FIRST HALF RESULTS FY22

9TH DECEMBER 2021

AGENDA

Introduction – Kenny Wilson, CEO

Financials – Jon Mortimore, CFO

First half review – Kenny Wilson, CEO

STRONG FIRST HALF

DELIVERING AGAINST DOCS STRATEGY

REVENUE UP 24% DRIVEN BY STRONG DTC PERFORMANCE

SUCCESSFUL CONVERSION OF ITALY AND IBERIA

CONFIDENT IN ACHIEVING MARKET EXPECTATIONS

CUSTODIAN *noun*

Definition:

A person who is responsible for protecting or taking care of something or keeping it in great condition.

DOCS STRATEGY DELIVERING RESULTS

OUR PURPOSE IS TO EMPOWER REBELLIOUS SELF-EXPRESSION
OUR RESPONSIBILITY IS TO ACT AS BRAND CUSTODIANS, ALWAYS FOCUSING ON LONG-TERM VALUE
THIS IS WHERE DR. MARTENS IS HEADING. THIS IS WHAT WE'RE WORKING TOWARDS TOGETHER

D	O	C	S
DTC ACCELERATION	OPERATIONAL EXCELLENCE	CONSUMER CONNECTION	SUSTAINABLE GLOBAL GROWTH
CONTROL OUR OWN DESTINY	UNLOCK VALUE & ENABLE GROWTH	BUILD MEANINGFUL RELATIONSHIPS WITH CONSUMERS	GROW OUR BUSINESS IN THE RIGHT WAY

AGENDA

Introduction – Kenny Wilson, CEO

Financials – Jon Mortimore, CFO

First half review – Kenny Wilson, CEO

FINANCIAL OVERVIEW: FIRST HALF FY22

Group revenue up 24% CC

DTC Revenue mix up 6pts to 40%

EBITDA £88.8m up 17% CC

Gross margin up 2.8pts to 61.3%

Supply chain disruption delayed c.£20m revenue into H2

Adj. Operating Cash flow £53.7m

Payment of inaugural dividend of 1.22p, 25% payout

Confident in achieving market expectations

Medium-term outlook unchanged

GOOD PROGRESS IN FIRST HALF

(£m)	H1 FY22	H1 FY21	% change Actual	% change Constant Currency	% change vs LY-1 Actual
Pairs (m)	6.3	5.6	*13%*	*13%*	*32%*
Revenue	**369.9**	**318.2**	***16%***	***24%***	***38%***
Gross Margin	226.6	186.3	*22%*	*31%*	*46%*
OPEX	(137.8)	(100.0)	*(38%)*	*(42%)*	*(56%)*
EBITDA[1]	**88.8**	**86.3**	***3%***	***17%***	***33%***
Gross Margin %	*61.3%*	*58.5%*	*+2.8pts*	*+3.7pts*	*+3.5pts*
EBITDA Margin %	*24.0%*	*27.1%*	*-3.1pts*	*-1.3pts*	*-0.8pts*
Adjusted PBT[1]	**61.3**	**44.9**	***37%***		***105%***

- **Volume-led growth**
- **Gross margin expansion due to increased DTC mix**
- **EBITDA up 17% CC**
- **EBITDA margin in line with expectations**

[1] Before exceptional items of £nil (H1 FY21: £3.0m).

IMPROVING DTC MIX

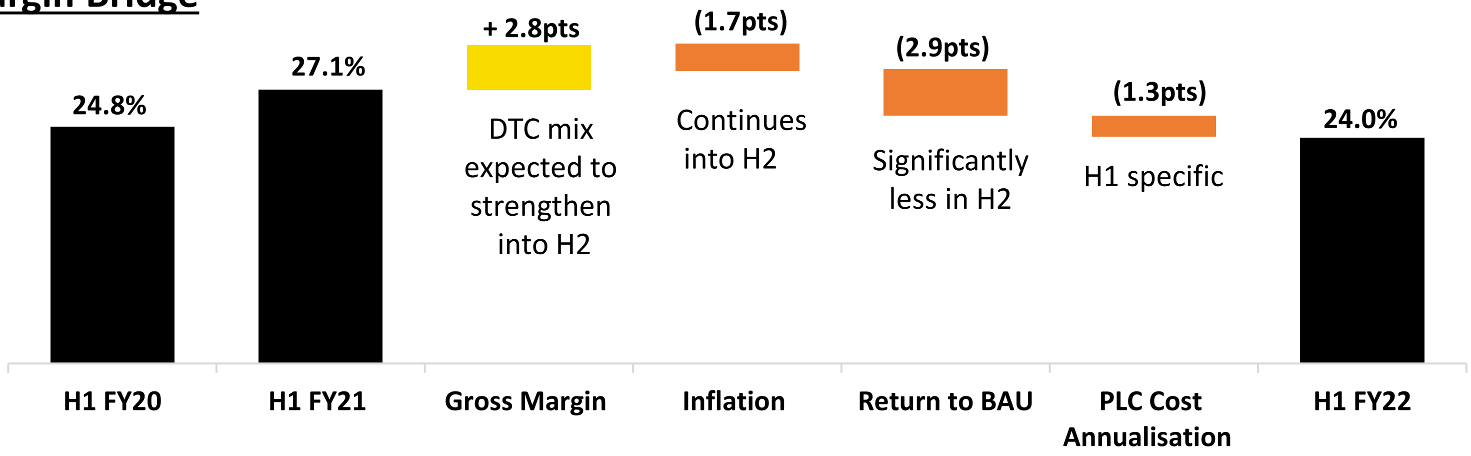
(£m)	H1 FY22	H1 FY21	*% change* Actual	*% change* Constant Currency	*% change* vs LY-1 Actual
Ecommerce	82.6	75.3	*10%*	*16%*	*117%*
Retail	65.9	34.3	*92%*	*101%*	*2%*
DTC	**148.5**	**109.6**	***35%***	***43%***	***45%***
Wholesale[1]	221.4	208.6	*6%*	*13%*	*33%*
Total	**369.9**	**318.2**	***16%***	***24%***	***38%***
DTC mix	*40%*	*34%*	*+6pts*	*+5pts*	*+2pts*
Ecommerce mix	*22%*	*24%*	*(2pts)*	*(2pts)*	*+8pts*
Opened own stores	*13*	*10*			
Wholesale accounts(k)[1,2]	*2.3*	*1.8*			

- **Good growth in ecommerce, doubled on a two year basis**
- **Strengthening retail recovery as we progressed through the half**
- **Wholesale performance most impacted by supply chain disruption; £20m revenue delayed into H2**
- **Increase in wholesale accounts (+0.5k) due to conversion of Italy and Iberia[3]**
- **Opened 13 new stores taking own store estate to 147**

