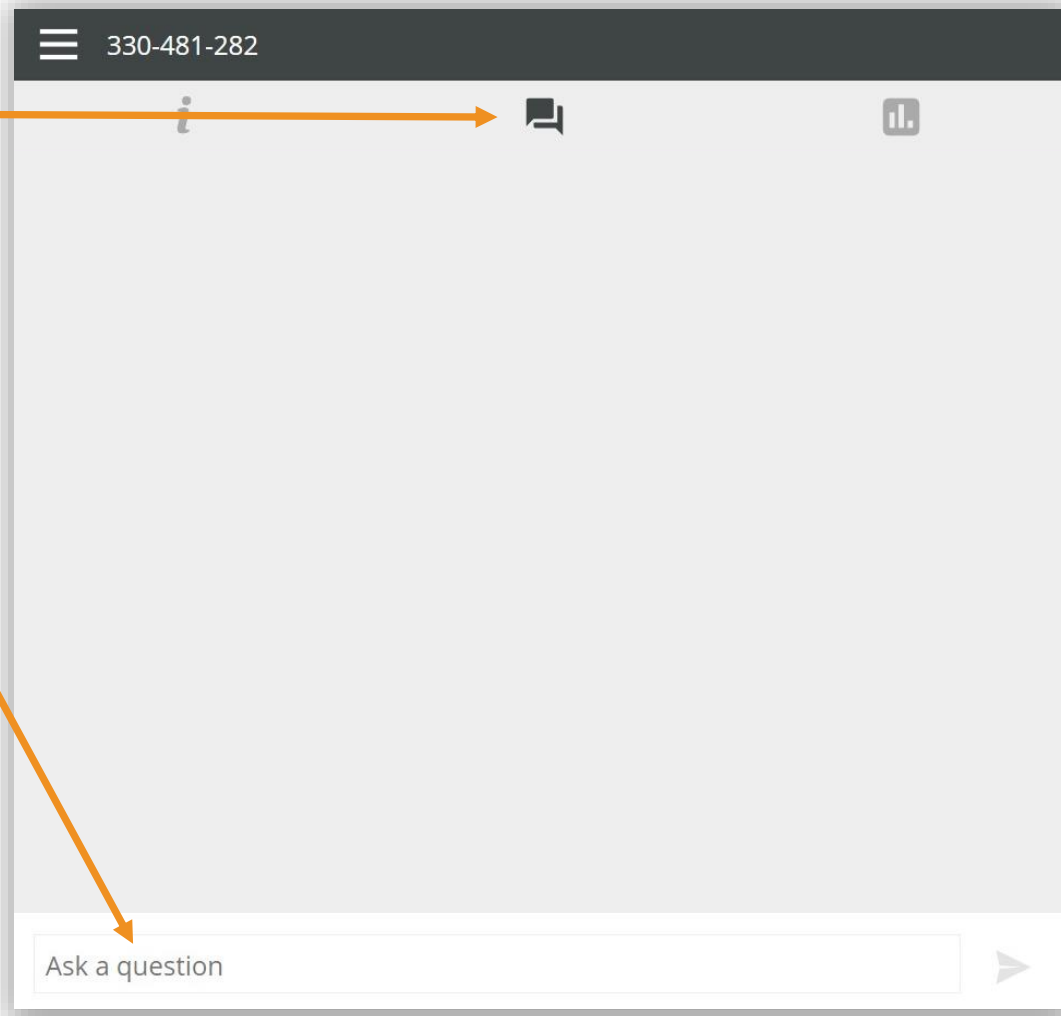
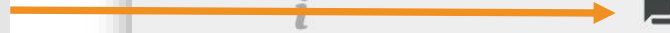




**Accent  
Group  
2020 ANNUAL  
GENERAL MEETING**

# ONLINE attendees – QUESTION process

When the Question function is available, the Q&A icon will appear at the top of the app



To send in a question, click in the 'Ask a question' box, type your question and press the send arrow

