asos

FY25 Analyst Presentation

Our opportunity

Most inspirational destination for fashion lovers

Profitable, flexible and resilient business model

Relevant fashion product	Inspirational shopping experience	Efficient operating model
Offer a unique assortment of brands to curate outfits customers love	Provide customers with an increasingly engaging & personalised journey	Maintain operational discipline and re-invest to improve customer experience

Our journey


1
Addressing
legacy issues


2
Building the new
commercial model


3
Re-engaging
customers

Our journey

Dealing with the legacy of the old model

1

Addressing legacy issues

2

Building the new commercial model

3

Re-engaging customers

We have addressed our legacy issues

Inventory down >60% vs. FY22 (£1.1bn to £400m), leading to less markdown activity and more newness

Reduced our warehouse footprint by >50% vs. FY21, including the optimisation of our US operations

Improved balance sheet flexibility through **c.40% net debt reduction** since FY23 and refinancing actions

to successfully reset the essential foundations of our business

Our journey

Building the new commercial model based on speed, agility and profitability

1

Addressing legacy issues

2

Building the new commercial model

3

Re-engaging customers

Building a new commercial model: Better product for our customers

Ensure we are **first for fashion**

- Production times reduced by up to 30% YoY on all Own Brands
- T&R >20% of Own Brand sales

More flexibility and availability for our **Partner Brands**

- Deepened relationships with existing partners
- FF >10% of Partner Brands GMV

Improving product breadth to enable **curation** of **exclusive** outfits

- Sharpened our brand portfolio
- Added c.100 new Partner Brands
- Offer exclusive products with c.40 brands

Building a new commercial model: Rigorous inventory management

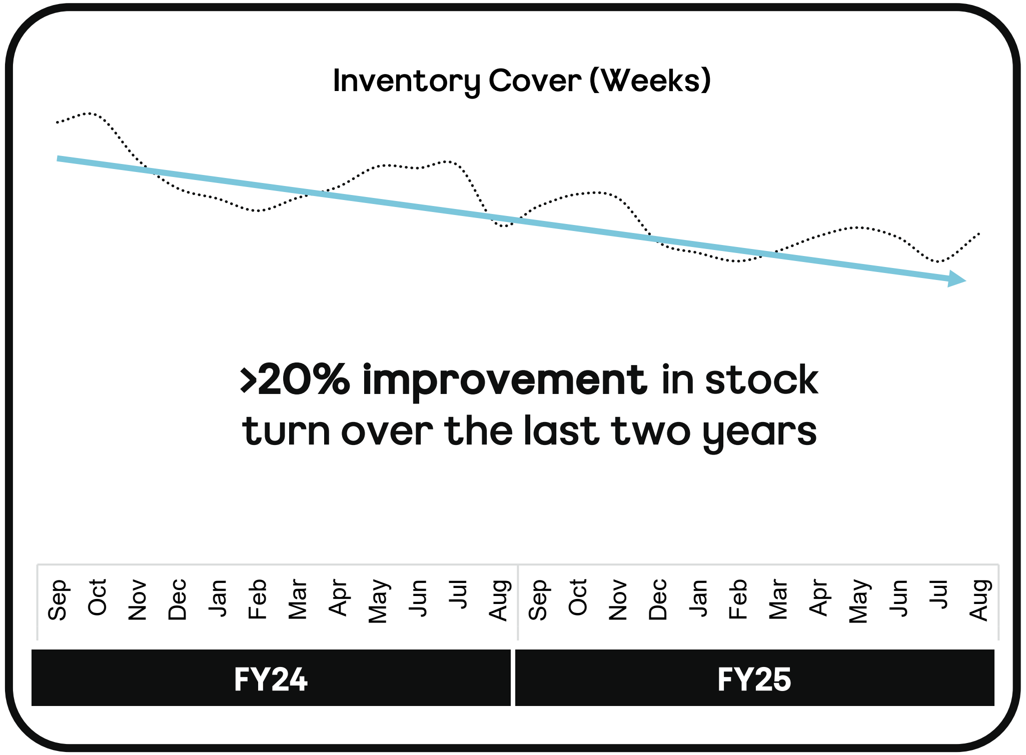
New commercial model sets systematic targets for ROI throughout the lifetime of our fashion products

Improved speed to market

Flexible Fulfilment models

Effective in-season sell-through

ROI = Sell through - Markdown



Improved stock health and profitability

Building a new commercial model: More efficient operations

Structurally improved gross margin + **Opex efficiencies** = **Better profitability**

Structurally improved gross margin

- Gross margin +370bps YoY
- Higher full-price mix and structurally lower reliance on markdown
- Scaled Flexible Fulfilment models

Opex efficiencies

- Supply chain costs down c.20% YoY
- Distribution and warehouse cost to serve down c.3ppts vs FY23
- c.150bps reduction in underlying returns rate

Better profitability

- Adj. EBITDA +60% YoY
- Profit per order +30% YoY
- Actions in H2 FY25 to deliver significant annualised cost savings in FY26

Our Journey



Re-engaging consumers with the most relevant product and inspirational shopping experience

1

Addressing legacy issues

2

Building the new commercial model

3

Re-engaging consumers

We have a plan to re-engage consumers at scale

Double down our offer of the **most exciting and relevant product**

- Scaling our speed models
- FF platform expansion
- Exclusive collaborations

Invest in the ASOS brand with **ROI-driven** marketing

- Relaunch of the ASOS brand
- Increased brand marketing
- More IRL touchpoints

Reinvent our **shopping experience**

- App revamp
- Inspiration and engagement
- Outfit based experience
- Ultra-personalisation

Confident in returning to sustainably profitable GMV growth

Re-engaging consumers at scale: Double down on the most relevant product

In FY26 we will...

Continue to scale our speed and flexibility

- Scale T&R to >25% of own brand sales
- Scale FF to >15% of third-party GMV
- Continue accelerating our time to market

Elevate our quality

- Invest to improve our quality via materials and fit
- Launch and expand ASOS Collective, Arrange, BreatheMax etc.
- Double down on the sustainable materials roadmap

Sharpen our brand portfolio

- Increase number of bold collaborations e.g. adidas collections
- Build out our exclusive and premium assortment
- Establish a monthly edit of best own and partner brand products

Re-engaging consumers at scale: There has never been a better time to drive consumers to ASOS

Why invest in marketing now?

We have got the foundations in place

- We offer relevant, fashion-first products at speed
- Our economics are healthy e.g. 30% increase in PPO
- Our marketing is more efficient, with ROAS uplift in FY25

What are the priorities?

Driving brand consideration

- Continue maximising ROAS in performance marketing
- Increase investment through frequency, breadth and quality of brand actions (pop-ups, IRL, campaigns, social)

Why are we confident?

