

The ASOS logo is displayed in a bold, white, lowercase sans-serif font. It is centered within a solid black rectangular background that occupies the upper portion of the slide. The background of the entire slide features a dense, repeating geometric pattern of black and white triangles.

Acceleration of ASOS Brands Strategy

Acquisition of Topshop, Topman, Miss Selfridge, H&M

1 February 2021

Compelling Strategic Opportunity

Acquisition of strong, iconic brands ...

... that resonate with the core ASOS customer in the UK and internationally

We will use our market leading capabilities and platform to drive growth globally ...

... alongside selecting best retail partners; accelerating US strategy with Nordstrom partnership

... delivering attractive financial returns

- Double- digit return on capital (post tax) in first full year
- Fully funded from cash reserves; cash position remains robust



The ASOS Strategy

To be the **#1 destination for fashion loving 20-somethings** worldwide

1. Truly global retailer

2. The ASOS Brands

Design that can't
be found anywhere
else

3. The ASOS Platform

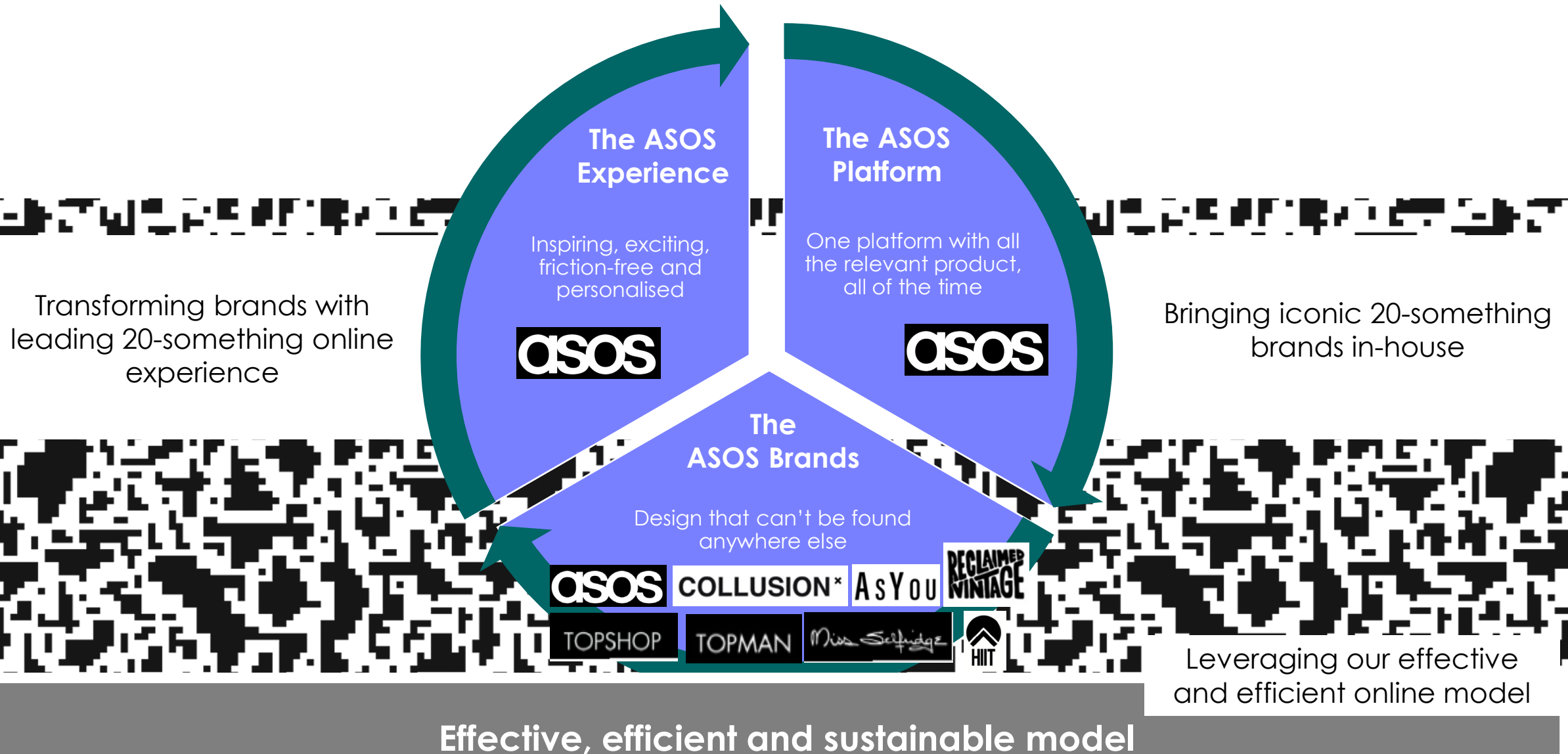
One platform with all
the relevant product,
all of the time