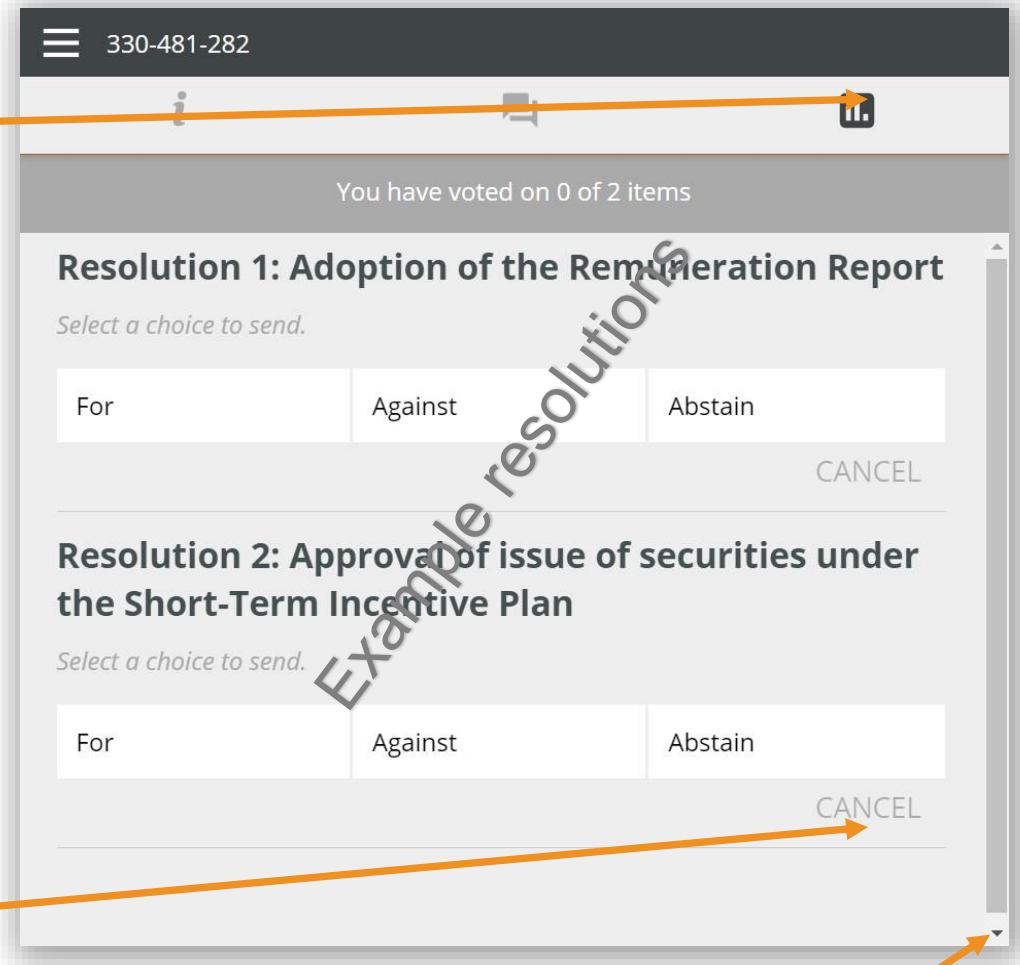
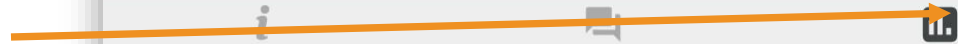


Your question will be sent immediately for review



# ONLINE attendees – VOTING process

When the poll is open, the vote will be accessible by selecting the voting icon at the top of the screen



To vote simply select the direction in which you would like to cast your vote. The selected option will change colour



There is no submit or send button, your selection is automatically recorded. You can change your mind or cancel your vote any time before the poll is closed

For the Accent AGM, there are 6 resolutions. All of these resolutions can be accessed using the scroll bar on the right.

# The Board



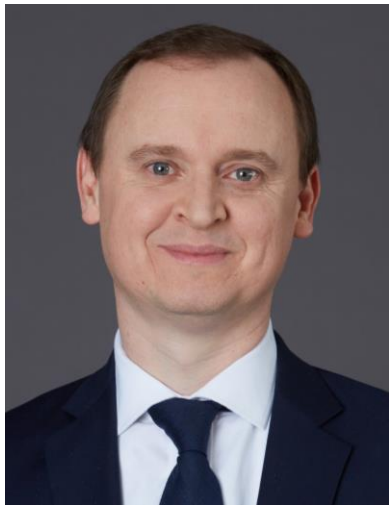
David Gordon - Chairman



Daniel Agostinelli - CEO



Donna Player



Joshua Lowcock



Michael Hapgood



Stephen Goddard

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# Other attendees



Matthew Durbin –  
Group CFO &  
Joint Company  
Secretary



Celesti Harmse –  
General Counsel &  
Joint Company  
Secretary



David White –  
Partner, Deloitte

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# Agenda

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Item
Welcome and Introduction
Chairman's review
FY20 financial performance and shareholder value creation
Growth plan update – VIP Virtual Vertical
Trading update
Formal business



# Chairman's review

This has been a year like no other!



