{~m}$ booked in 2010
- Within this $£ 187 \mathrm{~m}$ should be tax deductible
- Reduces tax by £3.8m per year (2010: £4m) ï revalued for changes in base corporation tax rate.
> Effective accounting tax rate of 29.2\%
i Marginally higher than statutory rate of $27.8 \%$ due to non allowable expenses related to the SuperGroup Europe BVBA acquisition
Effective cash tax rate of 22.9\%
ï Cash benefit derived from amortisation of Intangible assets and goodwill
Tax asset reduced based on lower headline UK tax rate - $£ 3.4 \mathrm{~m}$ charge to the statement of comprehensive income
> Discussions with HMRC continue - the Directors
 are confident allowance will be granted in full


## EPS

> Basic and diluted EPS of 37.9p, compared with 127.2p in 2010
ï Prior year included tax credit of $£ 49.9 \mathrm{~m}$
> Basic weighted average number of shares of $79,337,981$ in issue
ï $1,234,568$ shares issued during the year primarily in relation to the acquisition of SuperGroup Europe BVBA
> Underlying basic EPS ${ }^{1}$ of 45.2p
ï Adjusted for post-tax non-underlying and exceptional items
ï No comparative as corporate structure not in place for the majority of the prior year


## Summary - strong fundamentals

> Highly profitable

- Improved underlying Group margins
> Sound balance sheet and cash generative
- Growth internally funded
- Cash reserves of $£ 32.2 \mathrm{~m}$
> High growth potential through multiple routes to market
- Particularly internationally with further openings across the globe



## Business Review

Julian Dunkerton, CEO
Chas Howes, CFO

## A unique and continually evolving brand



## Core range <br> ÅT-shirts <br> Å Polo <br> ÅHoodies <br> Å Outerwear

Immediate opportunities
Å Womenswear
ÅDenim

Category development ÅLuggage
Å Fragrance ÅUnderwear

## Product Photos





## Strategic focus

## Expanding Retail Estate

Å Target openings of 20 per year ÅPotential for up to 150 in the UK ÅHuge opportunity in continental Europe which the SuperGroup Europe BVBA acquisition will help unlock

## Internet

ÅMulti-country, local language sites Å Improve delivery performance ÅContinue to develop multi-channel approach to target customers

Develop International Franchise ÅHuge franchise potential across the world
ÅSuperGroup Europe will accelerate opening franchise stores across continental Europe
ÅA minimum of 50 new stores in the coming year (2012)

## Infrastructure

ÅRapid growth needs a strong and robust infrastructure
ÅSupply chain network strong ï continue to build as we expand ÅWider sourcing strategy
ÅStrengthen the senior management team

## UK owned retail roll out

$>$ Focus on high quality locations that:

- Match the brand demographics
- Target specific customer bases, without diluting brand equity
- Show the greatest profit potential
$>$ Expand the number of standalone stores
- Opening 20 new sites (including resites) in the British Isles (including Eire)
- Capacity for a retail estate of up to 150 standalone stores

Consolidate the concession estate

- Limited opportunity to grow
- Add selectively to complement the
 standalone estate


## An iconic London Superdry flagship



## Regent Street - an international showcase

> SuperGroup Plc has exchanged contracts to acquire the lease of the former Austin Reed store on Regent Street, central London, subject to landlord's consent

- $58,924 \mathrm{sq} \mathrm{ft}$, of which $38,130 \mathrm{sq} \mathrm{ft}$ is retail on 4 floors
> Sufficient capacity for a London showroom to provide an international showcase for Superdry
> Broader Regent Street regeneration
- Adjacent to Hollister (former National Geographic store) and Burberry and close to Abercrombie \& Fitch
- Transforming a previously strong pitch into a major fashion location
> Plan to open towards end of the financial year - phased approach
- Impact in FY12 will be modest


## Expanding retail estate

## Retail Store and Concession Map


standalone stores



|  | 2007 | 2008 | 2009 | 2010 | 2011 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| UK standalone stores | 12 | 18 | 25 | 42 | 60 |
| UK concessions | 1 | 30 | 51 | 56 | 75 |
| Year-end square footage | 58,254 | 88,939 | 126,704 | 211,680 | 306,571 |
| Average store size | 4,845 | 4,941 | 5,068 | 5,040 | 5,110 |