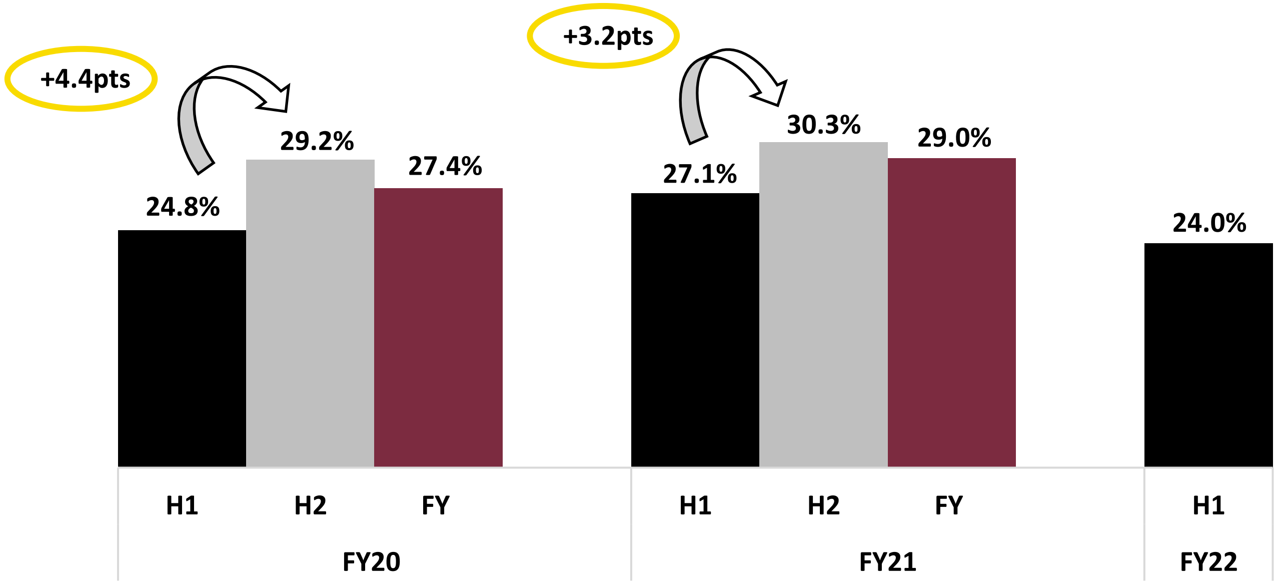
[1] Including distributors
[2] The H1 FY21 figure is as at end FY21
[3] Following conversion, wholesale accounts are directly controlled, as opposed to through a distributor. 0.5k is a net figure after closing c.0.9k

FULL YEAR EBITDA MARGIN EXPECTATIONS UNCHANGED

EBITDA Margin Bridge

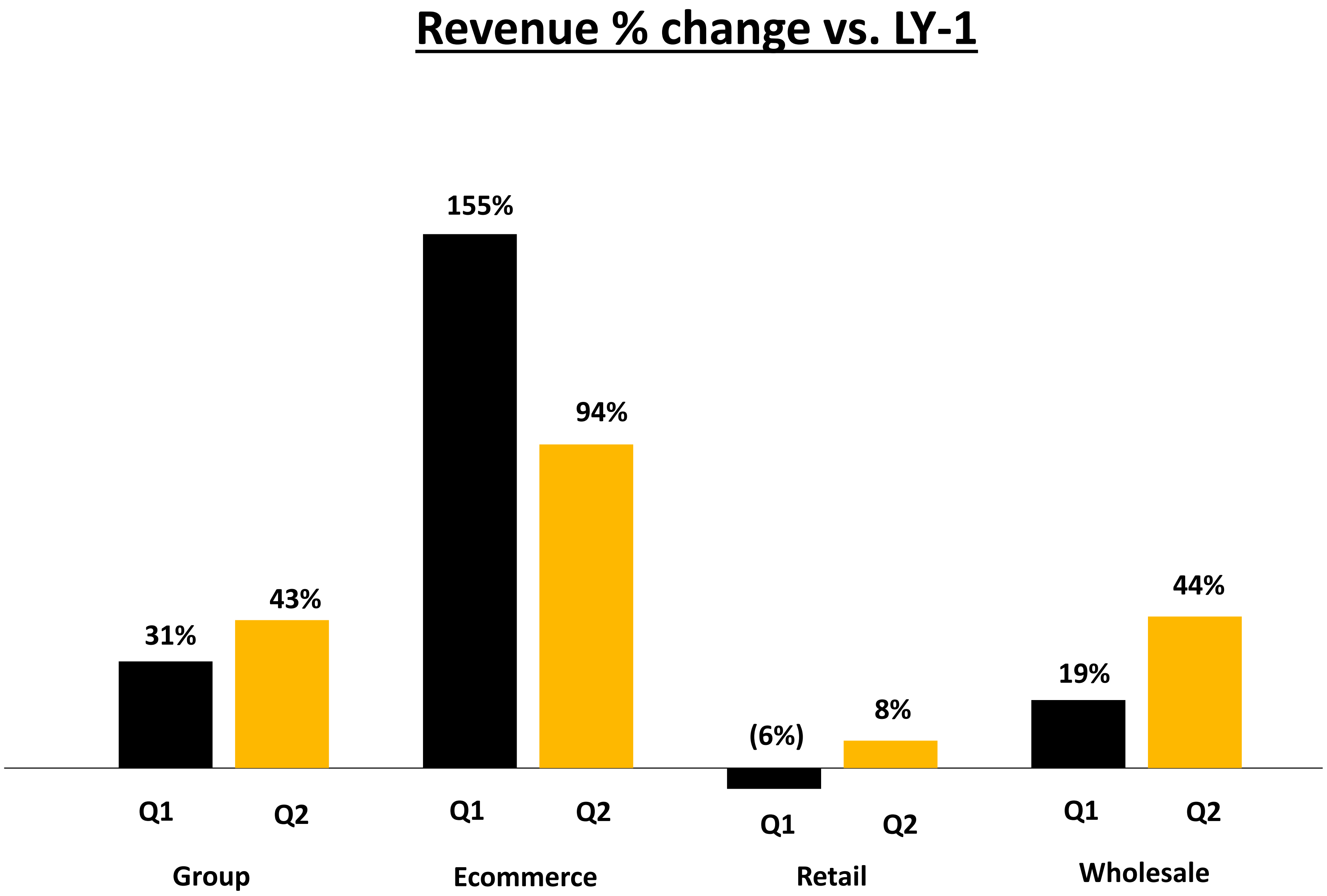


H2 margins typically higher than H1



- H2 trading pattern typically results in stronger margins due to higher DTC mix
- Positive DTC mix expected to strengthen in H2
- Return to BAU not expected to materially dilute H2
- PLC costs already in H2 FY21, therefore no impact in H2 FY22
- Remain on a journey to 30% EBITDA margin in the medium term