We are already seeing positive results

- UK new customers c.+10% YoY YTD, and growth in FY25 in average spend
- Retention rate improvement in FY25, particularly amongst our most profitable consumers
- Our pop-ups generating GMV uplift from halo effect

Re-engaging consumers at scale: The most inspirational experience

Outfits	Engagement	Personalisation

Our vision

Powered by AI

Step-change in consumer experience:
Using AI to bring customers a personal stylist in their pocket

Transforming online fashion:
Growing opportunities for the online channel to revolutionise the consumer journey

Empowering our people:
Driving time and cost efficiencies, allowing our people to focus on re-engaging customers e.g. 75-80% time saving on design workflows

Re-engaging consumers at scale: We have recently started the journey

ASOS.WORLD

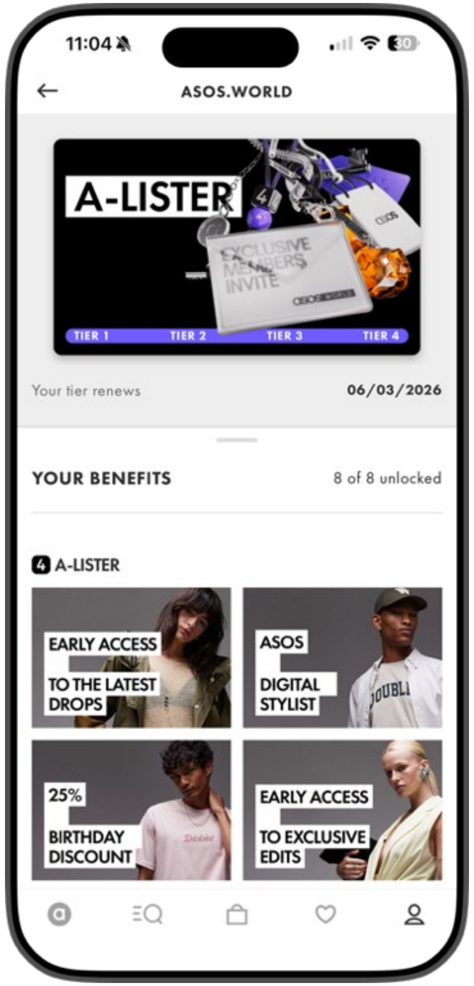
- Successfully launched in UK with experience-based benefits
- Reached >1m members within 6 months
- Increased shopping frequency and a reduction in paid marketing

ASOS Live

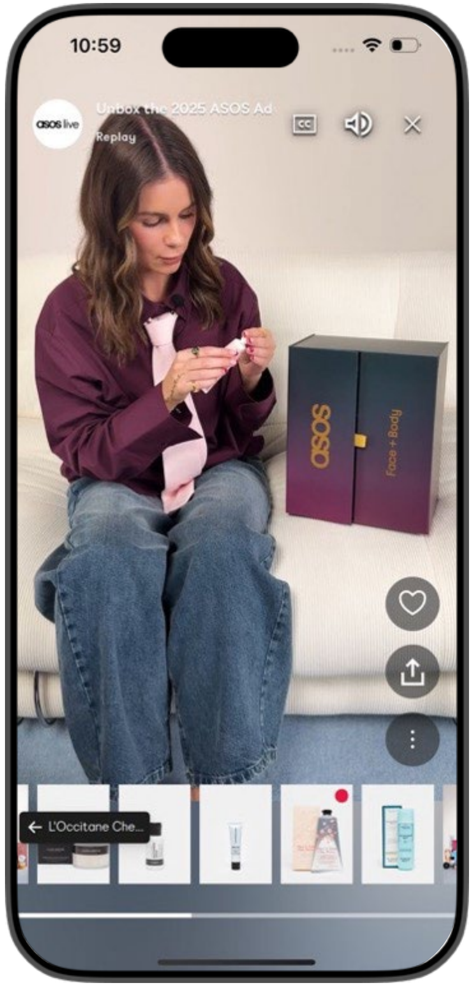
- Launched live and on-demand video shopping platform
- c.50% click-through rate to view product
- Live-viewers browse longer and with higher conversion rates than non-viewers

Topshop.com

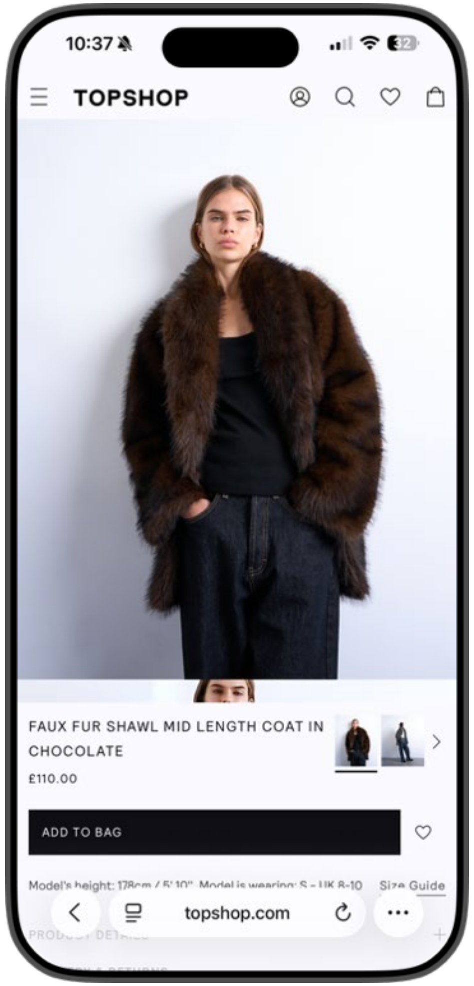
- Staged a major relaunch of the iconic brand
- Majority of sales from non-ASOS customers
- Consistently stronger ABV versus other channels