## Impact of increasing number of stores



## Strong UK site pipeline

| Legally Committed (10) | Heads of Terms Agreed (9) |
| :--- | :--- |
| Regent Street, London | Durham |
| Stratford | High Wycombe |
| York | Ashford (Outlet) |
| Nottingham | Arndale, Manchester |
| Merry Hill (re-site) | East Midlands (Outlet) |
| Livingston | Stirling |
| Maidstone | Colchester |
| Dundee | Birmingham (upsize) |
| Croydon | Sunderland |
| Newbury |  |



## Bromley, Birmingham Airport and an upsize in Covent Garden have opened so far this year

## Non linear nature of opening programme

|  | Q1 | Q2 | Q3 | Q4 | Total | At y/e |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| FY09 | 1 | 2 | 1 | 3 | 7 | 25 |
| FY10 | 3 | 4 | 7 | 6 | 20 | 42 |
| FY11 | 5 | 9 | 6 | 1 | 21 | 60 |
| FY12 Target | 3 | $3-7$ | Balance to achieve 20 in the |  |  |  |
| year | 80 |  |  |  |  |  |

> Store performance can vary depending on location, size, competitor presence, etc
> Lead times also can vary from c. 4 months to c. 2 years depending on the process and issues arising

## European own store expansion

> Objective

- To have an estate of premium owned stores in key shopping centres/cities across continental Europe, that provides a supporting halo to international franchise outlets
> Status
- Jones Lang LaSalle engaged to research and identify the most profitable and likely locations which will support own retail and / or franchise stores
> No specific sites identified yet but most likely locations will initially be in Germany/France
> Property deals differ from the UK and vary by country



## Accelerating international franchising

Locations
UK
Europe
Asia
Mid East
S. America ROW
TOTAL

| Stores |  |  | Concessions |  |  |  | Licensee |  |  | Total |  |  |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
| $\mathbf{2 0 1 0}$ | $\mathbf{2 0 1 1}$ | Var | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 1 1}$ | Var | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 1 1}$ | Var | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 1 1}$ | Var |  |
| 10 | 7 | $(3)$ |  |  |  |  |  |  | 10 | 7 | $(3)$ |  |
| 19 | 48 | 29 |  | 3 | 3 |  |  |  | 19 | 51 | 32 |  |
| 2 | 4 | 2 | 2 | 21 | 19 |  |  |  | 4 | 25 | 21 |  |
|  | 2 | 2 |  |  |  |  |  |  |  | 2 | 2 |  |
| 5 | 5 |  |  |  |  |  |  |  | 5 | 5 |  |  |
|  |  |  |  | 1 | 1 | 3 | 14 | 11 | 3 | 15 | 12 |  |
| $\mathbf{3 6}$ | $\mathbf{6 6}$ | $\mathbf{3 0}$ | $\mathbf{2}$ | $\mathbf{2 5}$ | $\mathbf{2 3}$ | $\mathbf{3}$ | $\mathbf{1 4}$ | $\mathbf{1 1}$ | $\mathbf{4 1}$ | $\mathbf{1 0 5}$ | $\mathbf{6 4}$ |  |

> 80 franchised and licensed stores (including the UK and Eire) and 25 concession stores in a total of $\mathbf{2 2}$ countries
> $\mathbf{2 4}$ stores opened by SuperGroup Europe in Benelux / France in 2011

- 8 opened since acquisition in February 2011
> Plan to open a minimum of 50 stores in the current financial year


## Internet growth

> Objective - 20\% of Group revenue

> UK : To maximise UK revenue that supports UK retail roll-out without compromising brand equity
> Overseas:

- To launch local language/currency websites to build brand awareness and complement franchise store roll-out
- Participation from overseas websites increasing


## Expanding internet reach <br> Currently sold to 85 countries worldwide



Sales to overseas countries


German home page



## Superdry - old home page

Superdry

- new home page



## Strong suppliers and cost effective support

> Sources of supply
ï 47 suppliers located in Turkey, China, India and Peru (2010: 33)
i focus on quality improvements through collaborative relationships
ï Purchases denominated in Sterling apart from China (US\$ c.30\% of purchases) and Turkey which will progressively convert to úśs to provide a natural hedge with SuperGroup Europe BVBA
> Warehousing and fulfilment
ï UK DC expanded to provide a dedicated fulfilment operation for e-Commerce ï delivery time shortened to 24-36 hours
ï Strategic review of supply chain underway
$>$ IT
ï IT platform reviewed and will support business into 2013
ï Replacement warehouse management system in 2011
ï Ongoing process improvements/investment plans in place
ï Full replacement by 2013

