



SHAVER SHOP

TRANSFORM YOURSELF™

SHAVER SHOP GROUP LIMITED

**2022**

**Results**

**Presentation**



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01

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HIGHLIGHTS



# FINANCIAL HIGHLIGHTS

## Sales



- > DIY personal care and grooming remains in high demand
- > Total sales up 4.2% to \$222.7 million (FY21 - \$213.7 million)
  - Like for like<sup>1</sup> sales up 3.5% including total online sales growth of 23.7%
  - Online sales represented 34.0% of total sales
  - Anecdotal feedback from suppliers that SSG continues to gain market share
- > In-store sales grew strongly in H2 FY22 as customers returned to their regular shopping habits (c. 6,200 in-store trading days lost to government lockdowns in FY22 – c.14% of available in-store trading days)

## Earnings



- > NPAT of \$16.7m (FY21 - \$17.5m)
  - Top-end of guidance range of \$16.25m to \$16.75m
  - FY22 NPAT up 126.8% vs pre-COVID (FY19) levels
- > Gross margin 43.9% - well above pre-COVID levels
- > OPEX well controlled with CODB 25.8% of sales (FY21 – 25.8%)
- > EPS of 13.2 cps (FY21 – 14.2 cps)
  - EPS up 119% vs FY2019 (pre-COVID 19)
- > Cash EPS of 14.2 cps (FY21 – 15.5 cps)

## Balance Sheet



- > Very strong financial position – net cash of \$9.4m at 30 June 22
- > Average stock on hand per store of c. \$183k at 30 Jun 22
  - Healthy inventory position and mix for multi-channel sales
- > Operating cash flow \$28.3m (AASB 16)
- > Return on capital employed 32.9%

## Capital



- > Final dividend up 10.0% to 5.5 cents per share (fully franked) bringing FY22 dividends to 10.0 cents per share (up 22.0%)
- > Attractive dividend yield
- > Hervey Bay opened late July 2022
- > Network optimisation continuing with 2 new stores, 2 full store refits, 3 relocations and 2 stores closed in FY22





# OPERATIONAL HIGHLIGHTS

## Customer Service



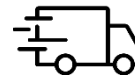
- > Store teams continue to deliver exceptional customer service with avg. NPS score of c. 88.4 (out of 100) in FY22
- > Customers increasingly returning to stores but foot traffic remains well below pre-COVID levels
- > Sales conversion remains very high
- > Return to in-person training of store teams

## Omni Retail



- > Increased shipping options for online customers
  - > c.10% of online orders were click & collect
  - > Launch of priority (Doordash) delivery option in H2 FY22
- > Active online customers increased 32.6% to c. 650,000
- > Expanded brand offering to include: Therabody, Tidal Wave, American Crew, Tooletries
- > Launched stores on Amazon and MyDeal marketplaces (in addition to existing eBay and Trade-Me)

## Fulfilment



- > Over 630,000 online orders were fulfilled by the store network in FY22 (more than 1,700 orders per day)
- > Launched priority (Doordash) delivery option in H2 FY22
- > Almost 97% of online orders picked and packed ready for courier collection within 24 hours or order being placed

## Team



- > In-store teams have remained customer focused and resilient
- > Health and safety measures implemented and followed consistently across store network
- > Successfully managed through multiple short-term store closures and lockdowns
- > FY22 employee engagement survey result of 91.21% (highest level achieved – despite pandemic disruption)

# MULTICHANNEL MODEL WAS A KEY ASSET IN FY22

## Q1 – SALES DOWN 5.1%

- > Widespread closure of stores across NSW, VIC, ACT due to government-imposed lockdowns (c 5,000 lost in-store trading days)
- > Shorter, snap lockdowns in other States
- > Very strong online sales growth partially offset store closures

## Q2 – SALES UP 8.0%

- > Strong re-opening results in NSW, VIC and ACT in October followed by very strong Black Friday and Cyber Week sales both online and in-store (c. 1,200 lost in-store trading days)
- > Omicron variant wave dramatically slows footfall and demand leading into the critical week before Christmas through Boxing Day and into January

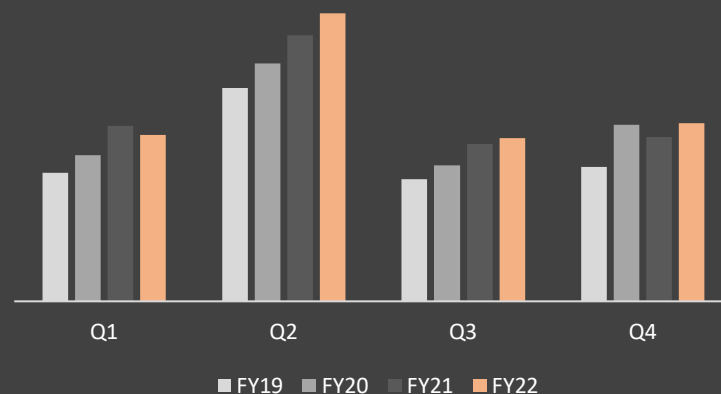
## Q3 – SALES UP 4.0%

- > Sluggish start in January and early February while Omicron wave reached its peak (no lost in-store trading days)
- > Online sales growth begins to moderate with in-store driving total sales growth by the end of Q3

## Q4 – SALES UP 8.3%

- > In-store demand remains very strong throughout the quarter more than offsetting decline in online sales as we began comping prior period snap and long-term lockdowns (NSW)