ASOS.WORLD



ASOS LIVE

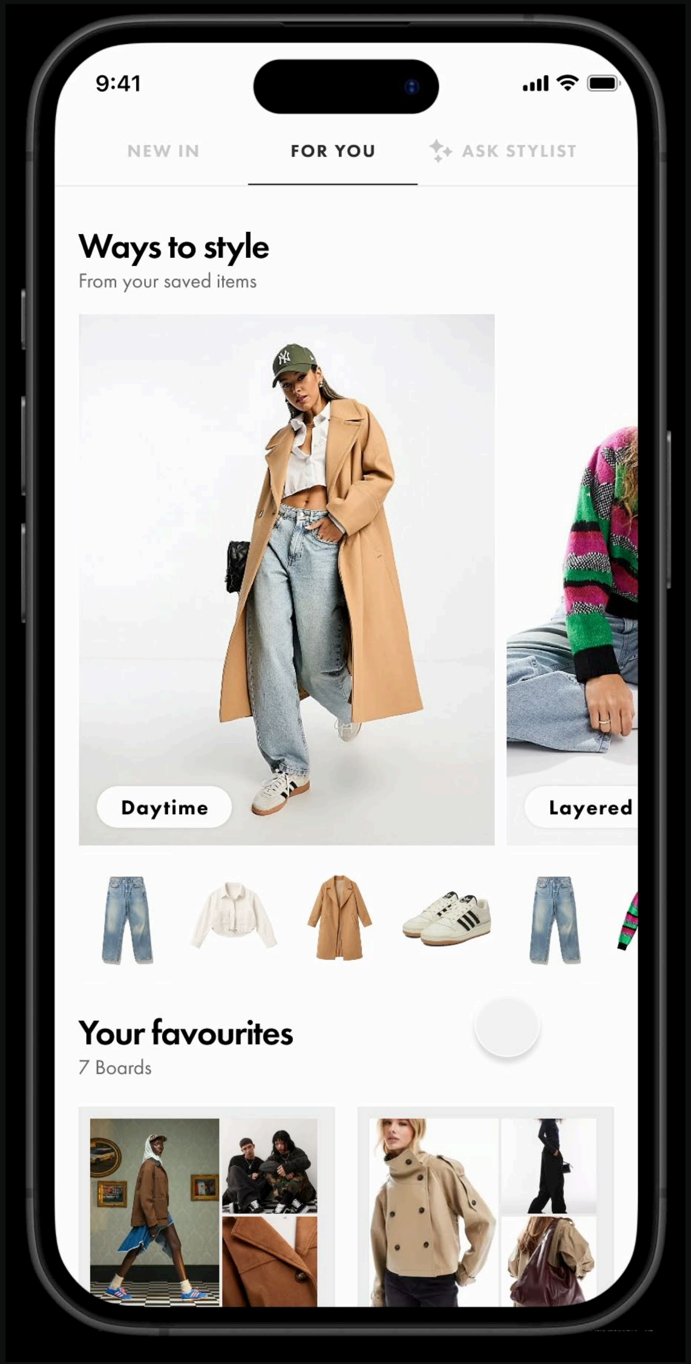


Topshop.com

Re-engaging consumers at scale: What's to come

Outfit-based shopping

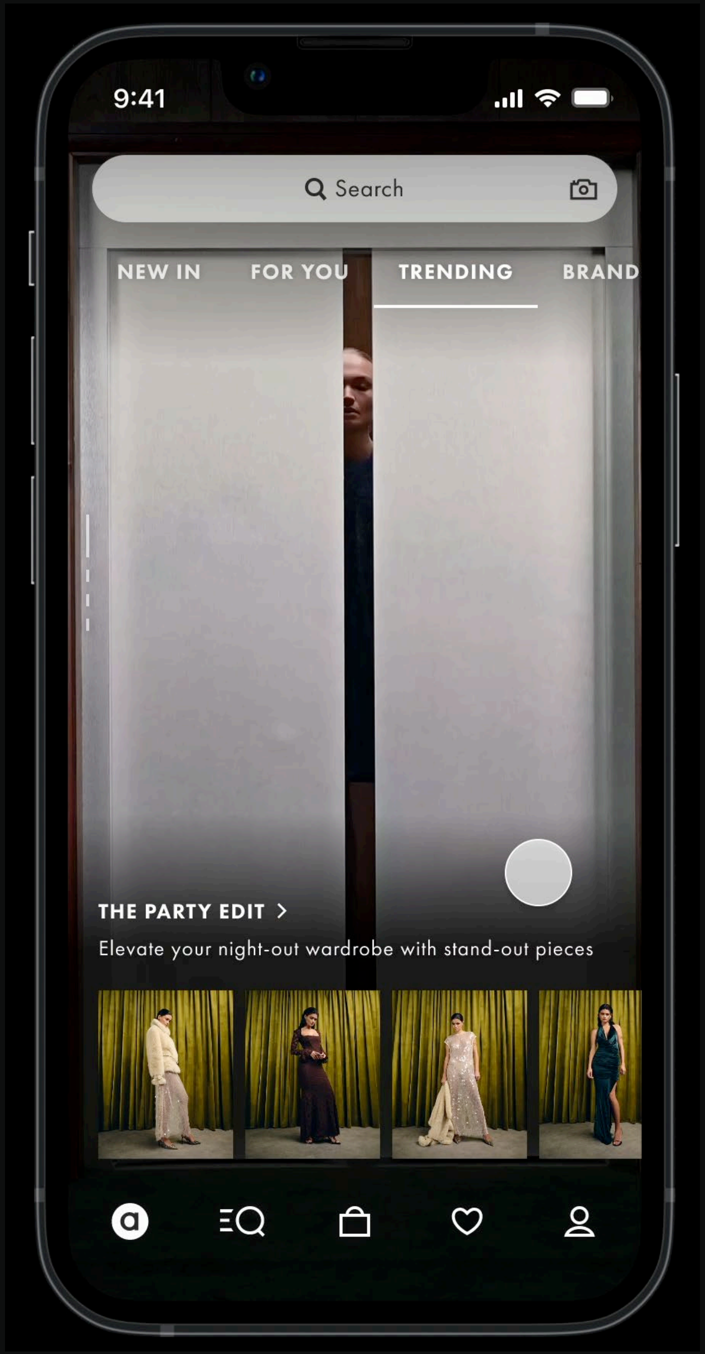
- Outfit generator
- AI-powered flat-lay images
- Save outfits, share looks and collaborate on boards



Re-engaging consumers at scale: What's to come

Immersive & Engaging

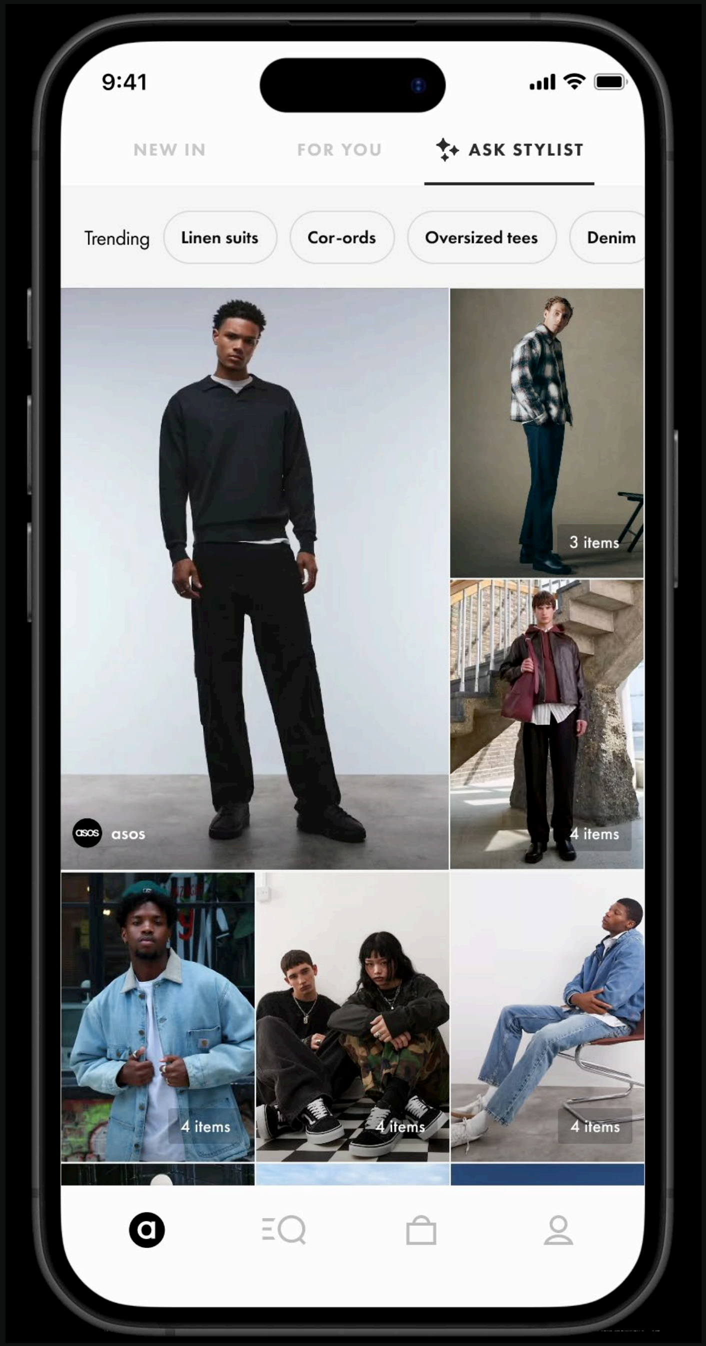
- Shoppable reels
- Video led experience across product detail, search and home pages
- Search by trends and occasion
- Loyalty programme expansion
- Influencer and community integration