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# FY20 financial performance<sup>1</sup>

\$'000's	Pre AASB 16	FY20	Pre AASB 16	FY19	% Change
Group Sales (inc. Franchisees)	948,935		935,344		+1.5%
<b>EBITDA</b>	<b>121,658</b>		108,853		<b>+11.8%</b>
<b>EBIT</b>	<b>87,219</b>		80,585		<b>+8.2%</b>
PBT	83,557		77,020		+8.5%
Digital Growth	69%		93%		
Inventory	129,106		131,470		
Net Debt	31,213		49,427		
FY20 Full Year Dividend	9.25 cents		8.25 cents		+12.1%

1. The statutory results for FY20 reflect the adoption of the new accounting standard AASB 16 Leases. The Group has adopted AASB 16 using the modified retrospective approach and as a result the prior period comparatives have not been restated. To allow for comparable financial information, all FY20 results in this presentation are disclosed pre the application of AASB 16 ("Pre AASB 16") and exclude the impact of AASB 16. Refer to page 28 for a statutory view of the results

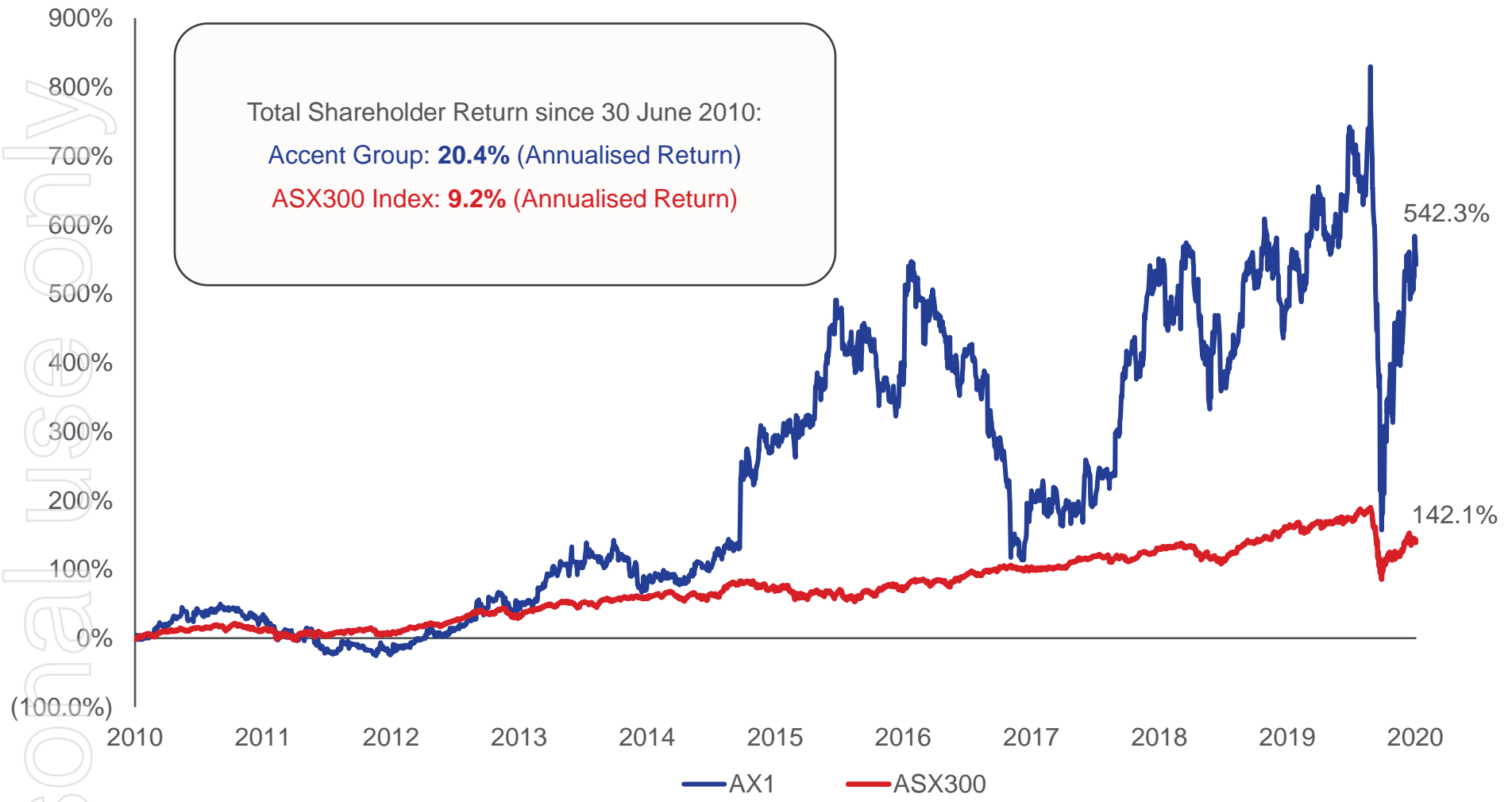
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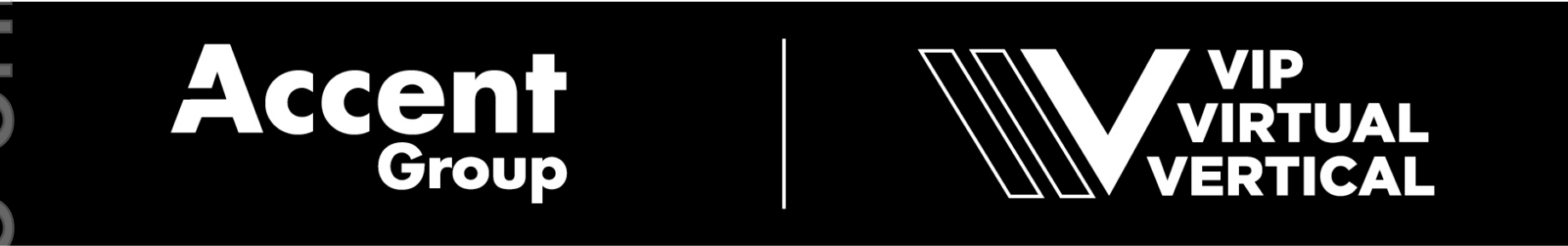
# Shareholder value creation

