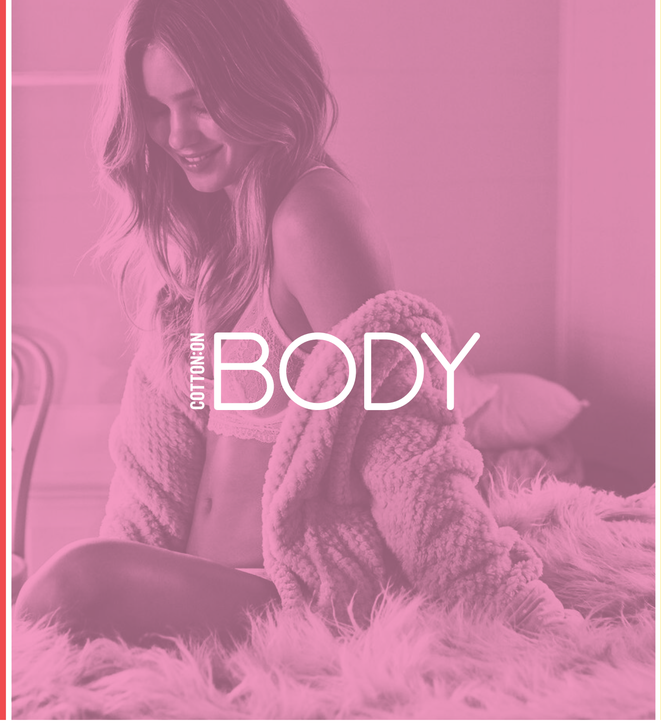
NAB Speaker Series.

MICHAEL HARDWICK
Chief Financial Officer, Cotton On Group

COTTON ON GROUP™

COTTON:ON

COTTON:ON
KIDS


COTTON:ON
BODY

FACTORIE

rubi

Typo

supré
tokyo
london

COTTON ON
FOUNDATION
empowering youth

Retail Landscape Today

COTTON ON GROUP™

Vision + Strategy

COTTON ON GROUP™

Our Ever Better Journey

COTTON ON GROUP™

OUR PURPOSE

We exist to make a positive difference in people's lives.

OUR VISION

To become one of the most loved brands in the world.

OUR STRATEGY

We obsess about delivering everyday products with a twist and experiences that are genuine and confident. We do this with absolute discipline to our economic engine.