Re-engaging consumers at scale: What's to come

Personalised for you

- 'For you' tab
- AI Stylist
- Follow brands
- Discovery feed

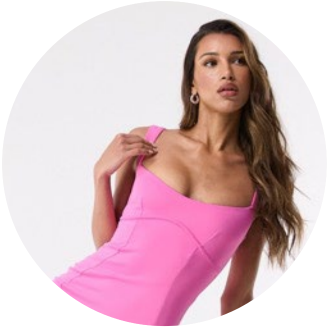


Coming in FY26

We are ready to go all in on the last step of our journey

1

Addressing legacy issues



2

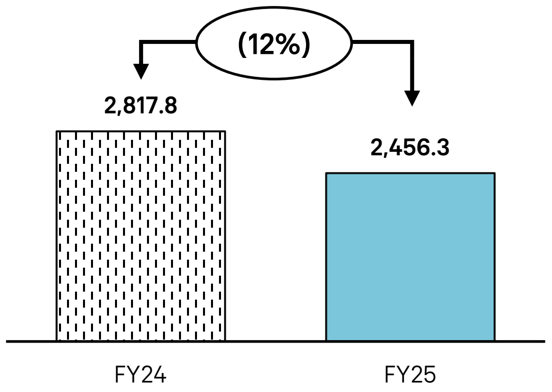
Building the new commercial model

3

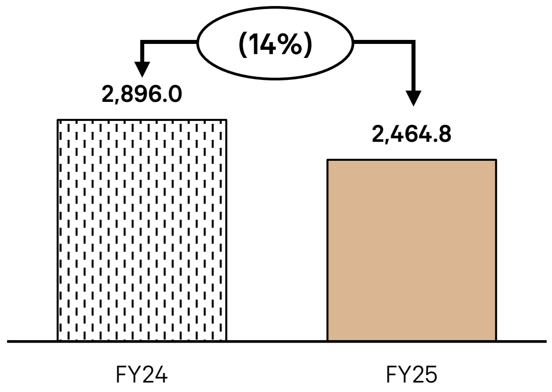
Re-engaging customers

FY performance reflects further profit improvements

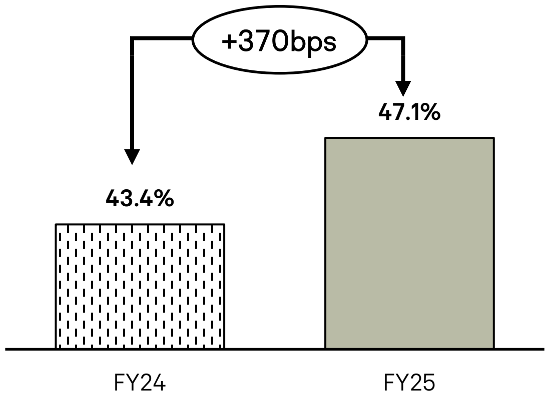
GMV[1] (£'m)



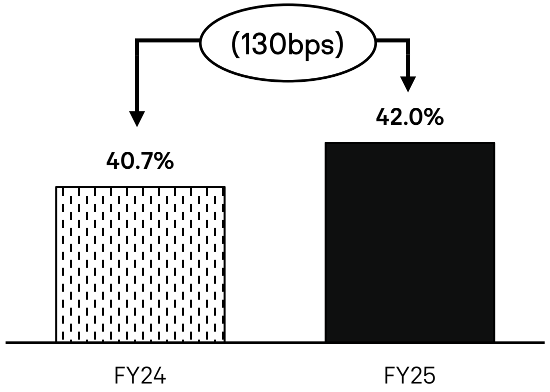
ADJUSTED LFL REVENUE[2] (£'m)



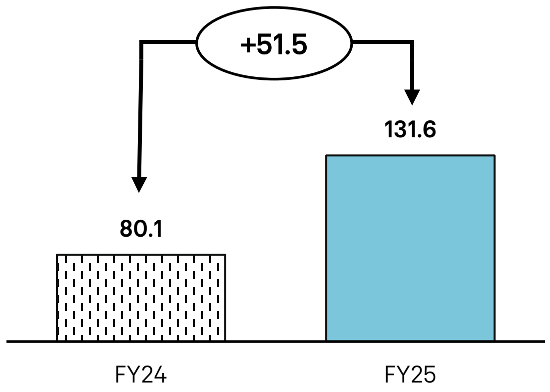
ADJUSTED[2] GROSS MARGIN (%)



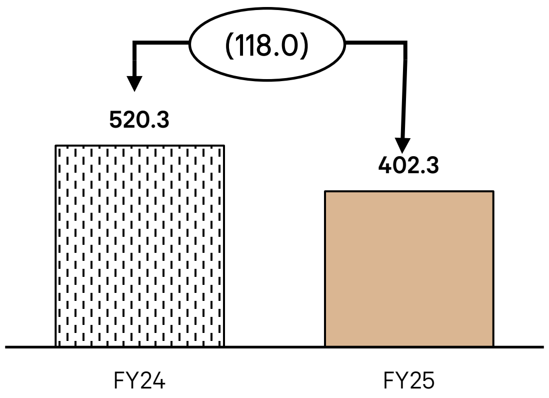
ADJUSTED COST TO SERVE[3] (% OF ADJUSTED REVENUE)



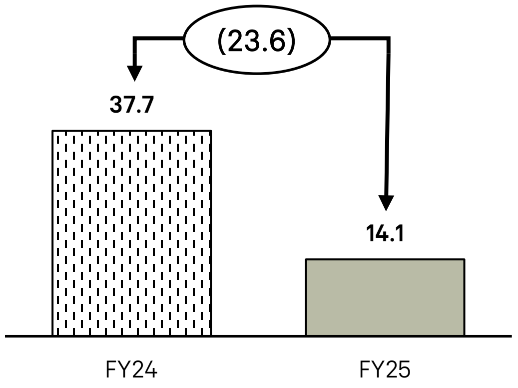
ADJUSTED[2] EBITDA (£'m)



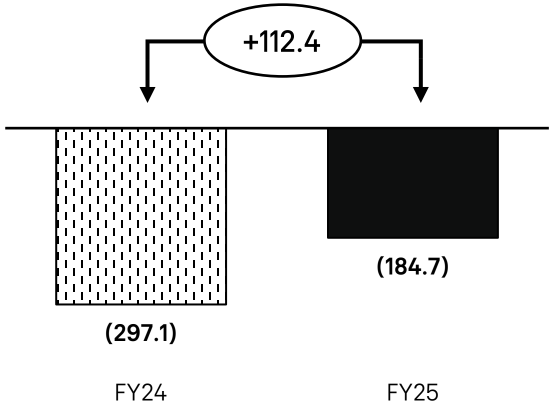
STOCK (£'m)



FREE CASHFLOW[4] (£'m)



NET DEBT[5] (£'m)



[1] Gross Merchandise Value ('GMV'): Adjusted retail sales plus revenue attributable to Flexible Fulfilment partners, net of returns and excluding sales tax. The growth rate is on a Like-for-like ('LFL') basis i.e. adjusted for the impact of foreign exchange translation and adjusting items.
[2] Excluding adjusting items. Please see RNS for full breakdown.
[3] Adjusted cost to serve defined as operating costs (excluding depreciation, amortisation, impairments and adjusting items) as a percentage of adjusted revenue.
[4] Free cash flow is net cash generated from operating activities, less payments to acquire intangible and tangible assets, payment of the principal portion of lease liabilities and net finance expenses.
[5] Net debt is cash and cash equivalents less the carrying amount of any borrowings (including accrued interest) but excluding outstanding lease liabilities.