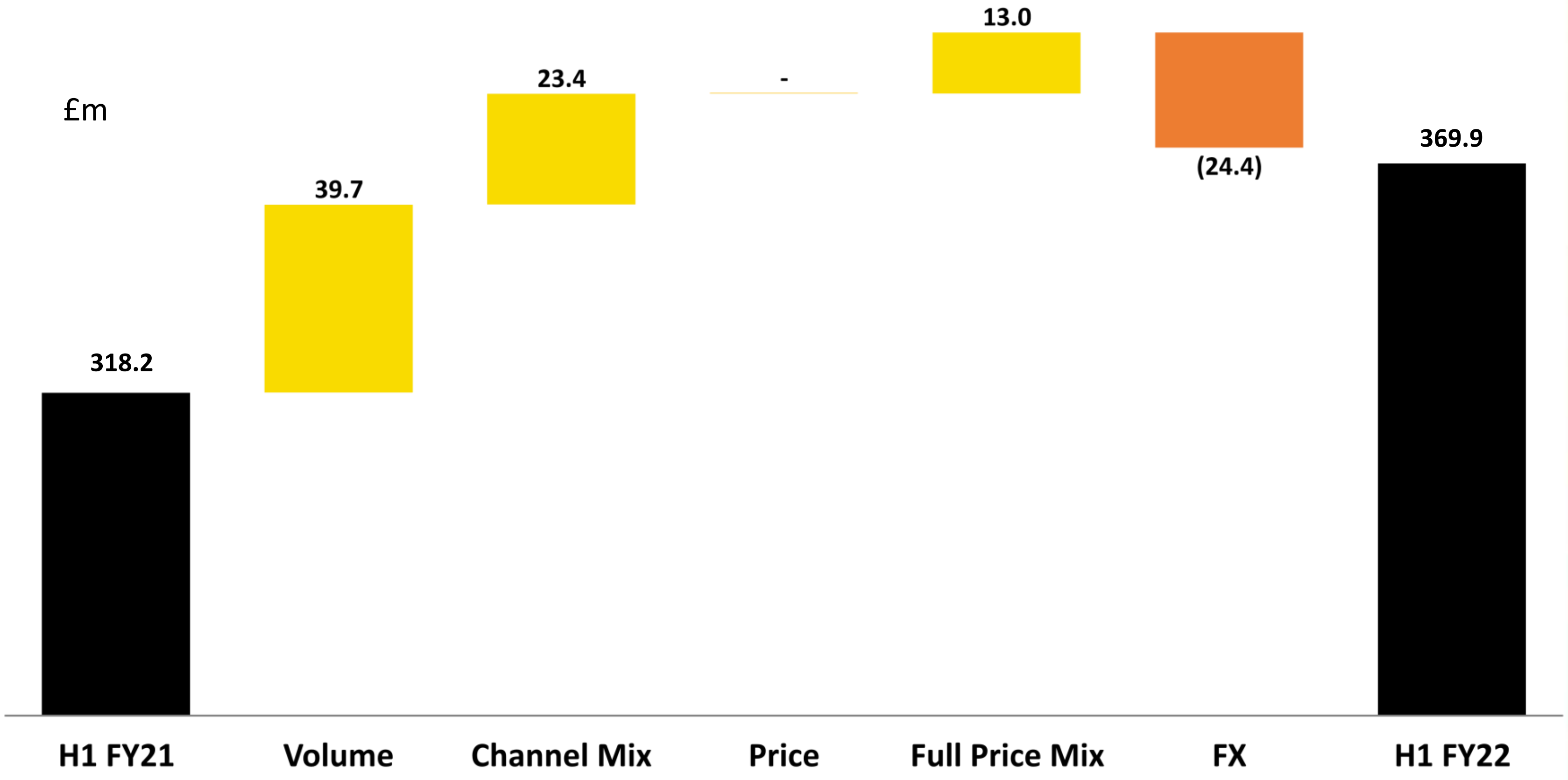
IMPROVING QUARTERLY PERFORMANCE



- Group performance strengthened through the half
- Ecommerce growth remains very strong
- Retail grew in Q2 as stores reopened and traffic began to recover
- Wholesale growth improved despite impact from supply chain disruption

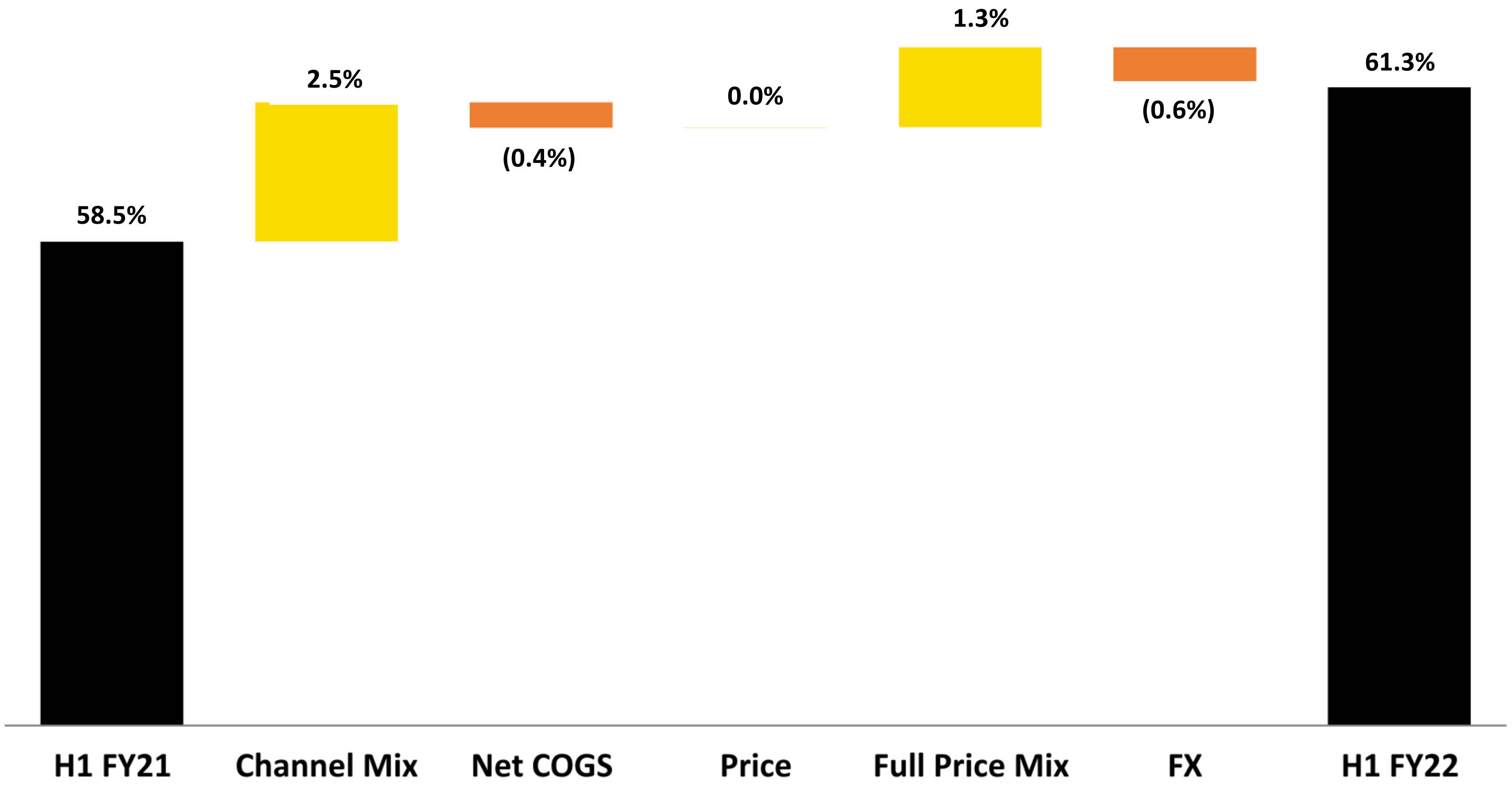
Chart shows actual currency revenue % change compared to H1 FY20

REVENUE DRIVEN BY VOLUME AND INCREASED DTC



- **Volume the main driver of revenue growth**
- **DTC mix up 6pts to 40% in line with strategy**
- **Full Price Mix: in FY21, working with wholesale partners, we agreed not to ship certain seasonal product due to covid impacts. This resulted in a larger end of season sale in our ecommerce channel in FY21**