Our Strategic Drivers

PEOPLE

CUSTOMER EXPERIENCE

PRODUCT

ECONOMIC ENGINE

Our Flywheel

We sense what the customer wants

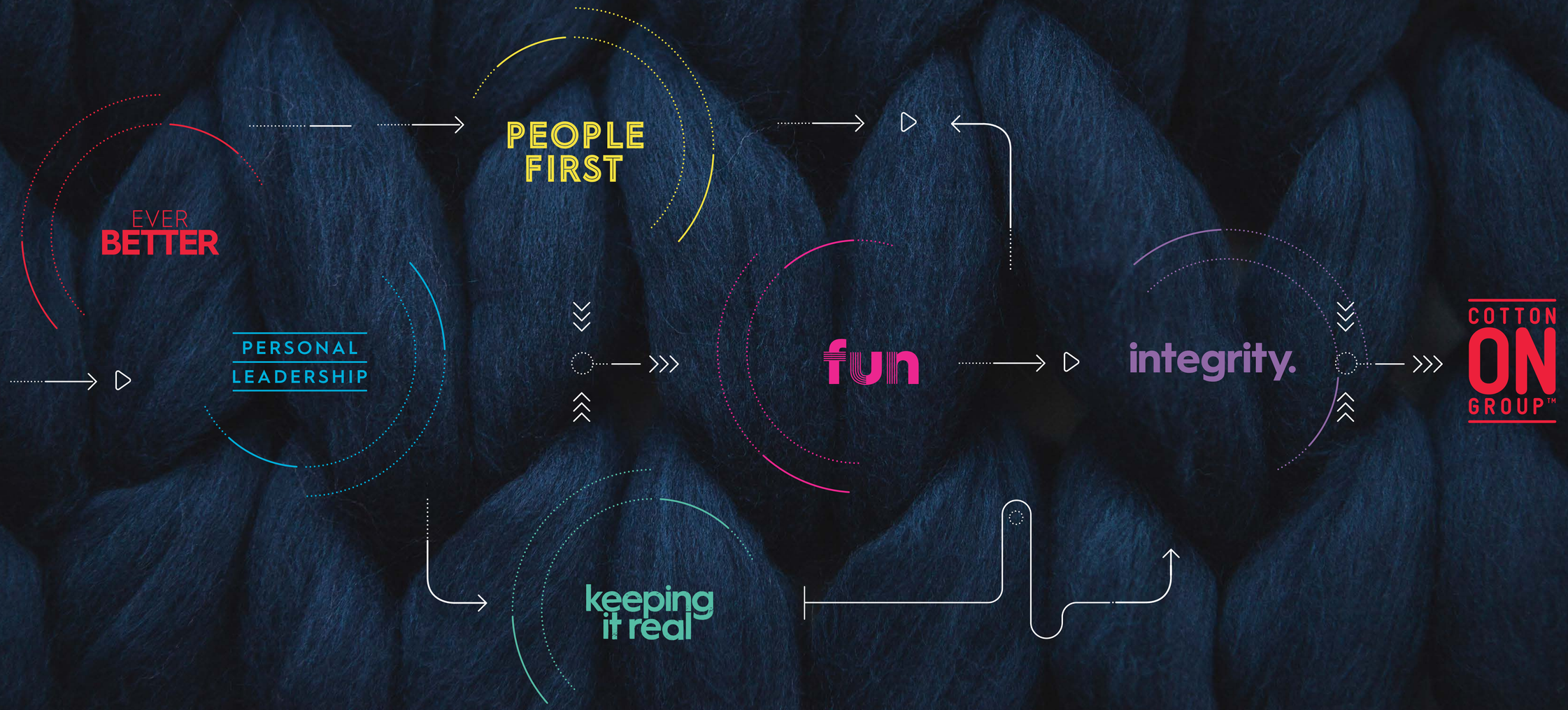
We draw in people we love and who love us

TO BE ONE OF THE MOST LOVED BRANDS IN THE WORLD.

We take action, and adapt quickly

We go big

Our Values


EVER
BETTER
PERSONAL
LEADERSHIP
PEOPLE
FIRST
fun
integrity.
keeping
it real
COTTON
ON
GROUP™