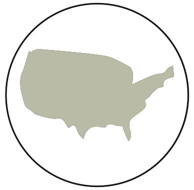
Profit actions driving variation in segmental performance

UK

Consumer backdrop remained cautious but performance has been more resilient than other segments.

EU

Varied performance by country, reflecting consumer demand, competition and profit measures.



US

Change in distribution has led to better profitability and increased breadth of product for consumers in H2.

RoW

Segment primarily represents non-core countries with wide-ranging profit actions.

FY25	UK	EU	US	RoW	Group
GMV[1]	-7%	-16%	-18%	-15%	-12%
Total Revenue[2]	-9% (-9% LFL)	-19% (-17% LFL)	-25% (-22% LFL)	-16% (-14% LFL)	-15% (-14% LFL)
Visits	-12%	-17%	-17%	-14%	-15%
Conversion[3]	flat	-10bps	-20bps	-10bps	flat
Average Basket Value[4]	+6% (+6% LFL)	+3% (+5% LFL)	+4% (+8% LFL)	+1% (+3% LFL)	+3% (+5% LFL)
Total Orders[5]	-12%	-20%	-24%	-17%	-16%
Active Customers[6]	6.5m (-8%)	7.6m (-16%)	1.7m (-21%)	1.2m (-18%)	17.0m (-14%)

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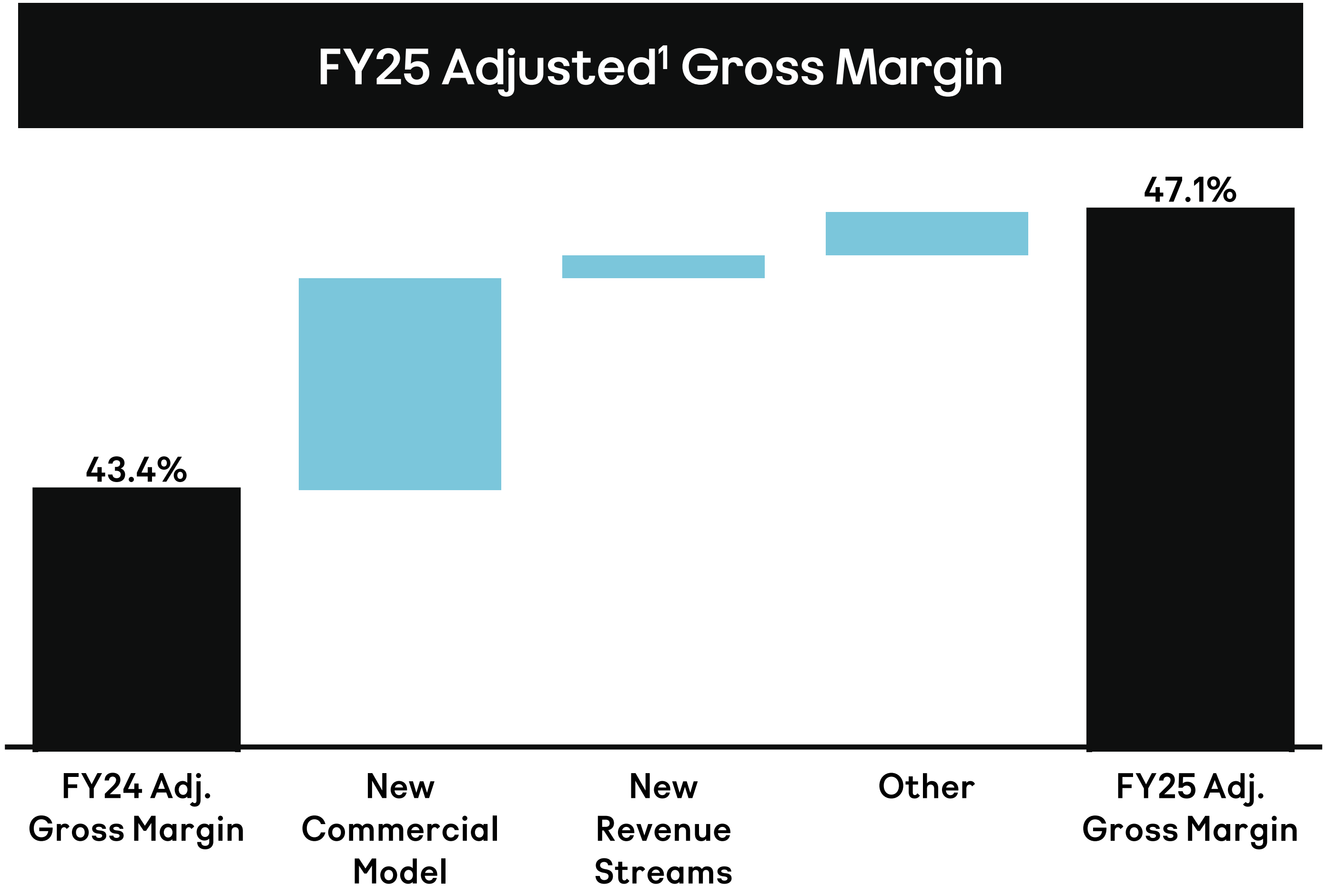
[2] Total revenue include retail sales and income from other services excluding adjusting items. Please see RNS for full breakdown, LFL sales are also adjusted for the impact of foreign exchange translation.
[3] Calculated as total shipped orders divided by total visits.
[4] Average Basket Value is calculated as GMV divided by total shipped orders. LFL ABV is also adjusted for the impact of foreign exchange translation.
[5] Total shipped orders are the combined total of Asos and Flexible Fulfilment orders.
[6] Active customers defined as having shopped in the last 12 months. These include the Flexible Fulfilment unique active customers.