GROSS MARGIN DRIVEN BY DTC MIX INCREASE

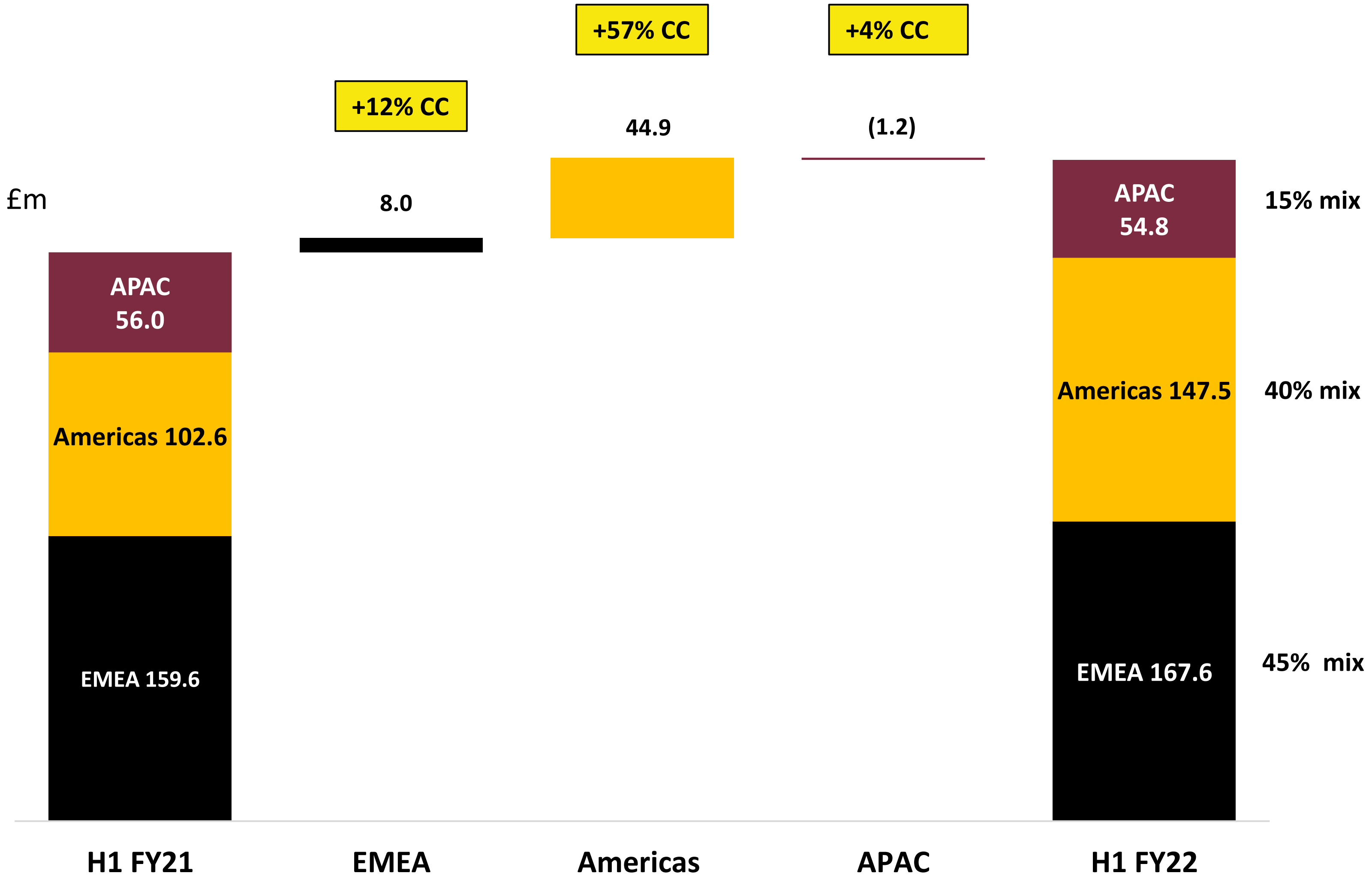


- **Gross Margin up 2.8pts driven by DTC mix increase**
- **Incremental freight costs and inflation mitigated by supply chain savings**
- **Positive full price mix- previously described**

MITIGATING GLOBAL SUPPLY CHAIN DISRUPTION

- Entered the year with planned higher continuity product inventory levels as we maintained orders through the pandemic in FY21
- Long-term supplier relationships and geographic spread reduced overall impact
- Unique nature of welted production methods and co-investment in machinery preserves capacity
- South Vietnam (33% capacity) closed for c.3months, widespread shipping delays and US port congestion
- Prioritised inventory towards DTC and our 7 priority markets
- c.£20m revenue delayed from Q2 into H2; largely US wholesale

85% OF REVENUE FROM AMERICAS AND EMEA



- Americas the primary driver of revenue growth in H1
- EMEA growth impacted by timing of re-opening of retail; remains the biggest region
- Smaller APAC region delivered positive growth in constant currency terms with significant covid impacts

Above graph is in actual currency

EMEA PERFORMANCE DRIVEN BY STORES RE-OPENING

(£m)	H1 FY22	H1 FY21	% change Actual	% change Constant Currency
Revenue	167.6	159.6	*5%*	*12%*
EBITDA	**55.2**	**53.8**	***3%***	***15%***
EBITDA Margin	*32.9%*	*33.7%*	*(0.8pts)*	*+0.7pts*
New own stores	*9*	*6*		

- **Good ecommerce performance**
- **UK stores re-opened through April; continental Europe in May and June**
- **Conversion of Italy and Iberia completed, unlocking multi-year growth opportunity. Continued good growth in Germany**
- **4 new stores in Germany and first store in Spain**

AMERICAS PERFORMANCE VERY STRONG

(£m)	H1 FY22	H1 FY21	*% change* Actual	*Constant Currency*
Revenue	147.5	102.6	*44%*	*57%*
EBITDA	**40.0**	**28.9**	***38%***	***67%***
EBITDA Margin	*27.1%*	*28.2%*	*(1.1pts)*	*+2.2pts*
New own stores	*3*	*2*		

- **Very strong performance across all channels**
- **Retail stores open throughout the period and trading well**
- **Wholesale impacted by supply chain disruption and shipping delays; c.£15m revenue delayed from Q2 into H2**

APAC PERFORMANCE IMPACTED BY COVID

(£m)	H1 FY22	H1 FY21	*% change* Actual	*% change* Constant Currency
Revenue	54.8	56.0	*(2%)*	*4%*
EBITDA	**10.7**	**13.5**	***(21%)***	***(20%)***
EBITDA Margin	*19.5%*	*24.1%*	*(4.6pts)*	*(6.5pts)*
New own stores	*1*	*2*		
Own concessions	*40*	*49*		

- **Japan remains our largest market with continued covid restrictions impacting performance**
- **Australia and China also impacted by covid**
- **EBITDA impacted by investment in people, together with support infrastructure ahead of global ERP rollout in Hong Kong**

ADJUSTED EARNINGS PER SHARE UP 45%

(£m)	H1 FY22	H1 FY21	% change Actual	% change Constant Currency
EBITDA[3]	**88.8**	**86.3**	***3%***	***17%***
Depreciation & amortisation[1]	(18.0)	(18.4)	*2%*	
FX gains/ (losses)	(2.1)	(0.1)	*n/a*	
Finance expense – Prefs	-	(17.2)	*n/a*	
– Other[2]	(7.4)	(5.7)	*(30%)*	
Adjusted profit before tax[3]	**61.3**	**44.9**	***37%***	
Exceptional items	-	(3.0)	*n/a*	
Profit before tax	**61.3**	**41.9**	**46%**	
Tax expense	(12.7)	(12.4)	*(2%)*	
Profit after tax	**48.6**	**29.5**	***65%***	
EPS - Basic (p)	4.8	3.0	*60%*	
- Adjusted[3] (p)	4.8	3.3	*45%*	
Dividend per share (p)	1.22	-	*n/a*	