## Total Sales Trend by Quarter

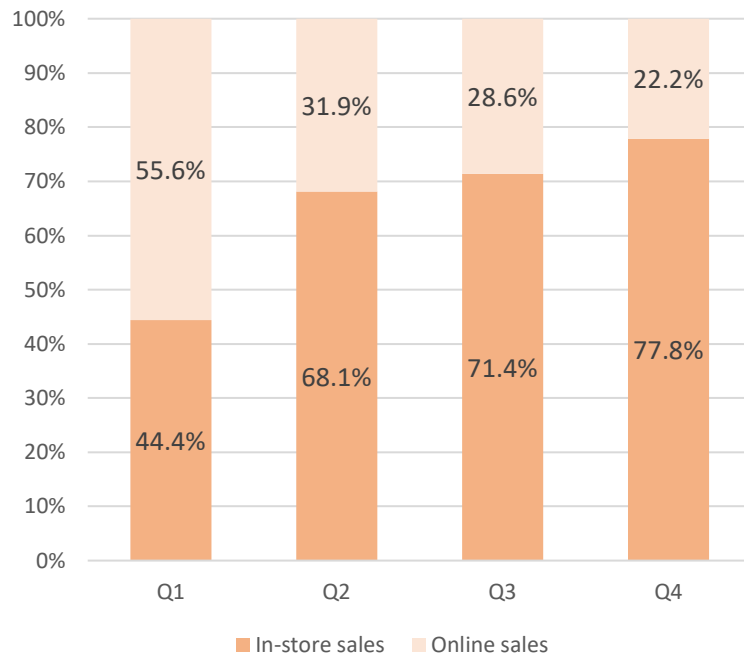


## FY22 Total Sales Growth % by Quarter

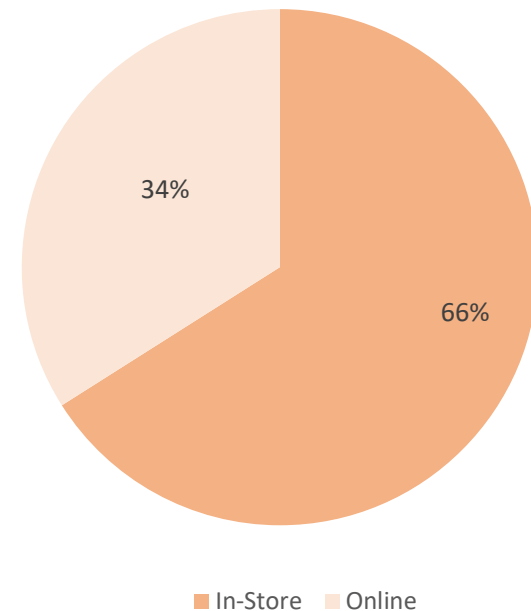
	VS FY21	VS FY20	VS FY19
Q1	-5.1%	+13.7%	+29.4%
Q2	+8.0%	+21.1%	+35.0%
Q3	+4.0%	+20.4%	+33.9%
Q4	+8.3%	+0.9%	+32.7%
<b>TOTAL</b>	<b>+4.2%</b>	<b>+14.3%</b>	<b>+33.0%</b>