10-year Total Shareholder Return<sup>1</sup> comparison Accent and ASX300 (30 June 2010 to 28 June 2020)



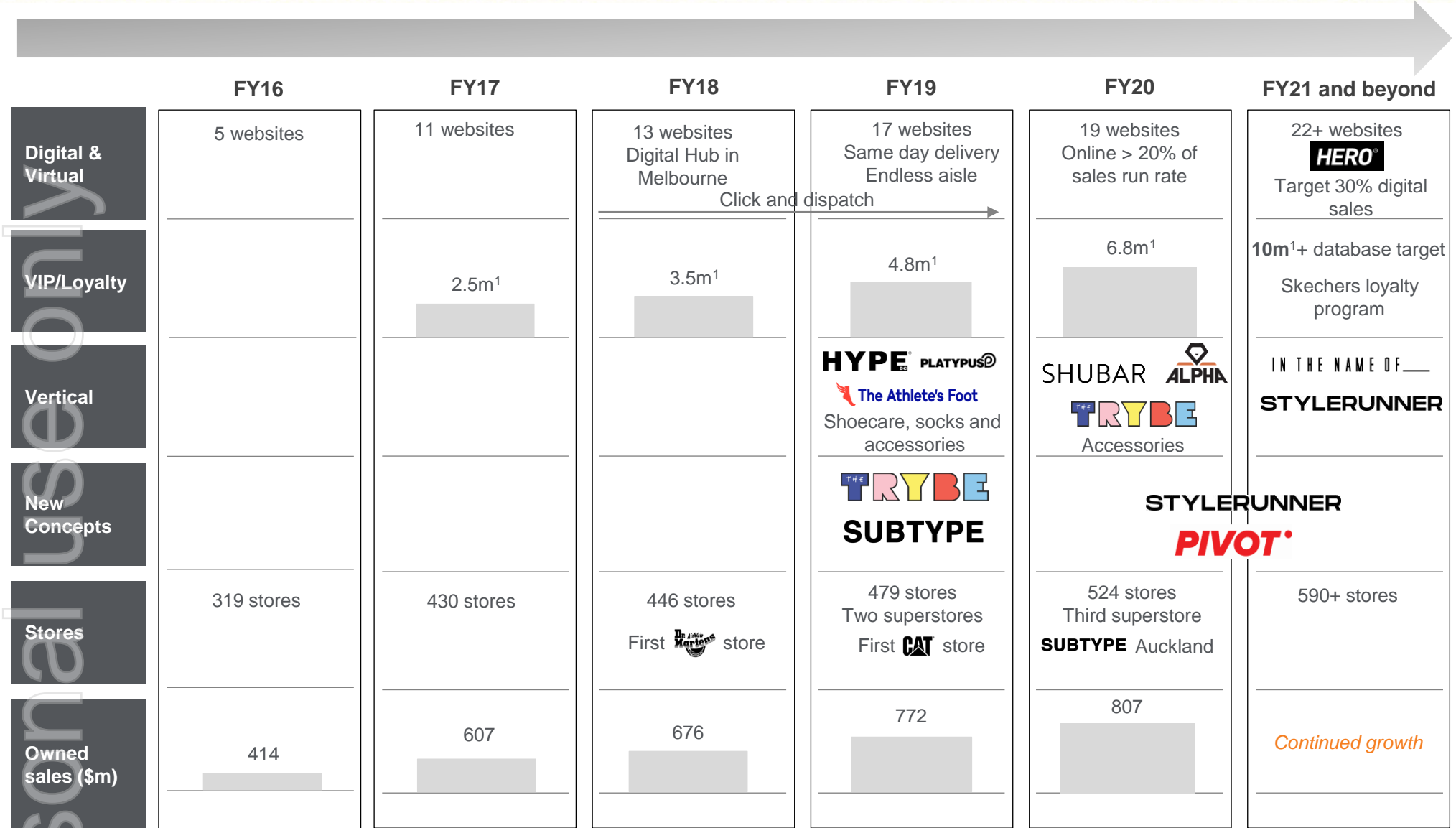
Source: Bloomberg, Accent Filings.  
 1. Assumes 100% dividend reinvestment on the ex-dividend date.

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Daniel Agostinelli - Group CEO

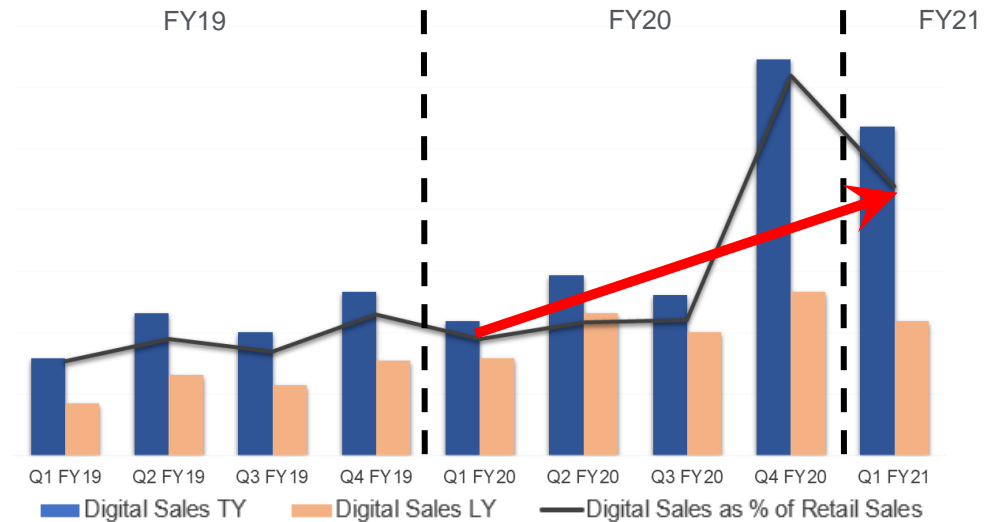
# Accent Group – VIP Virtual Vertical



1: Members (Millions)

# Seismic growth in digital sales continues

- Strong results delivered across all digital KPIs for FY20
- Seismic growth in digital sales continued in the period July 2020 to October 2020, with sales up **143.0%** on prior year and representing c25% of retail sales
- Conversion rates remain strong up 36% on prior year, driven by improved marketing and website capability
- Average order value growth has accelerated
- **Targeting 30% of sales from digital over time**