Gross margin improvement driven by lower markdown, higher full-price sales mix



New commercial model

Improvement driven by lower discounting, higher full-price sales mix

New revenue streams

Impact of Flexible Fulfilment models (PF, AFS), and AMG

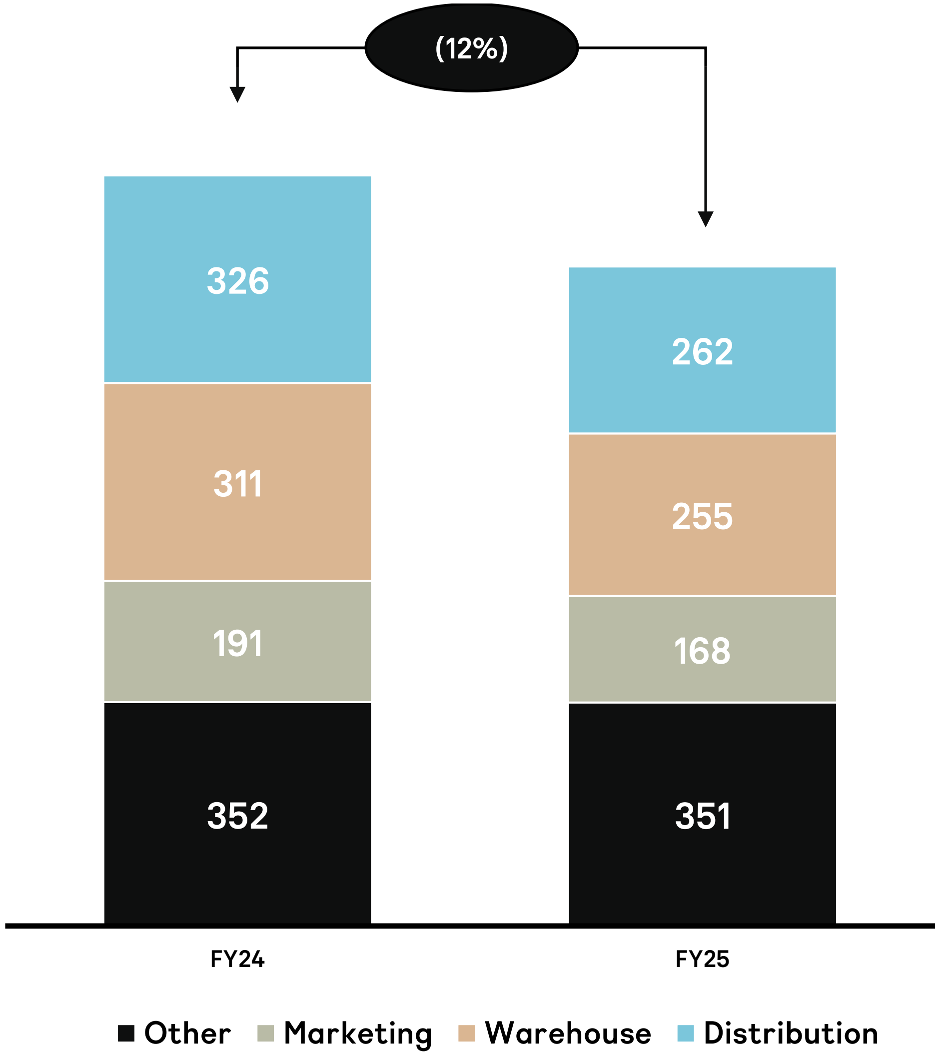
Other

Impact of FX, freight and duty

[1] Excluding adjusting items. Please see RNS for full breakdown

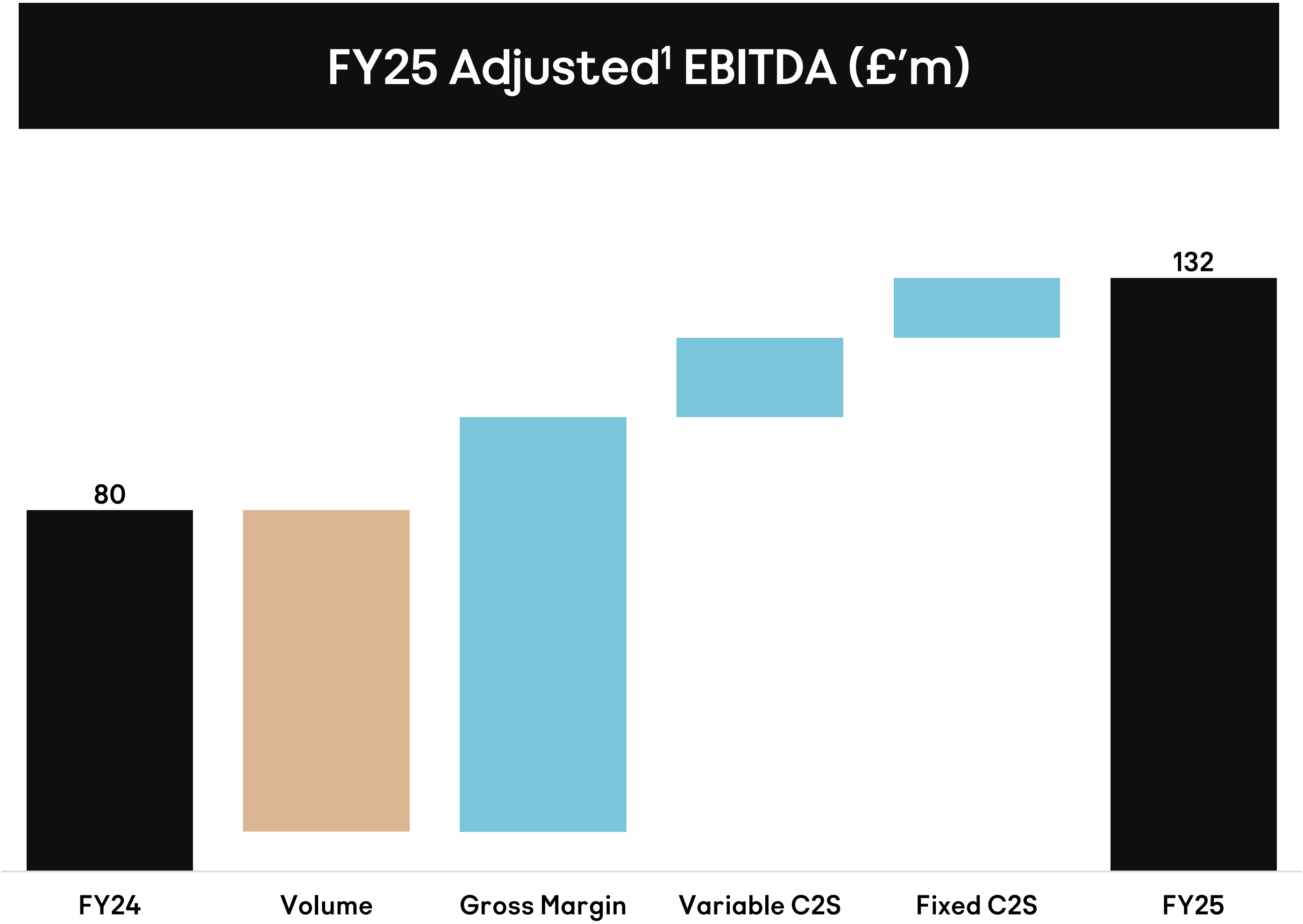
Cost to serve improvements in supply chain offset by deleverage in other costs

	FY25 % of revenue	FY24 % of revenue	Change
Adjusted Gross Margin[1]	47.1%	43.4%	370bps
Distribution	10.6%	11.3%	70bps
Warehouse	10.4%	10.7%	30bps
Marketing	6.8%	6.6%	(20bps)
Other	14.2%	12.1%	(210bps)
Adjusted Cost to Serve[2]	42.0%	40.7%	(130bps)



[1]Excluding adjusting items. Please see RNS for full breakdown
[2]Adjusted cost to serve defined as operating costs (excluding depreciation, amortisation, impairments and adjusting items) as a percentage of adjusted revenue