# CUSTOMERS QUICKLY REVERTED TO IN-STORE SHOPPING WITH IN-STORE SHARE INCREASING ACROSS FY22

## Quarterly In-Store and Online Sales Contribution Trend

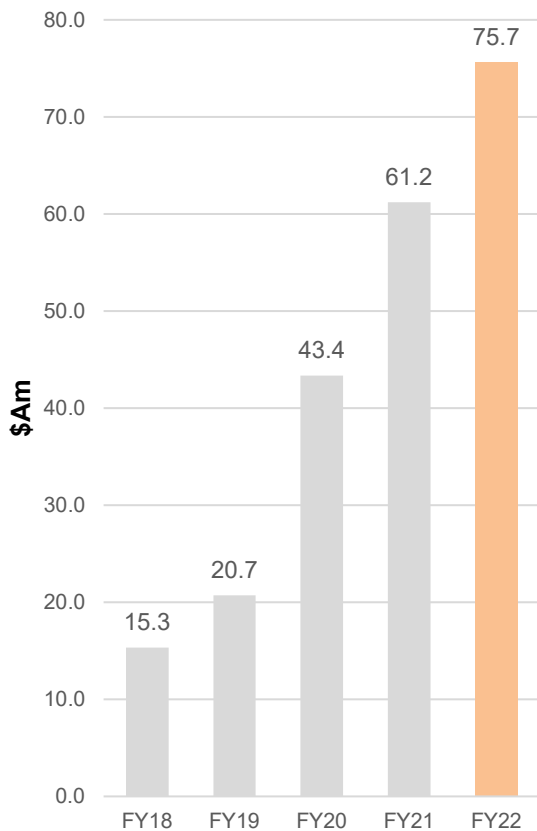


## FY22 Sales Channel Contribution

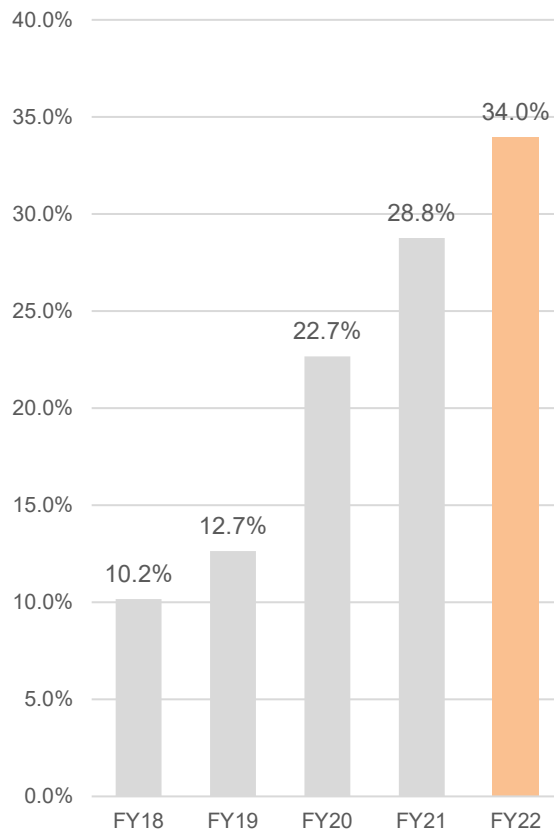


# ONLINE SALES GREW 23.7% IN FY22 SUPPORTED BY INCREASED FULFILLMENT OPTIONS FOR CUSTOMERS

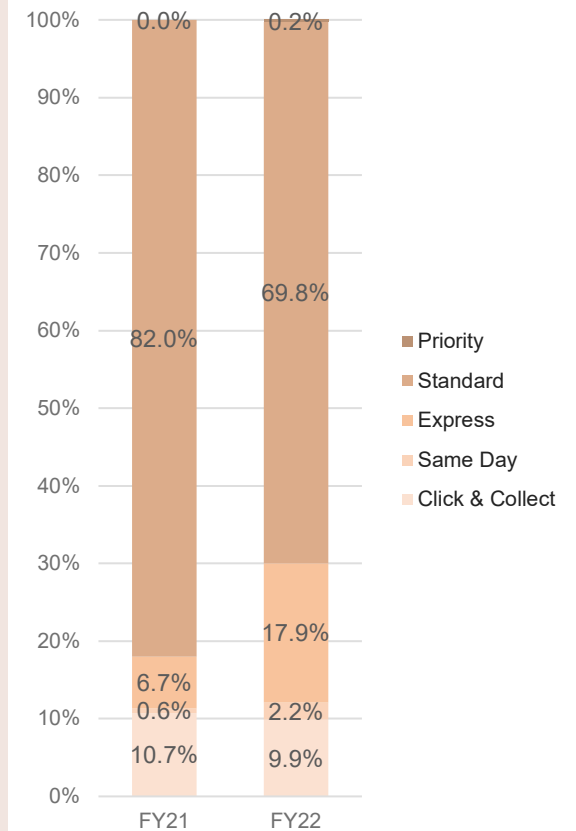
Online sales grew 23.7% benefiting from H1 lockdowns



Online sales represented 34.0% of total sales in FY22



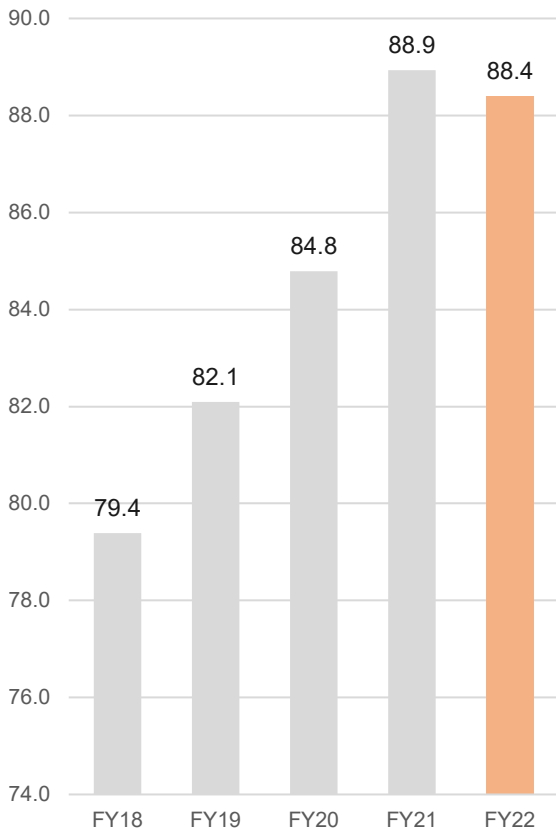
Increased delivery choices - strong uptake of Express & Same Day