Purpose

Vision

Strategy

COTTON ON GROUP™

COTTON:ON KIDS BODY FACTORIE rubi Typo supré COTTON ON FOUNDATION

Ethical Framework

Values

Beliefs

Governing Principles

People + Performance

COTTON ON GROUP™

Wellbeing

Culture

Balance

Development

Us in numbers

Team tenures

5+ years **1,114**

10+ years **74**

Team
23% male

Team
77% female

77.8%
success rate of parents returning to work

1,210 kids school holiday places

23 average
age of team members

In 2017
Over 700
internal promotions

40,000+ pieces of fruit a year

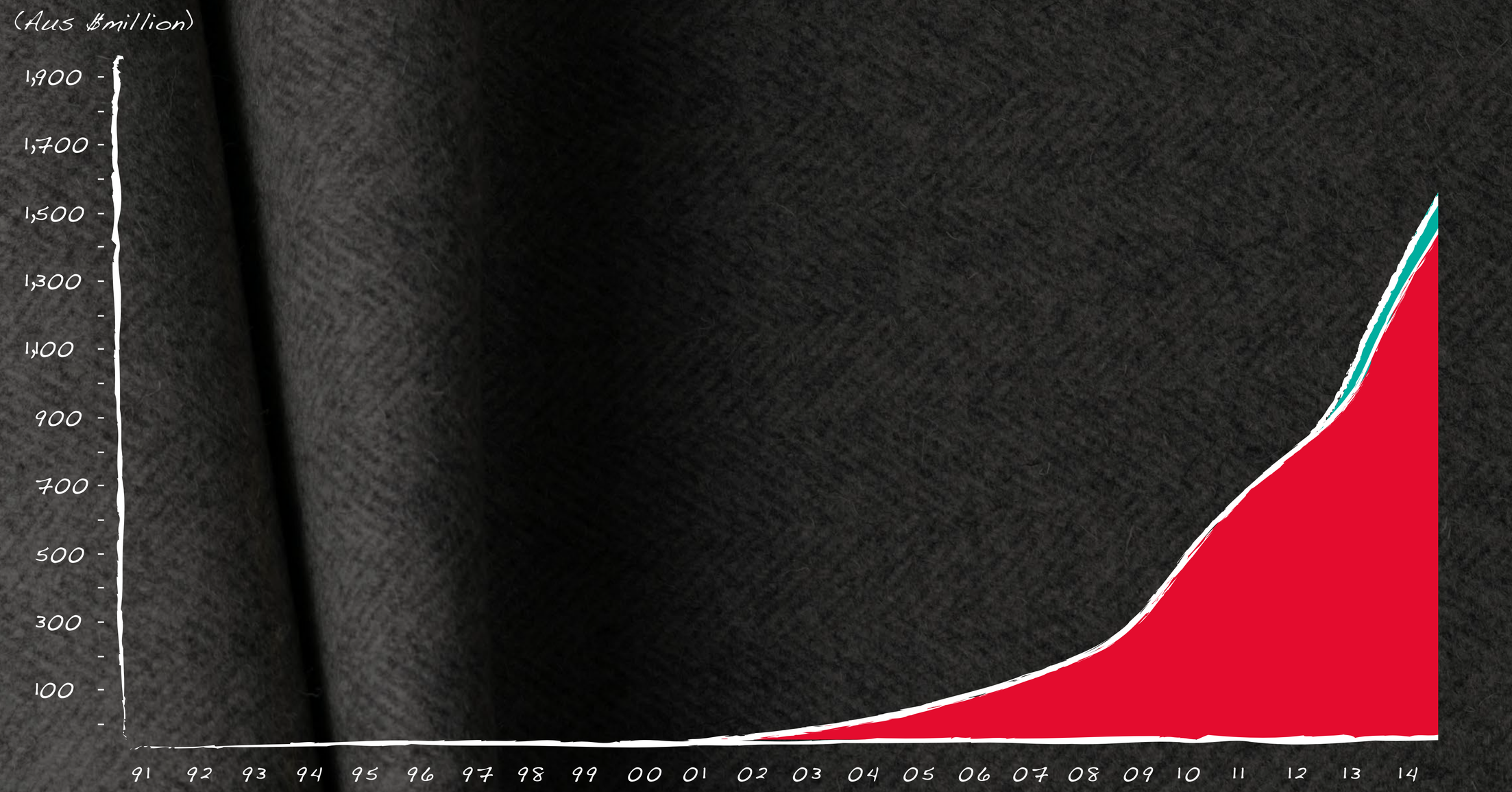
400+ PT sessions weekly

1000+ dogs visit Global Support Centres per year

Growth Culture

COTTON ON GROUP™

Global Sales Growth



1991-2005

People

2000

Stores

75

Brands

COTTON:ON

COTTON:ON KIDS

Countries

1

AUSTRALIA

2006-present

People

22,000+

Stores

1400+

Brands

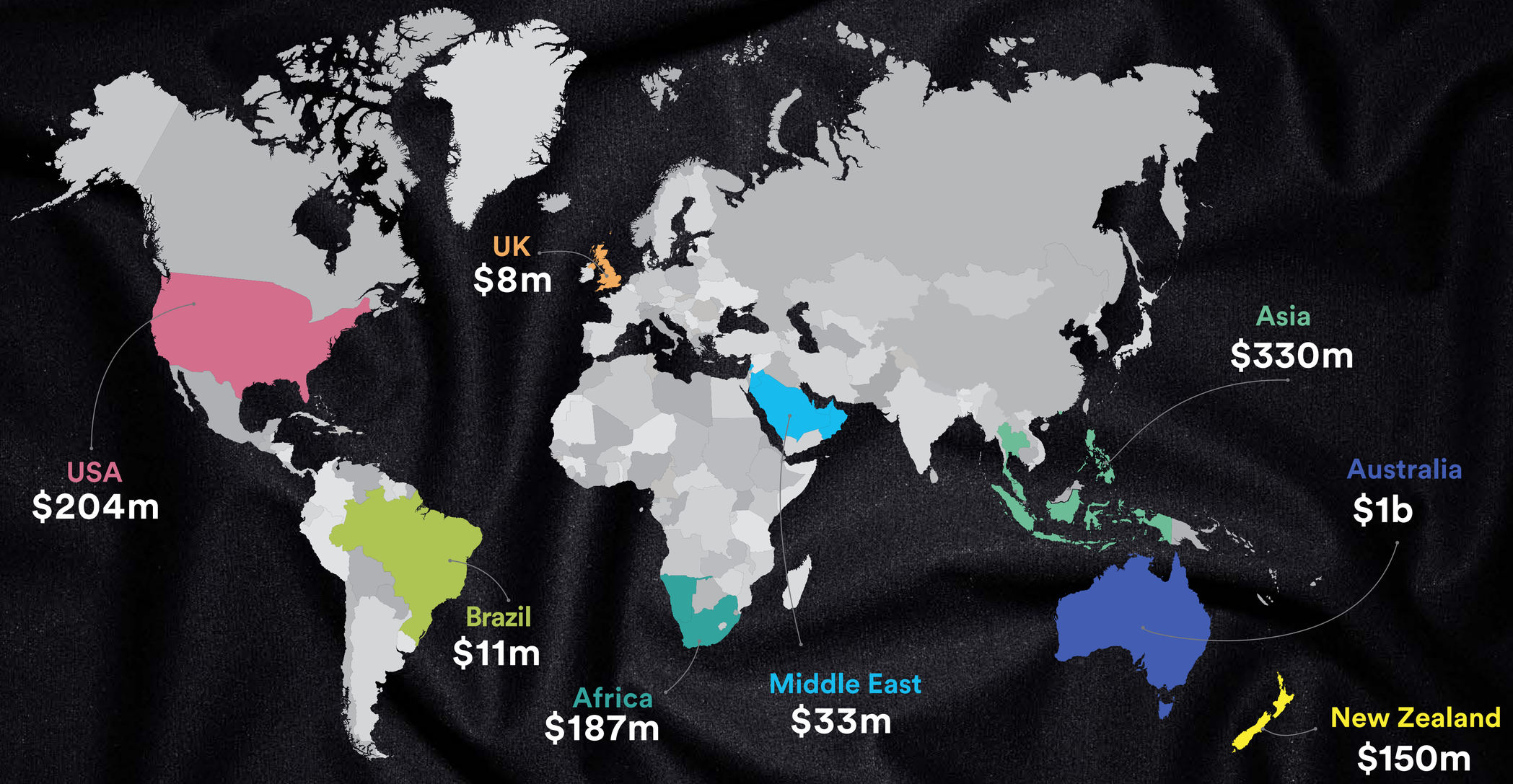
COTTON:ON
COTTON:ON KIDS
COTTON:ON BODY
FACTORIE
rubi
Typo
supré
COTTON ON FOUNDATION empowering youth

Countries

18

AU, NZ, SING, HK, MALAYSIA, USA, UAE, SA, PHIL, THAI, BRAZIL, UK, QATAR, INDO, LEBANON, OMAN, SAUDI ARABIA, NAMIBIA

Global sales by region FY17 (AUS)



Positive Impact