4. The ASOS Experience

Inspiring, exciting,
friction-free and
personalised

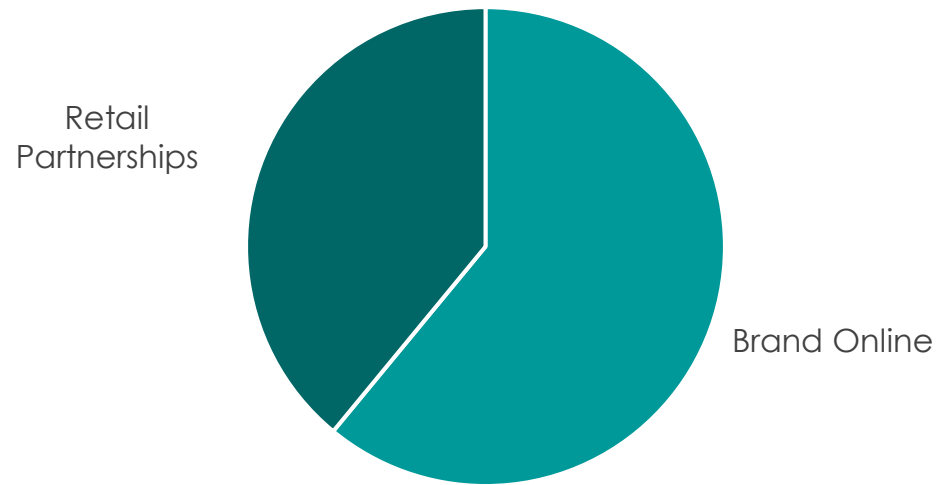
5. Effective, efficient and sustainable model

Accelerating our ASOS Brands Strategy

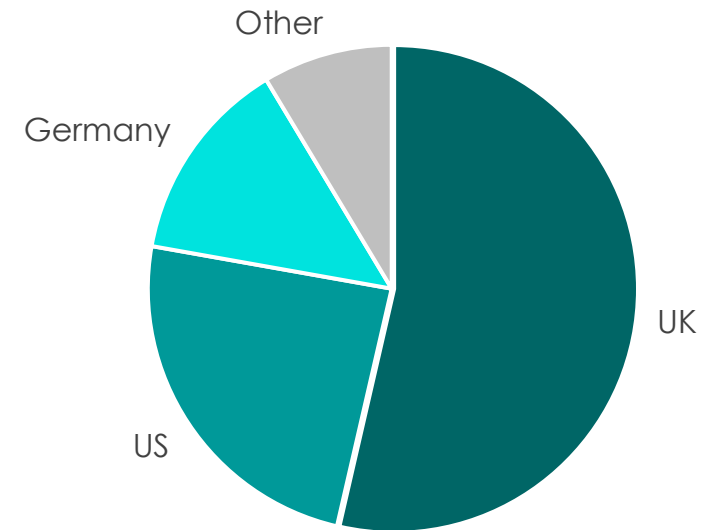


Established brands with international revenue base

Revenue through online and retail partnership was c.£265m in FY20...