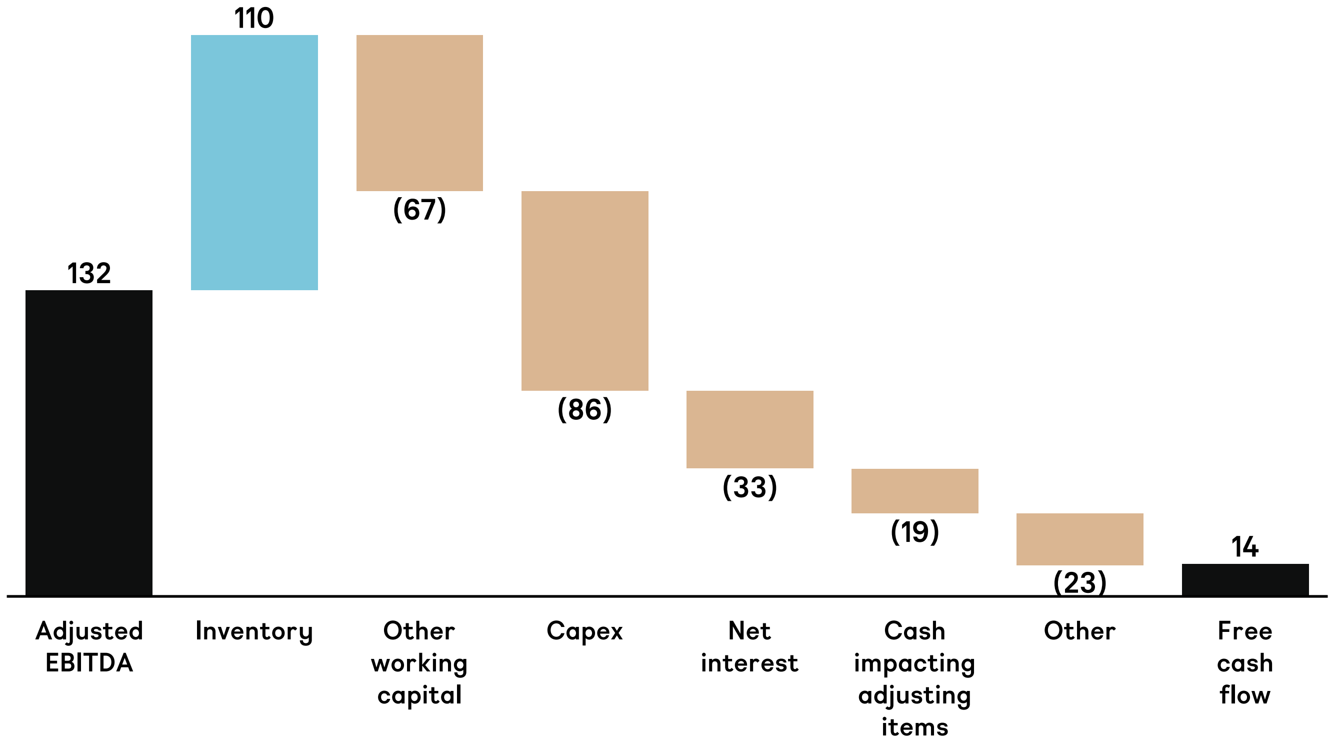
Significant adj. EBITDA improvement driven by gross margin and C2S



[1] Excluding adjusting items. Please see RNS for full breakdown.

FY25 free cash inflow ahead of broadly neutral guidance driven by profitability and inventory

FY25 Free Cash Flow[1] (£'m)



Strong profitability improvement

Adj. EBITDA +60% YoY

Inventory movement

Smaller benefit YoY as we annualise stock health actions and intake normalises

Disciplined investment

Capital additions down YoY

[1] Free cash flow is net cash generated from operating activities, less payments to acquire intangible and tangible assets, payment of the principal portion of lease liabilities and net finance expenses.

Successful refinancing to significantly strengthen balance sheet

Materially improved financial terms

£150m term loan and £87.5m delayed draw term loan

Extended 5-year term to 2030

Increased liquidity headroom

Additional £87.5m of effective liquidity headroom

Flexibility to embark on final phase of journey

Interest costs reduced

c.£5m LFL reduction in annual cash interest costs

Reflects enhanced profitability and strategic progress

Guidance

FY26

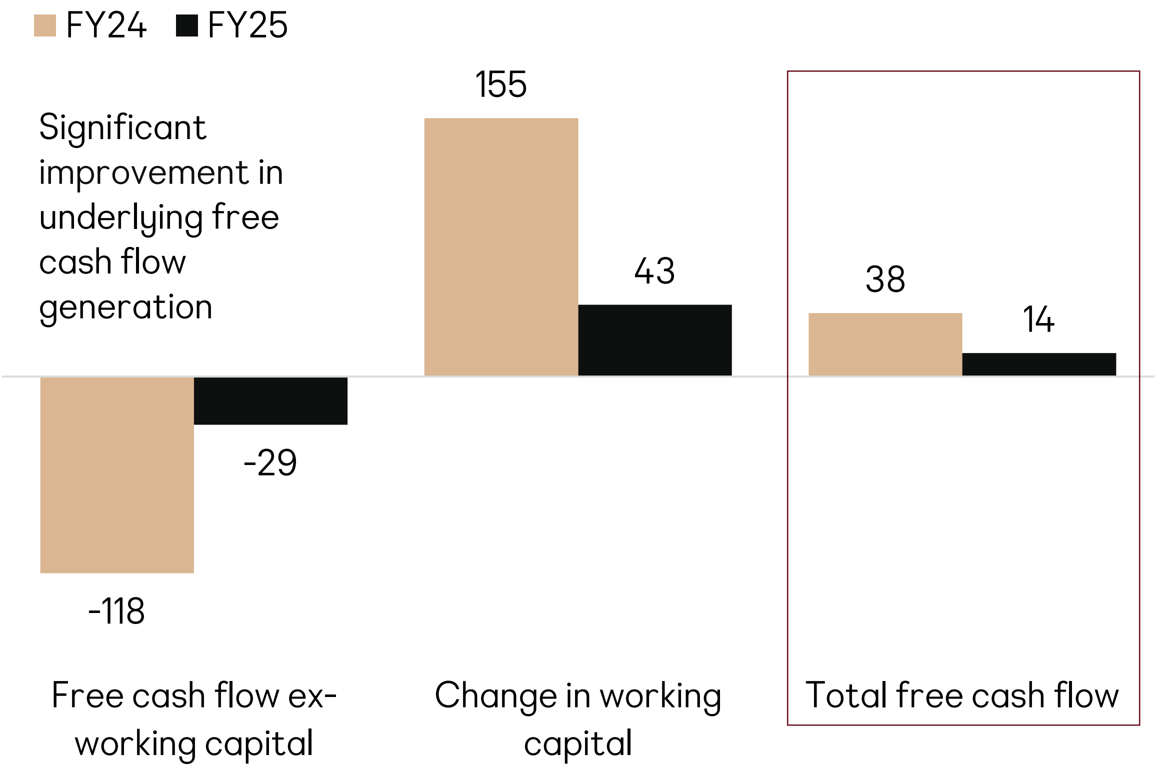
- GMV to show an improving trajectory throughout the year
- GMV performance 3 to 4ppt ahead of revenue performance, driven by continued growth of Flexible Fulfilment (FF) models
- Gross margin expansion of at least 100bps to 48% to 50%
- Further adj. EBITDA growth to £150m to £180m, with a meaningful year-on-year margin improvement in both H1 and H2
- Broadly neutral free cash flow