COTTON
ON
GROUP™

Environment

30% MORE SUSTAINABLE COTTON IN OUR SUPPLY CHAIN

2300+ COTTON FARMERS LIVELIHOODS IMPROVED

JOINED THE ALLIANCE FOR WATER STEWARDSHIP

700 TONNES KWALE COTTON HARVESTED IN 2017 = 1.8 MILLION T-SHIRTS

REMOVAL OF ALL PLASTIC POINT OF SALE BAGS BY 2018

Ethical Sourcing

COTTON ON GROUP™

A- Baptist World Aid 2017 ETHICAL FASHION REPORT

TRACEABILITY SUPPLY CHAIN

35% Raw Materials

67% Fabrics & Mills

70% Inputs

100% CMT

Signatory to the Bangladesh Fire and Safety Accord

1000+ Audits in 2017

20K+ FREE HEALTHCARE
FOR FACTORY WORKERS

Looking to the future

COTTON ON GROUP™

100%

MORE SUSTAINABLE COTTON BY 2021

10,000

FARMERS LIVELIHODS IMPROVED BY 2020

50%

WOMEN IN LEADERSHIP ROLES

100%

TRACEABILITY

COTTON ON
FOUNDATION
empowering youth

Every 3 seconds a
Cotton On Foundation
product is sold globally.

COTTON ON FOUNDATION
empowering youth

10,000 quality education places

3 health centres
110,000+ patients

353 babies delivered

5,030 **school meals daily**

300 teachers trained

19 university graduates

260,000L rainwater tanks

1,823 immunisations given

Polio, Diphtheria, Pertussis Tetanus and Measles

Thank you

COTTON ON GROUP™