## Management team development

| Title | Name | Date Joined |
| :--- | :--- | :---: |
| Head of HR | Sue Baldwin | $01 / 02 / 10$ |
| Head of e-Commerce | Chris Griffin | $01 / 06 / 10$ |
| Head of Business Assurance | Clive Baldwin | $01 / 06 / 10$ |
| Finance Director - Wholesale and International | John Bailey | $05 / 07 / 10$ |
| Head of Planning \& Analysis | Steve Smith | $22 / 09 / 10$ |
| Head of Merchandising | Denise Fairbairn | $29 / 11 / 10$ |
| Head of Property | Nigel Jobson | $17 / 01 / 11$ |
| Head of IT | Cormac McCarthy | $28 / 02 / 11$ |
| Head of European Development | Luc Clement | $01 / 03 / 11$ |
| Head of International Bus. Dev. | Greg Roberts | $03 / 05 / 11$ |
| Head of Sourcing | Shaun Packe | $22 / 08 / 11$ |

In addition the business is actively recruiting a Head of Logistics and is continually looking to strengthen the design team

## Outlook - strategy is on track

> Plan to open 20 stores in the UK with a strong pipeline

- Regent Street offers a huge opportunity for both brand and company profile
> The on-line offer is developing internationally
> Franchise roll-out gaining momentum
- 50 openings planned for the year

All growth routes are still relevant and the potential for the brand remains, both in the UK and internationally

- Product design and development is key
> Continual development of the management team and infrastructure to support growth
$>$ We remain positive about the outlook and continued development of the Group in the current year


# Questions and Answers 

13 July 2011
Julian Dunkerton, CEO
Chas Howes, CFO

## Appendices

$>$ Product strategy

London retail environment
> Wholesale worldwide partners
> Our international franchise network
> Wholesale routes to market
> Typical profile of a franchise store

## Product strategy

Superdry was created in 2003 (following an inspirational trip to Tokyo) to become a brand that focused on high quality products, fused with vintage Americana/Japanese inspired graphics with the following product description

- Super soft hand feel cotton
- Authentic vintage washes
- Premium fabric
- Vintage detailing
- World leading hand-drawn graphics
- Impeccable tailored fits
- Diverse styling


## London leads Europe for retail sales



Source: Core Shopping Districts - Experian

## Wholesale worldwide partners

40 countries sold to in 2011 (2010: 36)


## Our international franchise network

$>80$ Franchise stores (including the UK and Eire) and 25 concession stores in a total of $\mathbf{2 2}$ countries

> Objective - to develop a worldwide network of franchise stores that is consistent with the Superdry brand image and maximise the potential in each territory.

## Wholesale routes to market

|  | Key <br> Accounts | Agent | Distributor | Franchise | Licensee |
| :--- | :---: | :---: | :---: | :---: | :---: |
| W/sale Margin | Yes | No | Yes | Yes | No |
| Vol. Discounts | Yes | No | Yes | No | No |
| Commission | No | Yes | No | No | No |
| Royalty payable | No | No | No | Yes | Yes |
| Relationship to <br> SuperGroup | Arms length <br> direct sales | Sell product <br> on behalf of <br> SuperGroup <br> in exchange <br> for a | Purchase <br> stock from <br> SuperGroup <br> for onward <br> sale in their <br> territory | Take all <br> retail risk, <br> purchasing <br> stock from <br> SuperGroup <br> for sale in <br> stores | No direct <br> felationship <br> with |
| SuperGroup. <br> All purchases <br> direct from <br> factories |  |  |  |  |  |

[^0]
## Typical profile of a franchise store

> Average square footage - 1,000 to 2,000

- Can be as small as 500 sq ft or as large as 3,000 sq ft
- New York store is 6,000 sq ft

Average density c. $£ 500 \mathbf{-} \mathbf{£ 7 0 0}$ per sq ft

- Range from $£ 250$ to $£ 1,500$ per sq ft depending on location, brand recognition in the territory, size and configuration
> Franchisee takes the majority of the financial risk
- Signs the lease, employs the staff, purchases and owns the stock, pays for the fit-out, etc.
- SuperGroup makes a wholesale margin and takes a small royalty based on retail sales
> Locations in Europe generally tend to be high street, small and 'boutique' in nature, rather than shopping centre based


[^0]:    Note: - partners can play one or more roles
    A Agents beginning to open franchise stores
    A Distributors are opening franchise stores
    A Licensees open retail stores and concessions