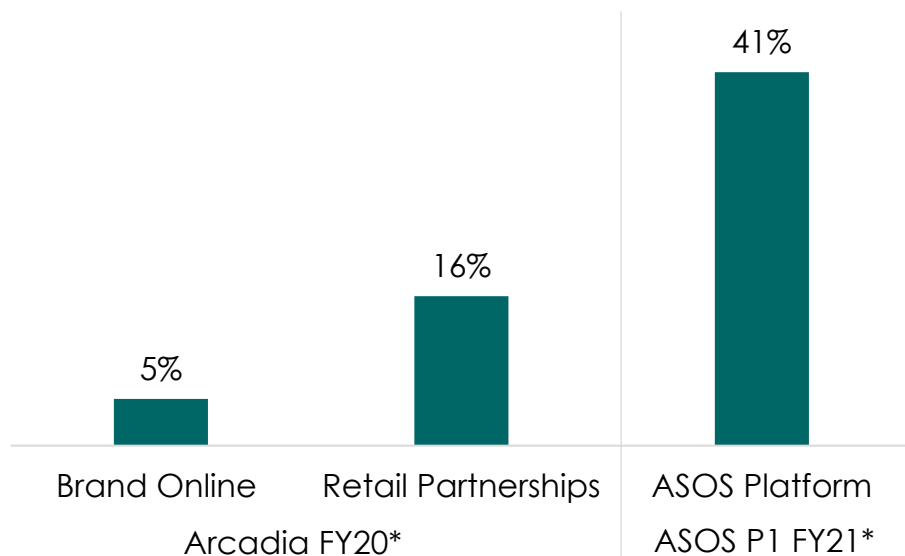


...generated from a broad international base with strong presence in US and Germany

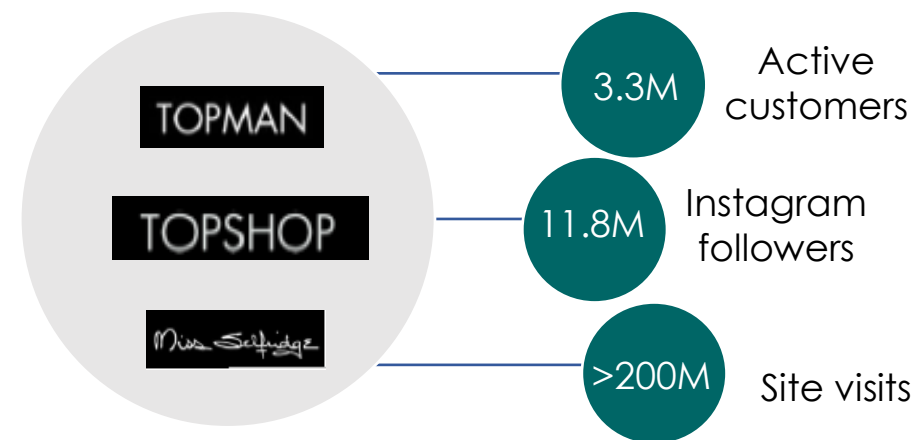


Iconic brands that resonate with 20-somethings

Brands continue to grow well through effective models and retail channels...



.....as customer engagement and brand equity remains strong





T O P S H O P

Brand Identity

An iconic UK brand with an established fashion heritage

Target customer

Top end of 20-something customer styled for our "Scenester" girl

Hero categories

Denim, knitwear, coats & day dresses

Price Point

Elevated above ASOS Design

Opportunity

Build into curve and inclusive sizing making it accessible to all and revive the footwear offer

T O P M A N

Brand Identity

A unique UK menswear brand with an established smart to casual aesthetic

Target customer

Top end of 20-something, shopping for every moment from modern essentials to formal wear

Hero categories

Denim & jersey tops

Price Point

Elevated above ASOS Design

Opportunity

Build inclusive sizing, accelerate the hero categories, develop footwear offer





Miss Selfridge

Brand Identity

A uniquely feminine womenswear brand with a girly playful look

Target customer

Young 20-something, taking her from day to date night

Hero categories

Dresses, jersey tops & petite

Price Point

Lower than ASOS Design

Opportunity

Enhance the current offer, focus on creating ranges for all her milestone moments, grow the inclusive opportunity

HIIT

Brand Identity

Accessible activewear for lifestyle & working out

Target customer

Young 20-something looking for elevated athleisure essentials

Hero categories

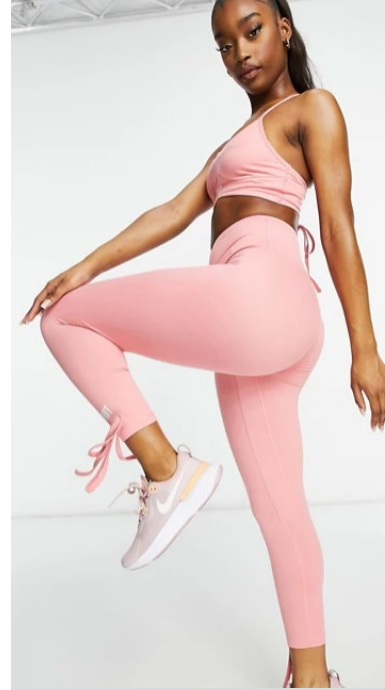
Co-ordinating leggings & tops

Price Point

In line with entry level ASOS 4505

Opportunity

Grow meaningfully into menswear and expand into a wider range of sports



Leveraging our market leading capabilities

Overlaying ASOS capabilities to capitalise on opportunity...

