

Employee engagement in a turnaround

27th February 2018



EMPLOYMENT

START¹⁷⁹²RITE Chief Executive Officer February 2016

britax European Managing Director 2007-2015


newell
BRANDS Vice President EMEA 1999-2007

ROHM AND HAAS Marketing Manager 1989-1999

PRIVATE EQUITY / BLUE CHIP

THE CARLYLE GROUP **NORDIC CAPITAL** **500**

EDUCATION


 BA (Hons) - Business and Finance

 Post Graduate - Marketing

 NED Diploma

PERSONAL

 Governor at NUA

 Married with 4 children

 Manchester City FC





1792 BIRTH OF MODERN SHOE INDUSTRY

James Smith cordwainer
based in Norwich
marketplace.





2018

6800 sqm site
opened in 2003

86 employees



Develop and lead a transformational change



“Lead the evolution of a business where employees are long serving, highly skilled and passionate yet accustomed to a different pace”

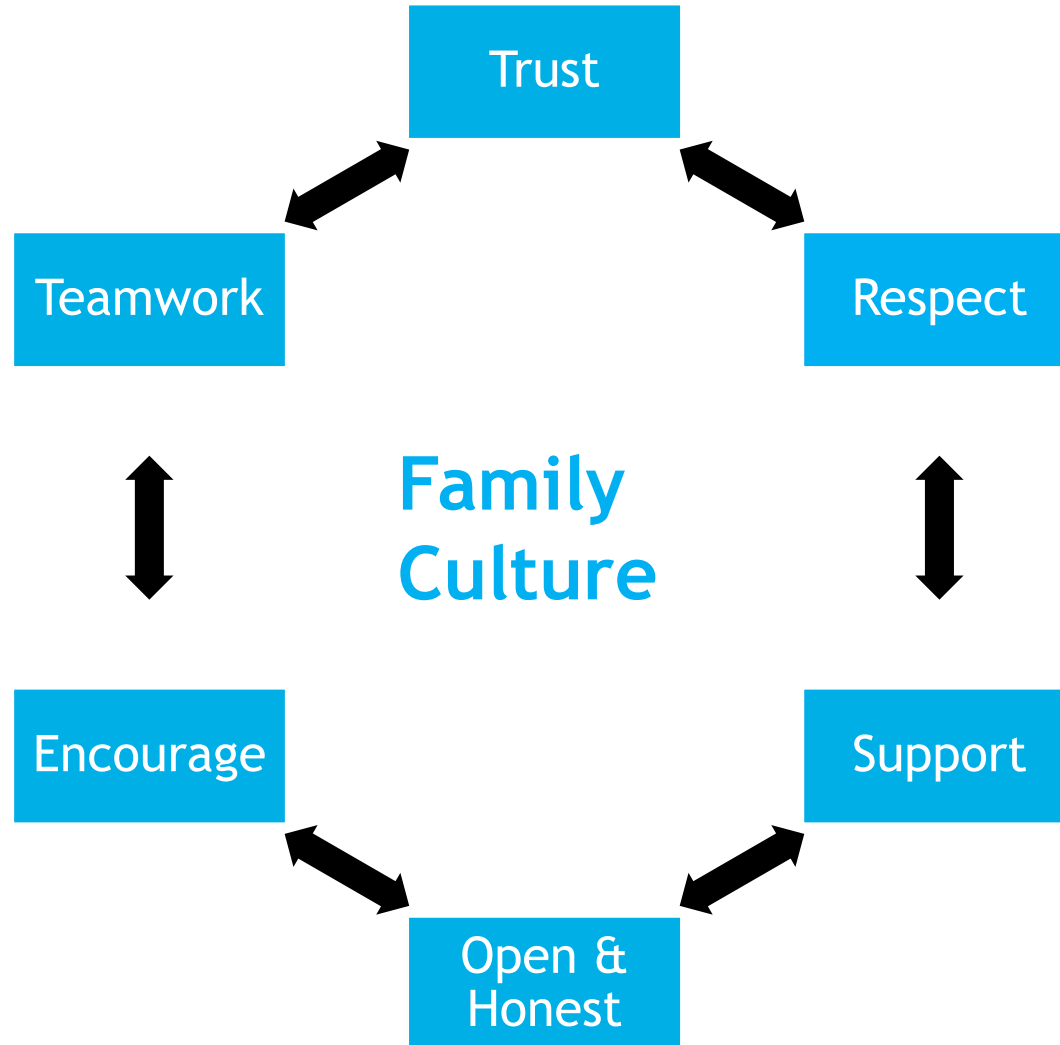


“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”
- Jack Welch



Private Equity ←————→ Family Culture





Take Ownership

Define a clear 3-5yr plan or “investment thesis”