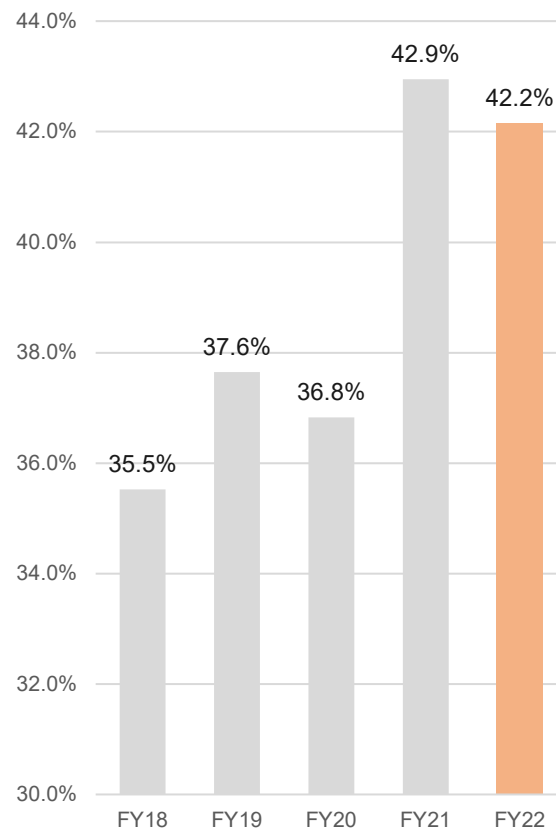


# OUTSTANDING CUSTOMER SERVICE METRICS DELIVERING STRONG SALES CONVERSION AND IN-STORE SALES

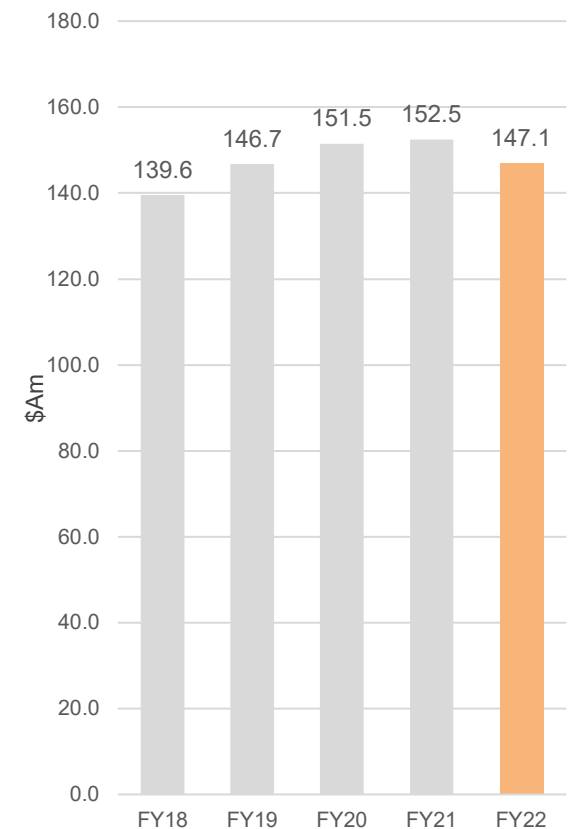
**NPS Score of 88 (out of 100) remains world class**



**In-store sales conversion also remains very strong above 42%**



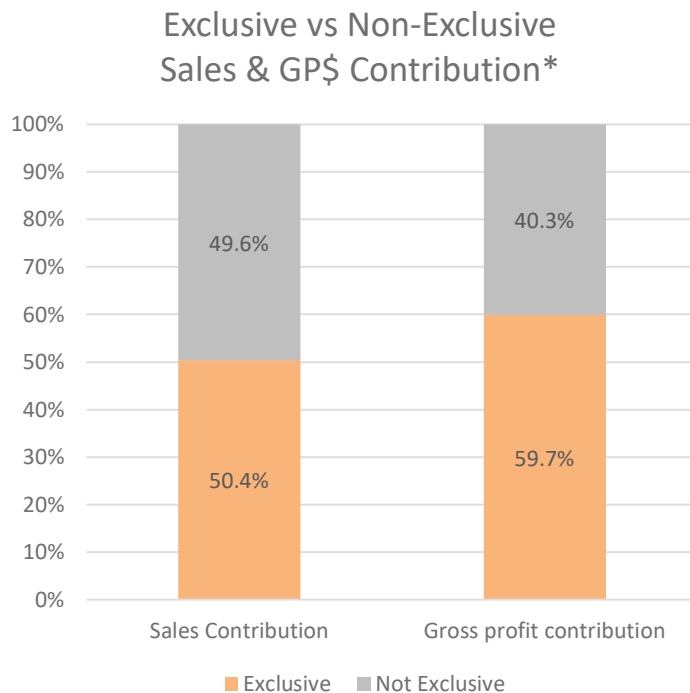
**In-store sales only down \$5.4m despite c.6,200 trading days lost (lockdown) in FY22**



# SHAVER SHOP EXCLUSIVE PRODUCTS GENERATED MORE THAN 50% OF SALES AND APPROX. 60% OF GROSS PROFIT

Shaver Shop has the one of the broadest ranges of men's and women's personal care and grooming appliances in Australia and New Zealand. Shaver Shop is leveraging its brand awareness and differentiated product range to improve pricing power and increase gross profit margins.

## Strong contribution from exclusive products



\* Based on results from 1 July 21 to 30 June 2022.