- **PBT up 46%**
- **Adjusted PBT up 37%**
- **Tax expense 20.7%**
- **Payment of inaugural dividend in February at 25% payout ratio**

[1] Including depreciation of ROU assets
[2] Including interest on bank debt, amortisation of loan issue costs and interest on leases
[3] Excluding exceptionals

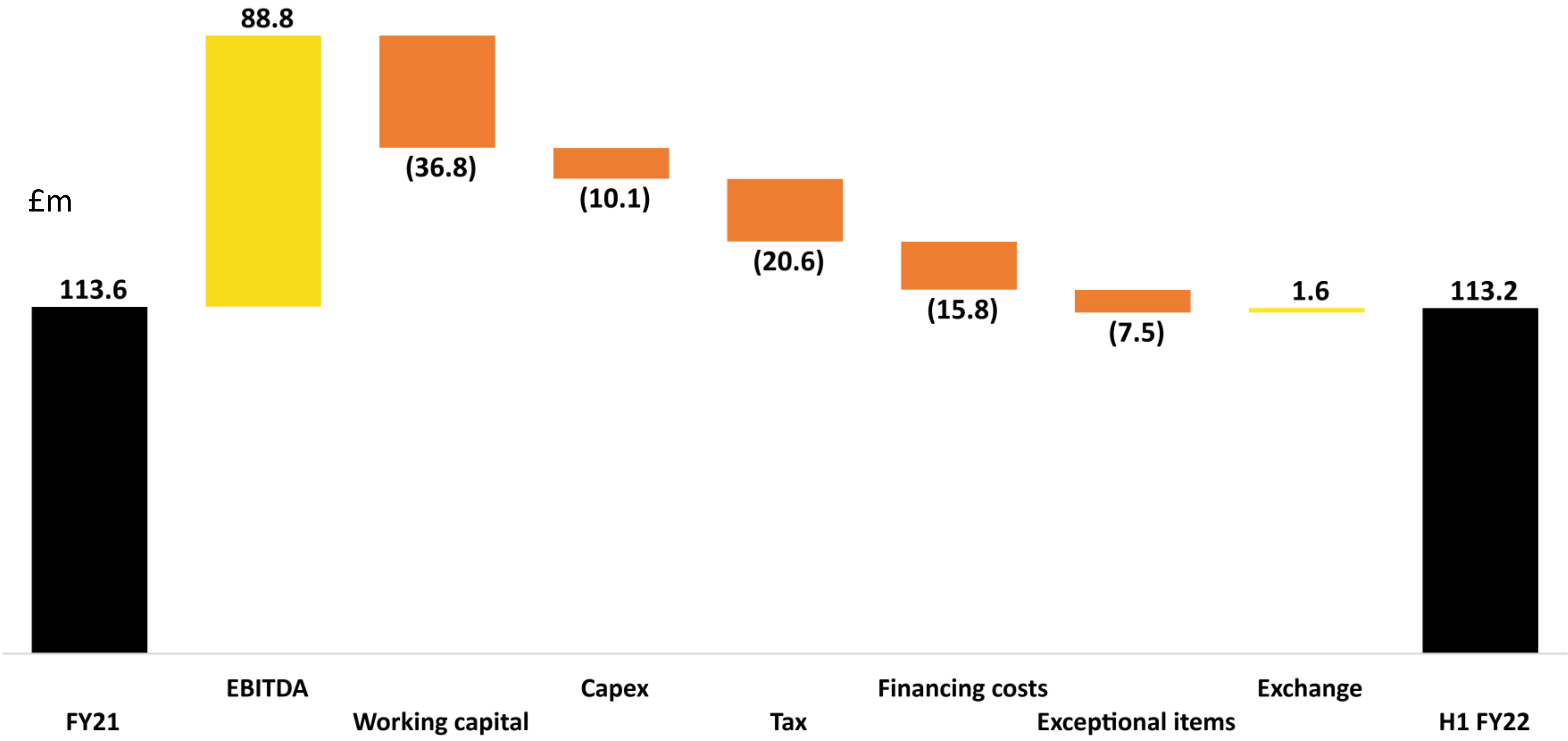
GOOD OPERATING CASH GENERATION

(£m)	H1 FY22	H1 FY21
EBITDA[1]	88.8	86.3
Change in working capital	(38.6)	(8.9)
Share-based payments	1.8	-
Capex	(10.1)	(8.2)
Operating cash flow[1]	**41.9**	**69.2**
% conversion	*47%*	*80%*
Impact of payment timing changes	11.8	(41.1)
Normalised operating cash flow	**53.7**	**28.1**
Normalised % conversion	*60%*	*33%*

- **Partnership approach to supplier relationships**
- **In FY21, in exchange for not cancelling orders, payment terms were temporarily extended by 30 days**
- **H1 FY22 we temporarily accelerated payment terms by 30 days in order to support certain strategic partners**
- **When adjusted for these payment timing changes, conversion was 60%**

[1] *Excluding exceptionals*

CASH FLOW BRIDGE



- **Working capital outflow due to investment in inventory**
- **Exceptional items relate to IPO charges booked in FY21**
- **Expected cash swing did not materialise due to timing of inbound inventory. Guidance of typical c.£100m cash swing in H1 going forwards remains unchanged**
- **Full year guidance unchanged at around 1x leverage**

OUTLOOK

CURRENT TRADING

- Retail momentum continuing to strengthen
- Ecommerce positive, in line with H1
- Gradual improvement in US wholesale shipments

FY22

- Confident in achieving market expectations
- Technical guidance on page 42

FY23 ONWARDS

- Overall guidance given at IPO remains unchanged
- EMEA and Americas AW22 price increase to broadly offset COGS inflation