Make capital work hard - Cash is King

Measure only what drives value

Shareholder engagement



Create a sense of urgency



If it's not adding value, it's adding cost



Never apologise for focusing on profits



From Inward
to
Outward Perspective



Take Ownership

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Make capital work hard – Cash is King

Measure only what drives value

Shareholder engagement



RE-FOCUS

Place the needs of our
retail partners and
our target consumers
back at the centre of our
business

+

PROFESSIONALISE

Bottom up improvements
across our people, processes
and systems to create a
business able to thrive and to
drive success for its partners



We're here to ensure children never stop exploring -
with footwear designed around the way they live and
move today



PURPOSE

We're here to ensure children never stop exploring

VALUE

EMPATHY

Going further to
get closer.
Free of preconceptions.

BRAVERY

Acting with conviction.
Prepared to lead
the way.

COMMITMENT

Being all in.
Always seeing things
through.

COLLABORATION

Respecting each other.
Unlocking potential.



Be the pioneer

Our mission is to enable everyday pioneers.

And to enable pioneers, we need to behave like pioneers.

This means having an unwavering focus on the people we're seeking to serve
- their needs, their hopes, their frustrations - big and small.

This means having the bravery to tread our own paths, the conviction to ask tough questions,
and a constant thirst for improvement.

This means being all in - committing everyday, in all that we do - no half measures, no hiding in
the shadows.

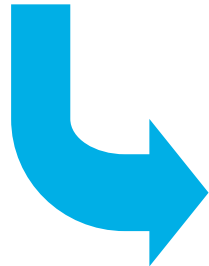
This means pulling together to go further, faster - appreciating our diverse strengths
and leveraging them in a way that makes us collectively unbeatable.