	FY20 (July '19 – June '20)	FY20 (July '19 – Mar '20)	FY20 April–June '20)	FY21 July–October '20)
Digital Sales <sup>1</sup>	+69.0%	+31.1%	+142.1%	+143.0%
Website Sessions <sup>1</sup>	+32.9%	+29.1%	+118.8%	+54.0%
Orders <sup>1</sup>	+52.0%	+24.8%	+109.1%	+109.2%
Conversion Rate <sup>1</sup>	+14.2%	+0.0%	+39.5%	+36%
Avg. Order Value <sup>1</sup>	+0.1%	-2.3%	+4.6%	+7.2%
Digital as a % of Total Sales <sup>1</sup>	17%	12%	35.4%	24.7%

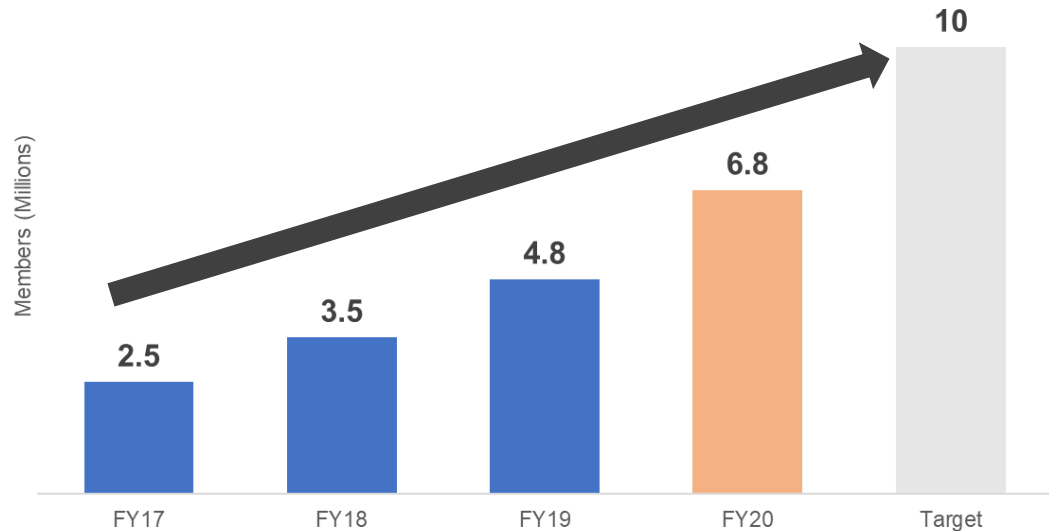
<sup>1</sup>: Percentages shown in the table represent growth on the same period last year



# VIP & loyalty

- Objective is to grow our customer database to **10m** customers over time
- The Group has deep experience in customer loyalty in The Athlete's Foot and Merrell businesses
- The intent is to introduce loyalty programs across all banners
- Skechers loyalty program to launch in H2 FY21 followed progressively by all other banners over the following 12-18 months
- Our large and growing customer database allows us to speak directly to customers

Accent Group Loyalty Members



# Virtual sales and service

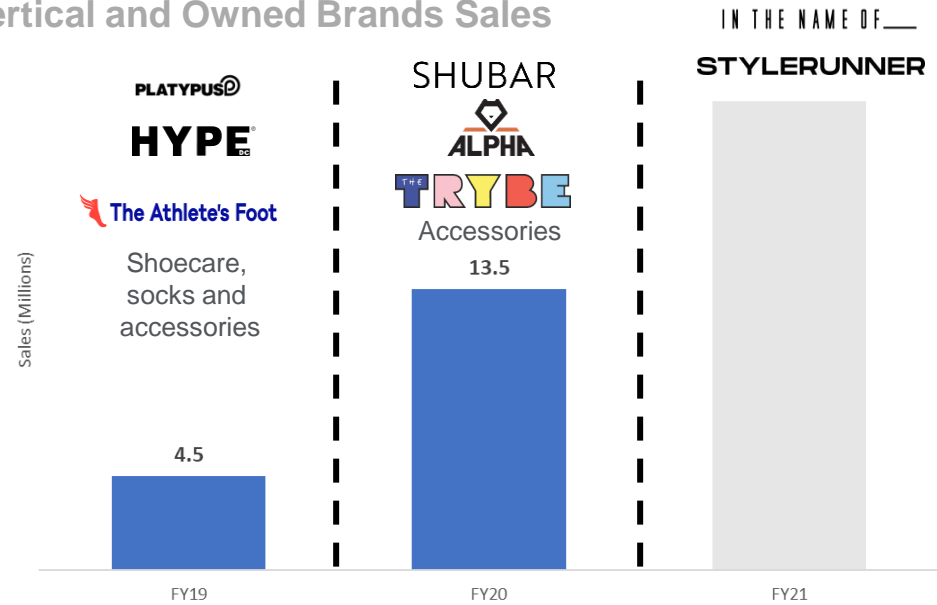
- Creates a digital experience that brings the best of our store experience to online shopping
- Creates an experience that is knowledgeable, authentic & human
- Drives incremental sales through increased conversion rates, average order value and repeat customers
- Innovates beyond the competitive set, ahead of the curve
- Enabled for all Accent websites through our central CX team, virtual showrooms and in stores through HERO