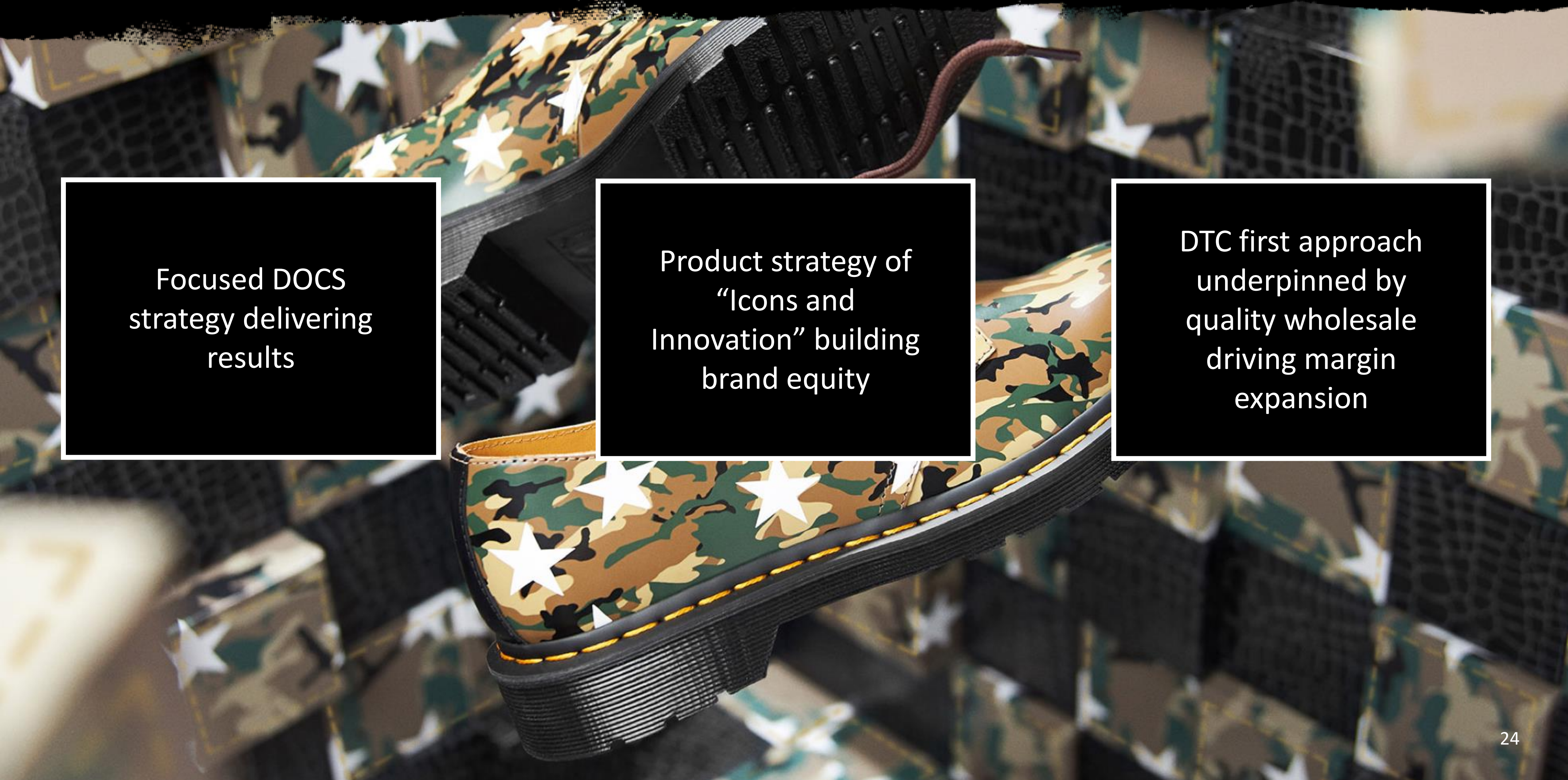
AGENDA

Introduction – Kenny Wilson, CEO

Financials – Jon Mortimore, CFO

First half review – Kenny Wilson, CEO

FIRST HALF REVIEW



Focused DOCS strategy delivering results

Product strategy of “Icons and Innovation” building brand equity

DTC first approach underpinned by quality wholesale driving margin expansion

DOCS STRATEGY DELIVERING RESULTS

GOALS

OUR PURPOSE IS TO EMPOWER REBELLIOUS SELF-EXPRESSION
OUR RESPONSIBILITY IS TO ACT AS BRAND CUSTODIANS, ALWAYS FOCUSING ON LONG-TERM VALUE
THIS IS WHERE DR. MARTENS IS HEADING. THIS IS WHAT WE'RE WORKING TOWARDS TOGETHER

	D	O	C	S
	DTC ACCELERATION	OPERATIONAL EXCELLENCE	CONSUMER CONNECTION	SUSTAINABLE GLOBAL GROWTH
WHAT	CONTROL OUR OWN DESTINY	UNLOCK VALUE & ENABLE GROWTH	BUILD MEANINGFUL RELATIONSHIPS WITH CONSUMERS	GROW OUR BUSINESS IN THE RIGHT WAY
FOCUS AREAS	■ Fuel ecommerce growth ■ Drive retail growth ■ Elevate the brand across all touchpoints	■ Build a best-in-class integrated supply chain ■ Transform IT into a key business enabler	■ Create deeper connections with more consumers ■ Continue to sharpen our product strategy ■ Accelerate our sustainability journey	■ Prioritise resource towards key global markets ■ Establish strong foundations in China ■ Grow quality wholesale