World class design, buying & merchandising

Driving 20-something customer momentum

...allows us to integrate these brands straight onto our platform...

Engaging, friction free online experience

Established warehouse and technology infrastructure

...to drive growth globally at a low incremental cost to serve

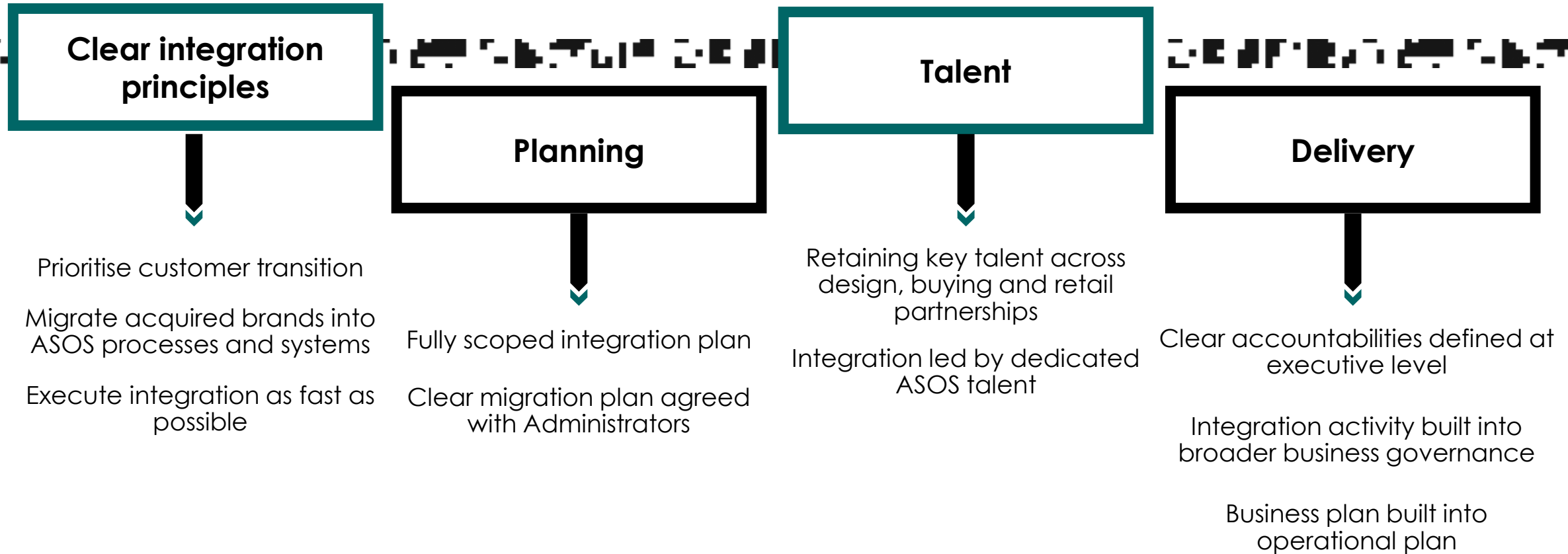
Maximising the opportunity through selective strategic partnerships

Demand for fashion continues to grow through the right retail channels and platforms

Selecting the best partners will accelerate global multi-channel opportunity

Excited to be working closely with Nordstrom to capitalise on opportunity in US

Delivering a low-risk integration



Financially Attractive Transaction

Headline financial metrics

Cash consideration of £265m; cash position remains robust

Additional sales in FY22 broadly in line with FY20 acquired brand sales; driving growth through our ASOS platform alongside strategic review and rationalisation of retail partnerships

Accretive to retail and EBIT margin in FY22 with double-digit return on capital (post tax)

FY21 Impact

Expect incremental EBITDA to be offset by initial investment and ramp up costs as we focus on integration, partner engagement and stock build to support future trading plans

Additional one-off restructuring and transaction costs of c.£20m

No change to underlying FCF guidance

Summary

A compelling opportunity to acquire strong, iconic brands ...

... that resonate with the core ASOS customer in the UK and internationally

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... alongside selecting best retail partners; accelerating US strategy with Nordstrom partnership

... delivering attractive financial returns

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Q&A

Please type your question into the question box