# Vertical

- \$4.5m of sales in FY19. Launch of Hype, Platypus and The Athlete's Foot (TAF) shoecare, socks and accessories.
- **\$13.5m sales in FY20.** Launch of Shubar in Hype, Alpha in TAF and Trybe Accessories.
- Expand the vertical program in FY21 across all banners
- Significant opportunity for a strong vertical range in Stylerunner
- Targeting **10%+** mix of sales in the future

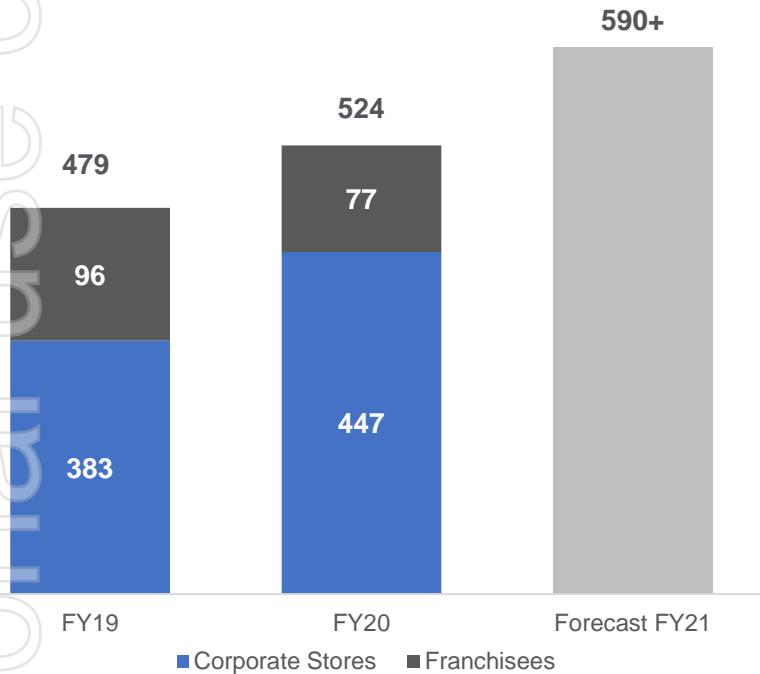
## Vertical and Owned Brands Sales



# Store growth

- New store openings ahead of plan
- On track to open approximately 80 new stores including new concepts in FY2021
- Potential closure of up to 15 stores where sustainable forward rents cannot be agreed
- Strong performance from new stores continues

Store Network<sup>1</sup>



<sup>1</sup> Net after store closures



Subtype Auckland store



- Very pleased with PIVOT performance to date
- Strong support from brand partners
- Digital platform launched in Q2 FY21
- Launch of PIVOT Shellharbour (NSW) in June, Highpoint (VIC) in October and Ballarat (VIC) in November. Stores trading ahead of expectations.
- 15 stores signed to open by June 2021
- Development of vertical products and brands a significant opportunity
- **Potential for up to 100 stores**



Pivot Highpoint store

# Stylerunner

- Performance since the acquisition has been outstanding
- Q1 sales up 60.9% on prior year. Q1 gross margin \$ up 153% on prior year.
- Launched first TVC during Q4 FY20
- New website launched in October 2020
- First store opened in Armadale, performance to date strong. Signed an additional 3 stores.
- Accelerated development of vertical Stylerunner product.