BUILD ORGANISATIONAL CULTURE AND CAPABILITY

RIGHT TEAM TO DRIVE THE STRATEGY

Kenny Wilson
CEO
2018

Jon Mortimore
CFO
2016

Emily Reichwald
General Counsel
2015

Geert Peeters
COO
2018

Adam Meek
CPO
2021

Ronald Garricks
CTO
2019

Sue Gannon
CHRO
2021

Erik Zambon
Strategy Director
2017

Lorenzo Moretti
EMEA President
2020

Derek Chan
APAC President
2019

Jennifer Somer
Americas President
2021

SEVEN PRIORITY MARKETS

AMERICAS

Growth across all channels, with DTC acceleration supported by strong wholesale

EMEA

UK & France: driving growth through DTC acceleration and quality wholesale

Germany & Italy: multi-year growth opportunity following conversion

APAC

Japan: starting to recover with good DTC growth opportunity

China: building foundations for long-term growth; new GM appointed

CELEBRATING SIXTY YEARS OF THE 1461

C PRODUCT INNOVATION DRIVING NEWNESS AND GROWTH

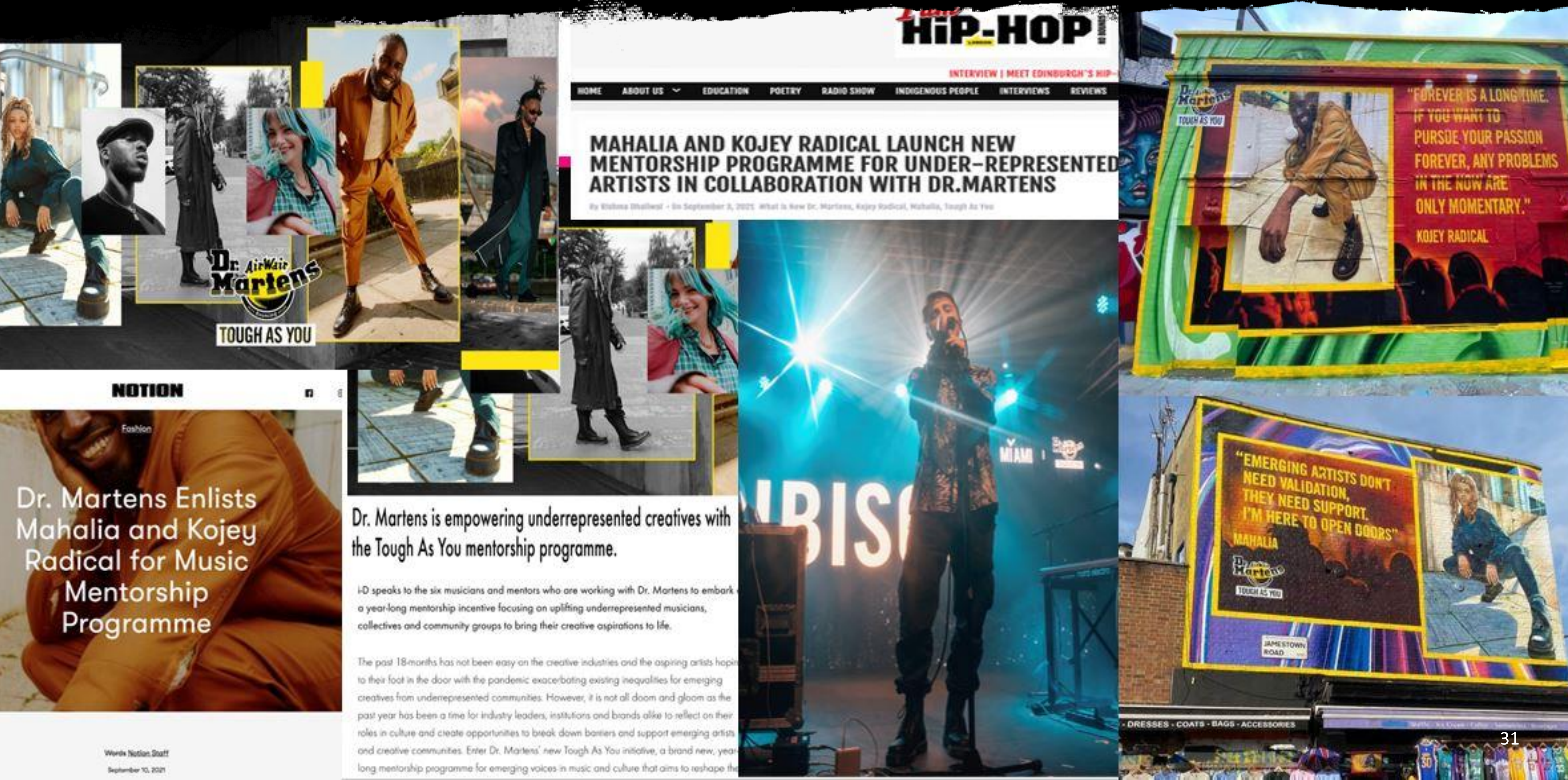






C SANDAL REVENUES UP 45%

C TOUGH AS YOU: EMPOWERING AND PROVIDING OPPORTUNITIES



HIGHLY ENGAGED SOCIAL COMMUNITY

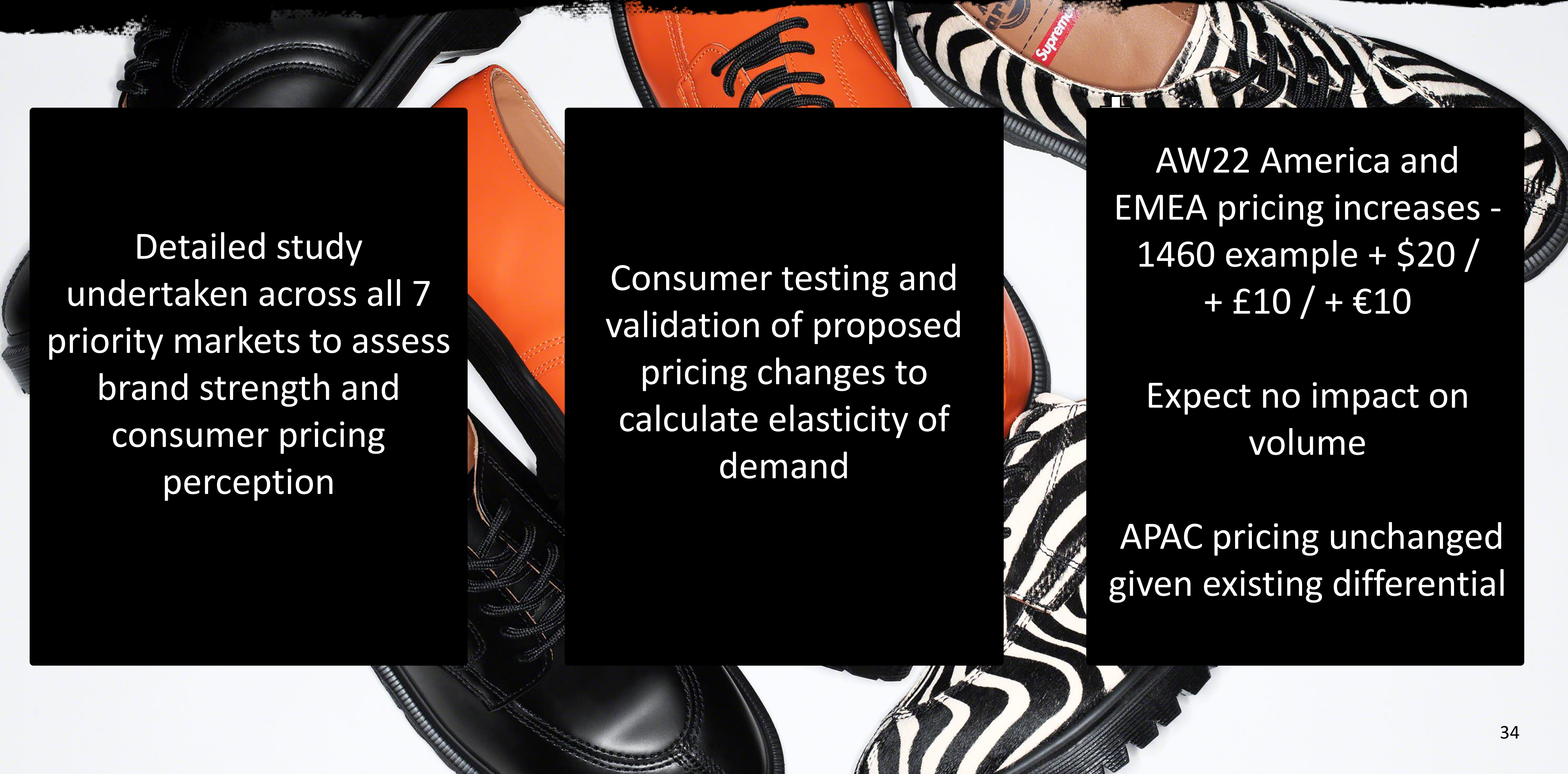
SUSTAINABILITY EMBEDDED IN DOCS

Building detailed sustainability roadmaps, metrics and KPIs

Committed to 1.5°C trajectory with Science Based Targets initiative

Innovative development work underway assessing sustainable materials

PRICING PLANS FOR AW22



Detailed study undertaken across all 7 priority markets to assess brand strength and consumer pricing perception

Consumer testing and validation of proposed pricing changes to calculate elasticity of demand

AW22 America and EMEA pricing increases - 1460 example + $20 / + £10 / + €10

Expect no impact on volume

APAC pricing unchanged given existing differential

D CONTINUOUSLY IMPROVING ECOMMERCE EXPERIENCE

Investment in upgrading platforms

Continually investing in digital team and capabilities

Accelerated testing and sprints to improve site experience and conversion

D NEW STORES – PROFITABLE BRAND BEACONS

Hamburg

Starfield Goyang Korea

Munich

Texas North Park

Liverpool relocation

Woodfield Chicago

D SUCCESSFUL CONVERSION OF ITALY AND IBERIA

- Wholesale account base reset leading to fewer doors but significantly improved brand presentation in market
- New store investments and increased marketing activity to drive brand awareness
- Immediate focus on driving Italy
- Conversion unlocks multi-year growth opportunity as we implement DOCS strategy

Italy.com website

DI TENDENZA

Rome

Top: Verona Bottom: Barcelona

QUALITY WHOLESALE FURTHER ELEVATING THE BRAND

footwearnews.com

Nordstrom Opens Immersive Dr. Martens Pop-Up in Flagship Store With Exclusive Merchandise and Live Music

BY TARA LARSON

Dr. Martens x Nordstrom Center Stage pop-up in Nordstrom's NYC flagship store.