Shavers



Trimmers



Clippers



Oral Care



IPL

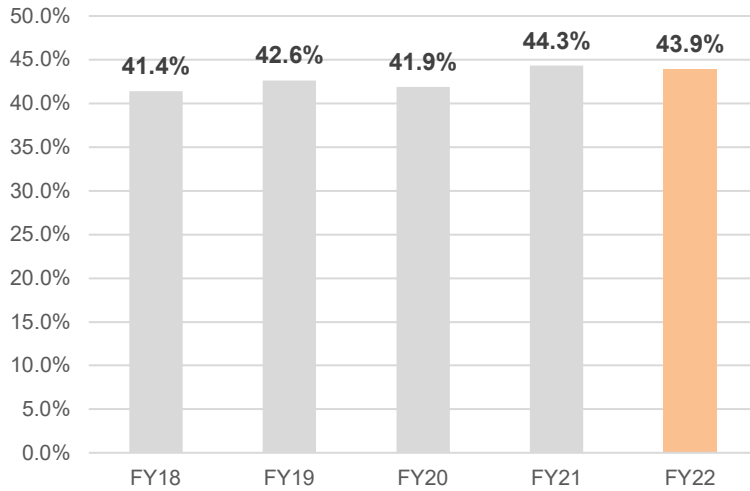


Hair Styling

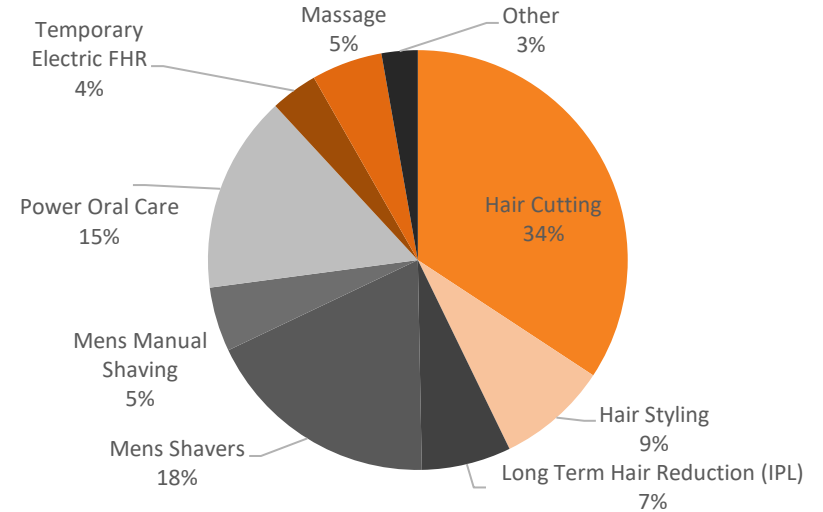


# STRONG GROSS PROFIT MARGINS AT 43.9%

Gross profit margins near all-time highs at 43.9%



FY22 category analysis  
Hair removal categories remaining very strong







# 02

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## FINANCIAL RESULTS

# FY22 PROFIT & LOSS

Profit & Loss A\$m	Reported FY22	Reported FY21	Variance (\$)	Variance (%)
<b>Sales</b>	<b>222.7</b>	<b>213.7</b>	<b>9.1</b>	<b>4.2%</b>
<b>Gross profit</b>	<b>97.7</b>	<b>94.7</b>	<b>3.0</b>	<b>3.2%</b>
<i>Gross margin %</i>	<i>43.9%</i>	<i>44.3%</i>	<i>-0.4%</i>	<i>(1.0%)</i>
Franchise & other income	0.0	0.9	(0.9)	(100.0%)
Cost of doing business (CODB) <sup>2</sup>	(57.4)	(55.1)	(2.3)	4.1%
<b>EBITDA</b>	<b>40.3</b>	<b>40.4</b>	<b>(0.1)</b>	<b>(0.3%)</b>
<i>EBITDA margin %</i>	<i>18.1%</i>	<i>18.9%</i>	<i>-0.8%</i>	<i>(4.4%)</i>
Depreciation and amortisation	(14.4)	(14.1)	(0.3)	2.4%
<b>EBIT</b>	<b>25.9</b>	<b>26.4</b>	<b>(0.5)</b>	<b>(1.8%)</b>
<i>EBIT margin %</i>	<i>11.6%</i>	<i>12.3%</i>	<i>-0.7%</i>	<i>(5.8%)</i>
Net finance costs	(1.7)	(1.6)	(0.1)	4.3%
Income tax expense	(7.5)	(7.3)	(0.2)	3.3%
<b>NPAT</b>	<b>16.7</b>	<b>17.5</b>	<b>(0.8)</b>	<b>(4.5%)</b>
<i>NPAT margin %</i>	<i>7.5%</i>	<i>8.2%</i>	<i>-0.7%</i>	<i>(8.4%)</i>
<b>Basic EPS (cents) - weighted avg shares outstanding</b>	<b>13.2</b>	<b>14.2</b>	<b>(1.0)</b>	<b>(7.0%)</b>
Franchise buyback tax benefit	1.2	1.7	(0.5)	(27.2%)
<b>Cash NPAT*</b>	<b>17.9</b>	<b>19.2</b>	<b>(1.2)</b>	<b>(6.5%)</b>
<b>Cash EPS (cents)</b>	<b>14.2</b>	<b>15.5</b>	<b>(1.3)</b>	<b>(8.4%)</b>

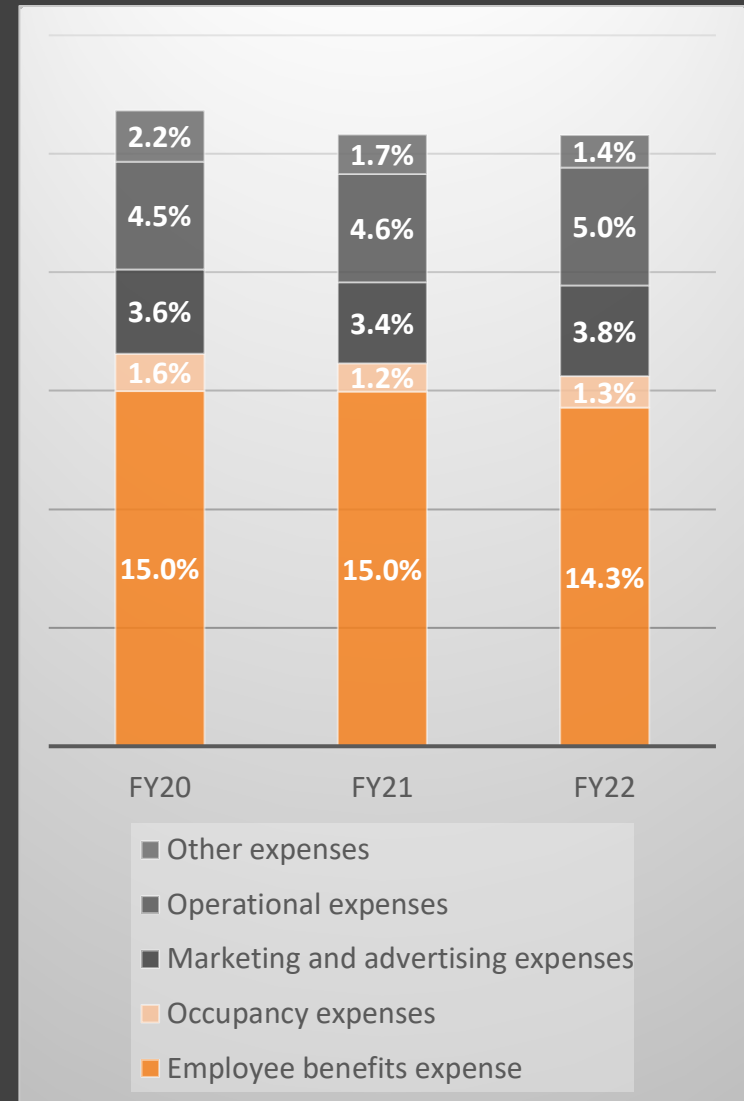
## ROBUST SALES TOGETHER WITH STRONG GROSS PROFIT MARGIN (43.9%) DELIVERED FY22 NPAT OF \$16.7M