STRATEGIC PLAN



ANNUAL BUDGET



DEPARTMENTAL GOALS



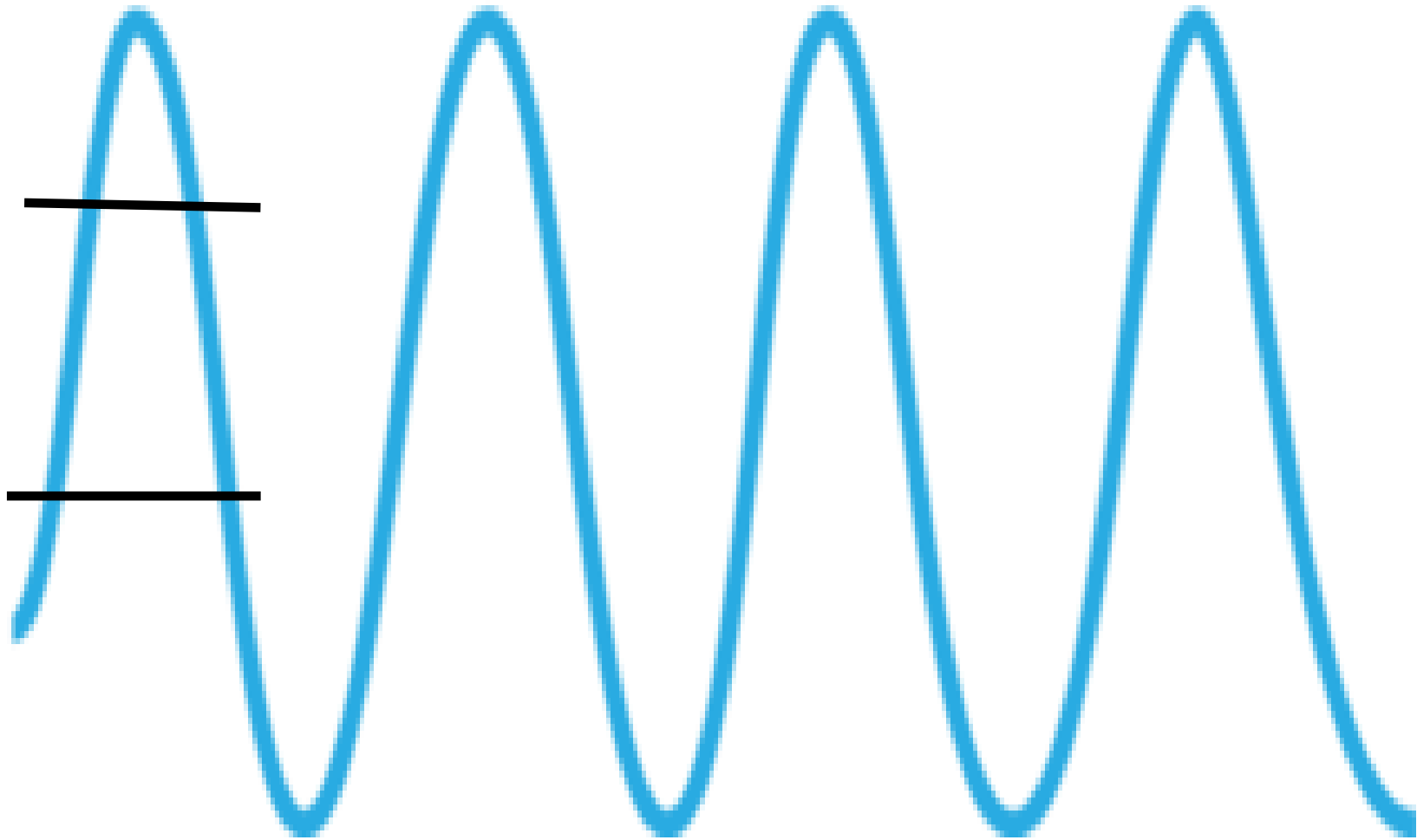
INDIVIDUAL OBJECTIVES

EXECUTION



Maximise the highs
Minimise the lows

START¹⁷⁹²RITE











Where it really happens

START¹⁷⁹² RITE



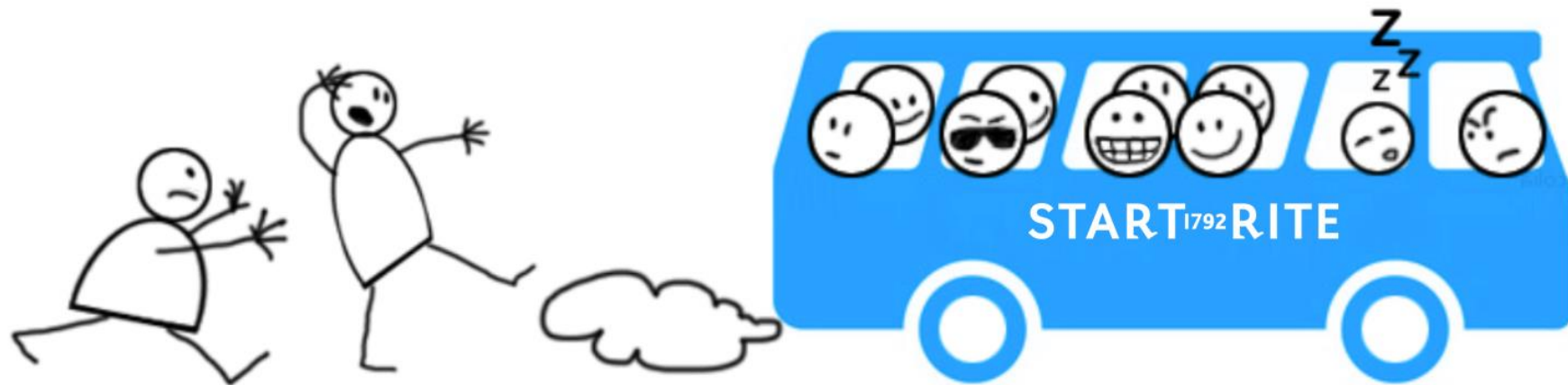
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...As long as it's not them



The destination is set
but we are flexible on the journey



- We are writing the next chapters to our history
- Our brand is professional and relevant to todays consumer
- We have clarity of strategy
- We are building a new performance culture
- Everyone has a part to play