Journeys, Nashville *Bodega L.A.* *Nordstrom NYC*

CONFIDENCE IN THE FUTURE

DELIVERING AGAINST DOCS STRATEGY

REVENUE UP 24% DRIVEN BY STRONG DTC PERFORMANCE

SUCCESSFUL CONVERSION OF ITALY AND IBERIA

CONFIDENT IN ACHIEVING MARKET EXPECTATIONS

APPENDIX

- IR CONTACT DETAILS
- FY22 TECHNICAL GUIDANCE
- FX TRANSLATION
- BALANCE SHEET
- PRODUCT ARCHITECTURE
- PRIORITY MARKETS HEADROOM FOR GROWTH

INVESTOR RELATIONS CONTACT DETAILS

Bethany Barnes
Director of Investor Relations

Bethany.Barnes@drmartens.com
Mobile: +44 7825 187465

Sunena Dhuna
Investor Relations Manager

Sunena.Dhuna@drmartens.com
Mobile: +44 7570 802697

FY22 GUIDANCE

- New own store openings of 20 to 25 stores
- Depreciation and amortisation of £42m to £44m, including the impact of IFRS16
- Net finance costs of £15m to £17m
- Underlying tax rate of c.21%
- Capital expenditure around 3.5% of revenue
- Year-end leverage of around 1x, including IFSR16 leases
- Operating cash conversion of 65% to 75% of EBITDA
- We will pay our first interim dividend of 1.22p in February 2022. Our dividend policy remains unchanged, targeting a progressive dividend with a payout ratio of between 25% to 35%

FX TRANSLATION

	£/$			£/EUR		
	FY22	FY21	%	FY22	FY21	%
H1	1.39	1.26	10%	1.17	1.12	4%
H2		1.35			1.13	
FY		**1.31**			**1.12**	

- **We are naturally hedged on £/$ from a cash perspective as US revenues broadly equal COGS, which are invoiced in USD**
- **From a translation perspective, if current exchange rates continue, the H1 £/$ headwind will lessen through the year**

BALANCE SHEET

(£m)	30 SEPTEMBER 2021	31 MARCH 2021
Freeholds	6.1	6.1
Right-of-use assets	92.7	77.4
Other fixed assets	47.4	46.6
Working capital	78.9	25.5
Deferred tax	8.7	7.2
Operating net assets	**233.8**	**162.8**
Goodwill	240.7	240.7
Cash	113.2	113.6
Bank debt[1]	(285.3)	(281.6)
Lease liabilities	(98.8)	(84.8)
Net assets	**203.6**	**150.7**

[1] *Bank debt net of £5.3m (FY21: £5.9m) unamortised debt issue costs*

PRODUCT STRATEGY: ORIGINALS AT THE EPICENTRE

SANDALS[1] 6%

Expanding our offering with a sandal collection that stays true to our design essence

1460

43%

ORIGINALS 57%

The core of the product strategy, informing the aesthetics of all other categories

COLLABORATIONS[2] 1%

Curated projects to connect with informed consumers

FUSION 30%

Amp up or down products anchored in core brand DNA

CASUAL 5%

Alternative expression through a casual contemporary lens

KIDS 5%

Mini-me's for rebels of the future

ACCESSORIES 3%

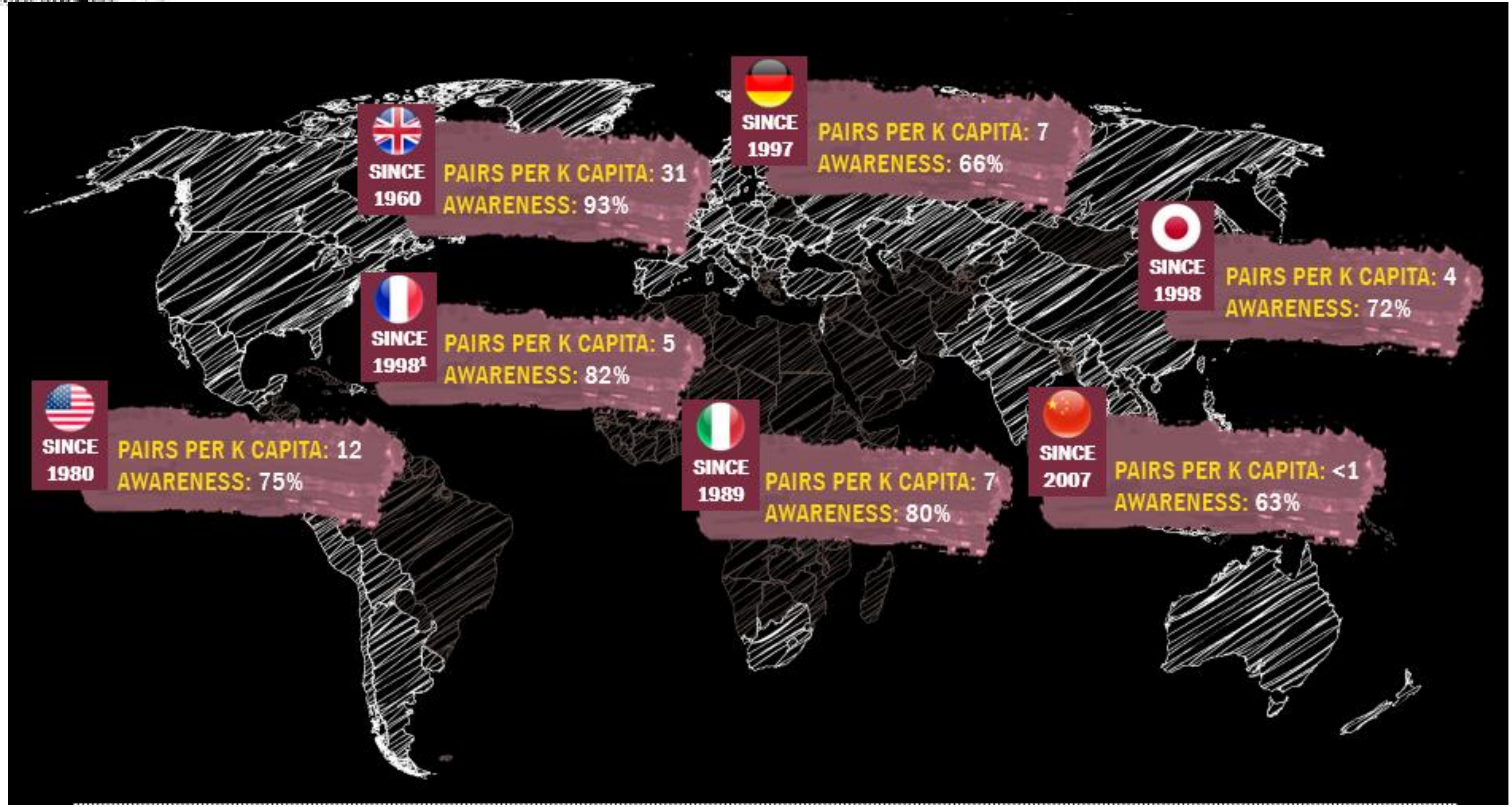
Authentic extensions of the brand

Note revenue percentage figures are from FY21

[1] Sandals are included within Fusion revenue

[2] Collaborations are included within Originals and Fusion revenue

VAST GLOBAL OPPORTUNITY: 7 PRIORITY MARKETS



Note data figures are from FY21