- > Total sales up 4.2% achieved despite loss of 6,200 in-store trading days to government mandated lockdowns in H1. Key drivers of the sales growth included:
  - Full year incremental contribution from franchise buyback stores – \$8.4 million
  - Like for like<sup>1</sup> sales growth of 3.5% including total online sales growth of 23.7%
- > Gross profit margins remained very strong at 43.9% reflecting continuing strength of Hair Cutting categories (Hair Clippers, Beard Trimmers) and intentional balancing of price/volume equation
- > CODB well managed across the year benefitting from the following items in H1:
  - Reduced store rosters when stores were closed for lockdowns
  - \$0.6m in rent abatements received from landlords
- > EBIT of \$25.9m - down 1.8% (or \$0.5m)
- > NPAT of \$16.7m – down 4.5% (or \$0.8m)
- > EPS of 13.2cps with Cash EPS of 14.2cps

# CODB HELD FLAT AT 25.8% OF SALES

- > FY22 presented numerous operational challenges for retailers which is reflected in changing cost structures
- > Employment costs reduced significantly as a percentage of sales as rosters were reduced in Q1 and Q2 during government-imposed lockdown periods
  - This is expected to revert back to normal in FY23 and beyond
- > Rent abatements amounting to \$0.6m were received from landlords in FY22 which is not expected to recur
- > Operational expenses increased significantly as a percentage of sales due to strong online sales growth and associated increase in variable postage and merchant fee costs.
  - These costs are expected to moderate in FY23 as a percentage of total sales as the in-store channel returns to generating proportionately higher sales (vs FY22)
- > Other expenses are largely corporate overhead costs and relatively fixed in nature

## CODB as a % of Total Sales

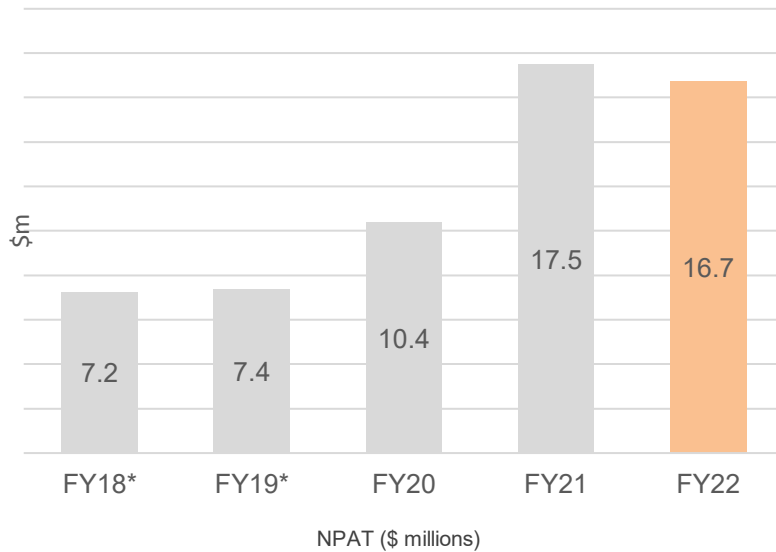




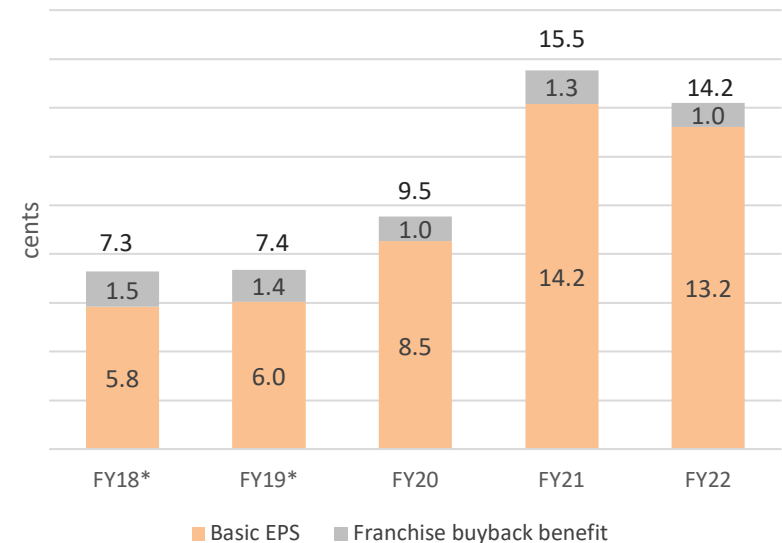
# STRONG NPAT AND EPS RESULT



Second highest NPAT result in SSG's history at \$16.7m



Basic EPS of 13.2 cents per share with Cash EPS of 14.2 cents (up from 7.4 cents in FY2019 – pre COVID)