Stylerunner Armadale store

# Trading update

- Trade to date is well ahead of expectations driven by continued digital growth, strong store reopening in Victoria and ongoing strong trade in other states and New Zealand
- LFL sales as at week 20 of 1.3%. **Excluding Victoria and Auckland lockdowns, 15.7%.**
- Digital sales as at week 20 are up 129% on prior year
- The lockdown and forced closures in Auckland and Melbourne between July and October impacted sales by \$39m compared to prior year
- On track to open approximately 80 new stores
- Strong performance in Stylerunner and PIVOT with new stores in these banners trading ahead of expectations



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# Formal Business



## Item 1: Financial statements and reports

- To receive and consider the Company's Financial Report, together with the Directors' Report and Auditor's Report, for the year ended 28 June 2020.

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## Item 2 – Adoption of the Remuneration Report

To consider and, if thought fit, pass the following resolution as **ordinary resolution**:

*“That the Remuneration Report as set out in the Annual Report of the Company for the year ended 28 June 2020 be adopted”*

<b>For</b>	<b>Against</b>	<b>Open</b>
105,358,356	126,674,258	2,422,947
44.93%	54.03%	1.04%

### Item 3a – Re-election of Mr Michael Hapgood

To consider and, if thought fit, pass the following resolution as **ordinary resolution**:

*“That Mr Michael Hapgood, who retires in accordance with rules 22.1 of the Company’s Constitution, and being eligible for re-election, be re-elected as a Director of the Company”*

<b>For</b>	<b>Against</b>	<b>Open</b>
350,043,052	1,232,953	2,416,367
98.97%	0.35%	0.68%

### Item 3b – Election of Mr Joshua Lowcock

To consider and, if thought fit, pass the following resolution as **ordinary resolution**:

*“That Mr Joshua Lowcock who, having been appointed as a Director of the Company on 28 November 2019 in accordance with rule 21.2.1 of the Company’s Constitution, retires in accordance with ASX Listing Rule 14.4, and being eligible for election, be elected as a Director of the Company”*

For	Against	Open
248,556,890	112,374,847	2,453,594
68.41%	30.92%	0.67%



## Item 4 – Grant of Performance Rights to a Director and related party, Mr Daniel Agostinelli

To consider and, if thought fit, pass the following resolution as an **ordinary resolution**:

*“That, for the purposes of section 200B of the Corporations Act, ASX Listing Rule 10.14 and for all other purposes, shareholders approve the grant by the Company to Mr Daniel Agostinelli of 1,222,930 Performance Rights as outlined in the Explanatory Statement which accompanies and forms part of this Notice”*

<b>For</b>	<b>Against</b>	<b>Open</b>
338,916,926	4,454,641	2,385,786
98.02%	1.29%	0.69%

## Item 5 – Amendments to Constitution

To consider and, if thought fit, pass the following resolution as a **special resolution**:

*“That, for the purposes of section 136(2) of the Corporations Act, the Constitution of the Company be amended as outlined in the Explanatory Statement which accompanies and forms part of this Notice”*

<b>For</b>	<b>Against</b>	<b>Open</b>
227,096,832	34,747,227	2,460,939
85.92%	13.15%	0.93%

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# Formal business

## Item 6: Resolution to spill the Board (conditional item)

Subject to and conditional on at least 25% of the votes validly cast on the resolution to adopt the Remuneration Report for the year ended 28 June 2020 (proposed in Item 2) being cast against that resolution, to consider and, if thought fit, pass the following resolution as an **ordinary resolution**:

*“That:*

- an extraordinary general meeting of the Company (the ‘Spill Meeting’) be held within 90 days of the passing of this resolution;*
- all of the Directors who were Directors of the Company when the resolution to make the directors’ report for the year ended 28 June 2020 was passed (other than the chief executive officer), and who remain in office at the time of the Spill Meeting, cease to hold office immediately before the end of the Spill Meeting; and*
- resolutions to appoint persons to offices that will be vacated immediately before the end of the Spill Meeting be put to the vote at the spill meeting”*

For	Against	Open
8,669,221	220,136,282	2,405,478
3.74%	95.21%	1.05%

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This presentation contains general background information about Accent Group's current activities and provides additional comment on, and should be read in conjunction with, the FY20 Annual Report and accompanying information released to the market on 26 August 2020.

The information is a summary only and is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. Investors should assess their own individual financial circumstances and seek independent advice before making any investment decision.

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