Medium-term

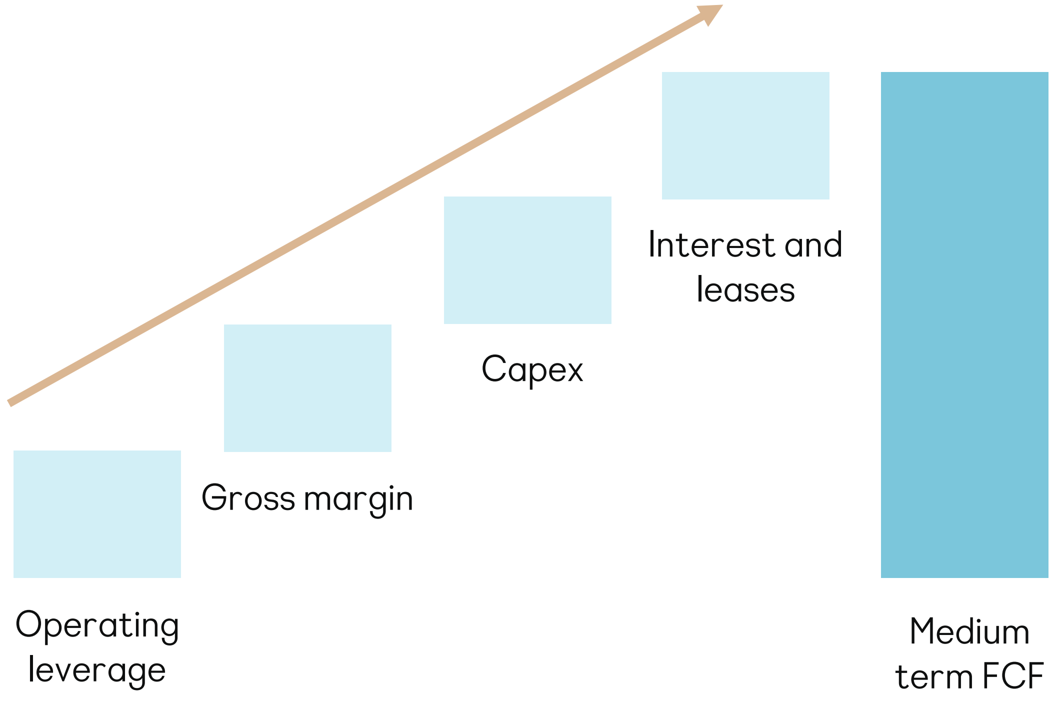
- Return to GMV growth
- Gross margin expansion towards 50%
- Adjusted EBITDA margin c.8%
- Adjusted EBITDA sustainably ahead of capex, interest, tax and leases
- Inventory of c.100 days
- Capex to 3% to 4% of sales

Our return to structural cash generation

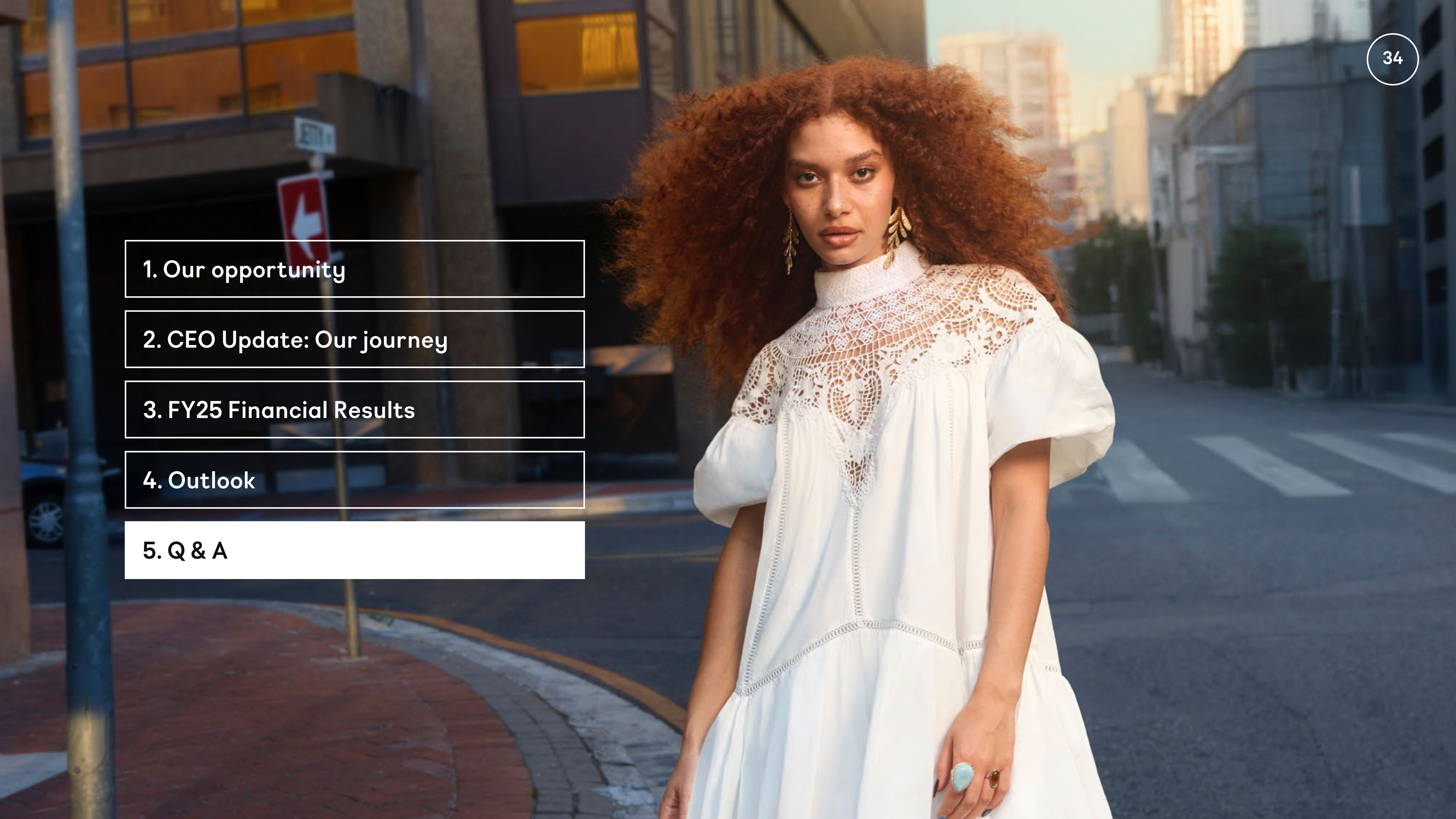
Free cash flow generation: FY24-25



Free cash flow generation: Medium-term[1]



[1] Not to scale



1. Our opportunity

2. CEO Update: Our journey

3. FY25 Financial Results

4. Outlook

5. Q & A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APPENDIX: FY25 GMV to Adjusted retail sales bridge

£m	UK	EU	US	RoW	Group
GMV	1,216.8	825.0	236.1	178.4	2,456.3
Less revenue attributable to partners					(123.2)
Adjusted retail sales					**2,333.1**