# CONSERVATIVE BALANCE SHEET

A\$m	AASB 16 30-Jun-22	AASB 16 30-Jun-21	Variance
Cash	9.4	7.4	2.0
Trade & other receivables	3.1	3.6	(0.6)
Lease receivables	-	-	-
Inventory	22.2	18.1	4.0
Plant & Equipment	10.7	10.6	0.1
Right of use assets	22.3	21.3	1.1
Goodwill & Intangibles	54.0	54.0	(0.1)
Other assets	6.0	7.8	(1.8)
<b>Total assets</b>	<b>127.7</b>	<b>122.8</b>	<b>4.9</b>
Trade payables	17.7	19.2	(1.5)
Interest bearing liabilities	-	-	-
Lease liabilities	26.8	26.4	0.5
Other liabilities	4.5	4.6	(0.1)
<b>Total liabilities</b>	<b>49.1</b>	<b>50.2</b>	<b>(1.2)</b>
<b>Net assets</b>	<b>78.6</b>	<b>72.6</b>	<b>6.1</b>

## NET CASH OF \$9.4M AT 30 JUNE 22 (NO DEBT) AFTER REPLENISHING \$4M IN STOCK DURING THE YEAR

- > Shaver Shop continues to maintain a very prudent financial position given the ongoing trading volatility caused by COVID-19
- > Undrawn \$30m debt facility remains in place
- > With the return of customers to in-store shopping, as foreshadowed previously, Shaver Shop increased stock levels across the network to meet the increased in-store demand
  - Average stock per store remains well balanced at c. \$183k and well below pre-COVID levels
- > Lease liabilities increasing slightly as Shaver Shop renews its lease portfolio in key centres
  - 2 new stores opened in FY22 (Bunbury, WA & Claremont, WA)
  - 2 stores permanently closed due to flood related damage (Lismore, NSW & Mt Druitt, NSW) and subsequent commercial analysis of re-opening. Losses were fully covered by insurance cover in place
- > Net assets of \$78.6 million up \$6.1m

# OPERATING CASH FLOW REMAINS ROBUST AT \$28.3M

A\$m	FY22	FY21	Variance
<b>NPAT</b>	<b>16.7</b>	<b>17.5</b>	<b>(0.8)</b>
Non-cash items:			-
Depreciation and amortisation expense	14.4	14.1	0.3
Change in working capital and other	(2.8)	4.5	(7.3)
<b>Net cash flow from operating activities</b>	<b>28.3</b>	<b>36.0</b>	<b>(7.7)</b>
Payments for franchise store buy backs	-	(14.8)	14.8
CAPEX (net of landlord contributions)	(1.5)	(1.6)	0.1
<b>Net cash flow before financing activities</b>	<b>26.8</b>	<b>19.6</b>	<b>7.1</b>
Dividends paid	(11.8)	(9.9)	(1.9)
Proceeds on sale of unvested LTI shares	0.6	-	0.6
Lease payments - principal	(13.6)	(15.0)	1.5
<b>Net cash flow</b>	<b>2.0</b>	<b>(5.3)</b>	<b>7.3</b>
<b>Opening Cash Position - 1 July</b>	<b>7.4</b>	<b>12.6</b>	<b>(5.3)</b>
<b>Closing Cash Position - 30 June</b>	<b>9.4</b>	<b>7.4</b>	<b>2.0</b>

## NET CASH FLOW OF \$2.0M FOR FY22 INCREASES NET CASH POSITION TO \$9.4M AT YEAR-END

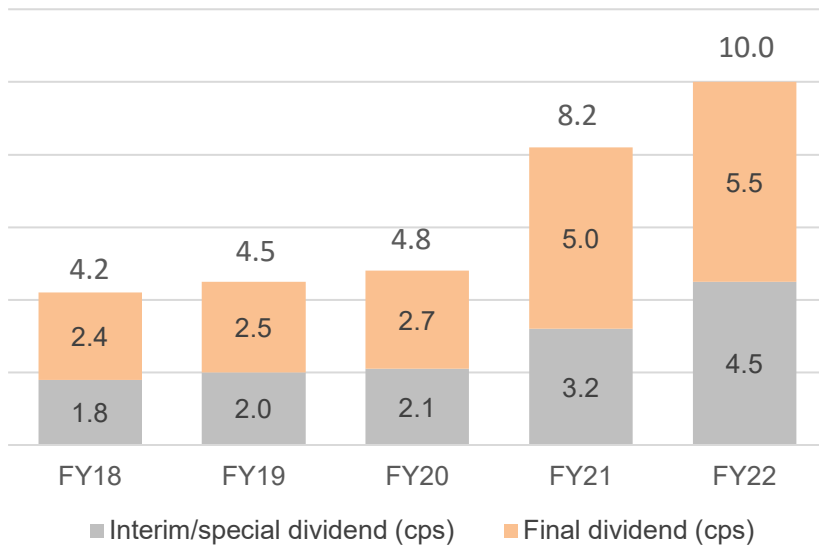
- > Operating cash flow was \$28.3m - down \$7.7m from FY21 given SSG was preparing for potential long-term lockdowns in June 21 and reducing working capital investments accordingly.
- > Return of strong in-store sales growth in late Q3 and Q4 FY22 required a re-investment in stock to meet the increased demand and avoid stock-outs. Ending stock balance remains within targeted range of c.\$175k to \$190k per store (still well down on pre-COVID levels)
- > Higher principal value of lease payments in FY21 reflects the clearing of deferred rents from FY20 (due to lockdowns) when SSG was negotiating rent abatements with landlords in Q4 FY20. Lease payments now up to date.
- > Strong cash position used to:
  - return \$11.8 million to shareholders via 100% franked dividends
  - continue store refit program across the network with 2 full store refits and 3 store relocations
  - open 2 new stores



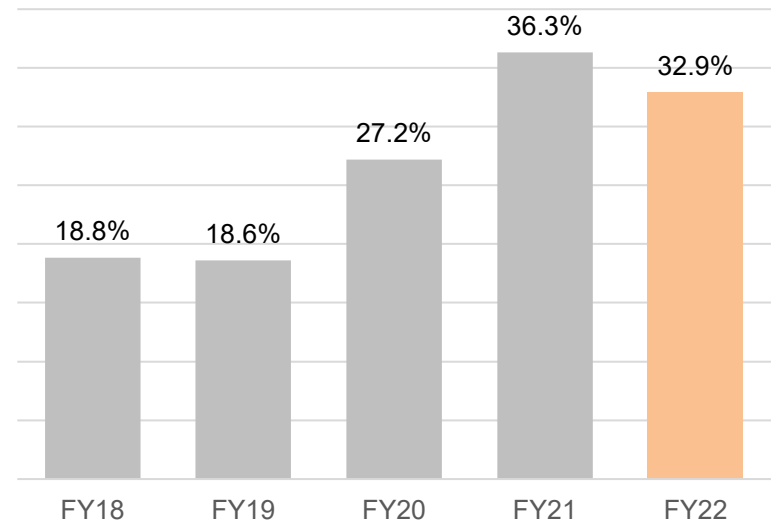


# ATTRACTIVE CAPITAL RETURNS

FY22 dividends up 22.0% to 10.0 cents  
 Final dividend up 10% to 5.5 cents (100% franked)



Balancing fiscal prudence while increasing dividends  
 has delivered 32.9% ROCE\* in FY22



\* Return on Capital Employed = Normalised EBIT / average shareholders equity



# 03

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## FY2023 PRIORITIES

# FY2023 PRIORITIES

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- > Continue to expand product range and brand portfolio particularly in female categories
- > Return to “tried and true” face-to-face training of store teams in the lead up to key Christmas trading period
- > Continue to differentiate product range by securing exclusivity on new product launches
- > Enhance brand awareness and economies of scale in New Zealand with the opening of new stores
- > Highlight Shaver Shop’s product range as a cost-effective alternative to attending specialist beauty and grooming salons
- > Build upon FY22 improvements to Shaver Shop’s social media presence
- > Remain nimble and adapt cost structures and inventory investments to suit macroeconomic and retail environment
- > Maintain balance sheet strength and history of generating strong operating cash flow





A man with short, light-colored hair is shaving his head with a light blue electric shaver. He is looking off to the side with a thoughtful expression, his hand resting on his chin. The background is a blurred mirror reflecting the scene.

# 04

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## TRADING UPDATE & OUTLOOK



# TRADING UPDATE AND OUTLOOK

- > Shaver Shop has experienced a pleasing start to FY23 with the table below summarising the key year to date (YTD - 1 July 22 to 18 August 22) trading results versus comparative COVID-impacted (FY22 and FY21) and non-COVID impacted (FY20) trading periods:

	vs FY22	vs FY21	vs FY20
Total sales growth	+19.2%	+6.3%	+35.6%
In-store sales growth	+82.7%	+18.3%	+20.5%
Online sales growth	-46.0%	-21.3%	+138.6%

- > The comparative period in FY22 was characterised by widespread store closures in NSW and to a lesser extent Victoria and significant online sales of Hair Clippers and other DIY hair removal categories when hairdressers, laser hair removal clinics and barbers were closed during government mandated lockdowns. The comparative FY21 period was very strong with exceptional gross profit margins.
- > YTD in-store sales growth (up 82.7%) has been particularly pleasing, more than offsetting softness in online sales as consumers shift channels back to in-store shopping (albeit foot traffic is still well below pre-COVID levels).
- > As stores have re-opened, roster hours and associated costs have returned to more normal levels having been reduced significantly in prior years to mitigate lost in-store sales
- > Compared to FY20 trading, Shaver Shop has experienced total sales growth of 35.6%
- > Gross profit margins have remained well above long term averages, with robust growth in higher margin categories such as Men's Electric Shavers and Beard Trimmers being supported by a disciplined approach to discounting across all categories
- > Having regard to the importance of Black Friday, Christmas and Boxing Day trading to Shaver Shop's annual financial results, as well as the continuing uncertainty caused by the global pandemic and changing macroeconomic environment, it is not appropriate for Shaver Shop to provide FY23 sales or profit guidance at this time



# INVESTMENT SUMMARY

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- ✓ Segment leader both online and offline
- ✓ Large and growing market driven by changing consumer preferences and new product innovation
- ✓ COVID-19 has accelerated DIY personal care adoption and introduced new customers to Shaver Shop
- ✓ Differentiated & resilient specialty retail business model
  - Service excellence and unparalleled product knowledge
  - Product exclusivity
  - Competitive pricing
- ✓ Significant potential to further increase market share
- ✓ Strong brand awareness in Australia (NZ still low)
- ✓ Proven and highly profitable omni-retail model
- ✓ Clean balance sheet – no debt – with strong cash conversion
- ✓ Experienced management team
- ✓ Strong focus on investing for growth and improving total shareholder returns
- ✓ Strong dividend payout



# 05

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## APPENDICES



# KEY METRICS SUMMARY

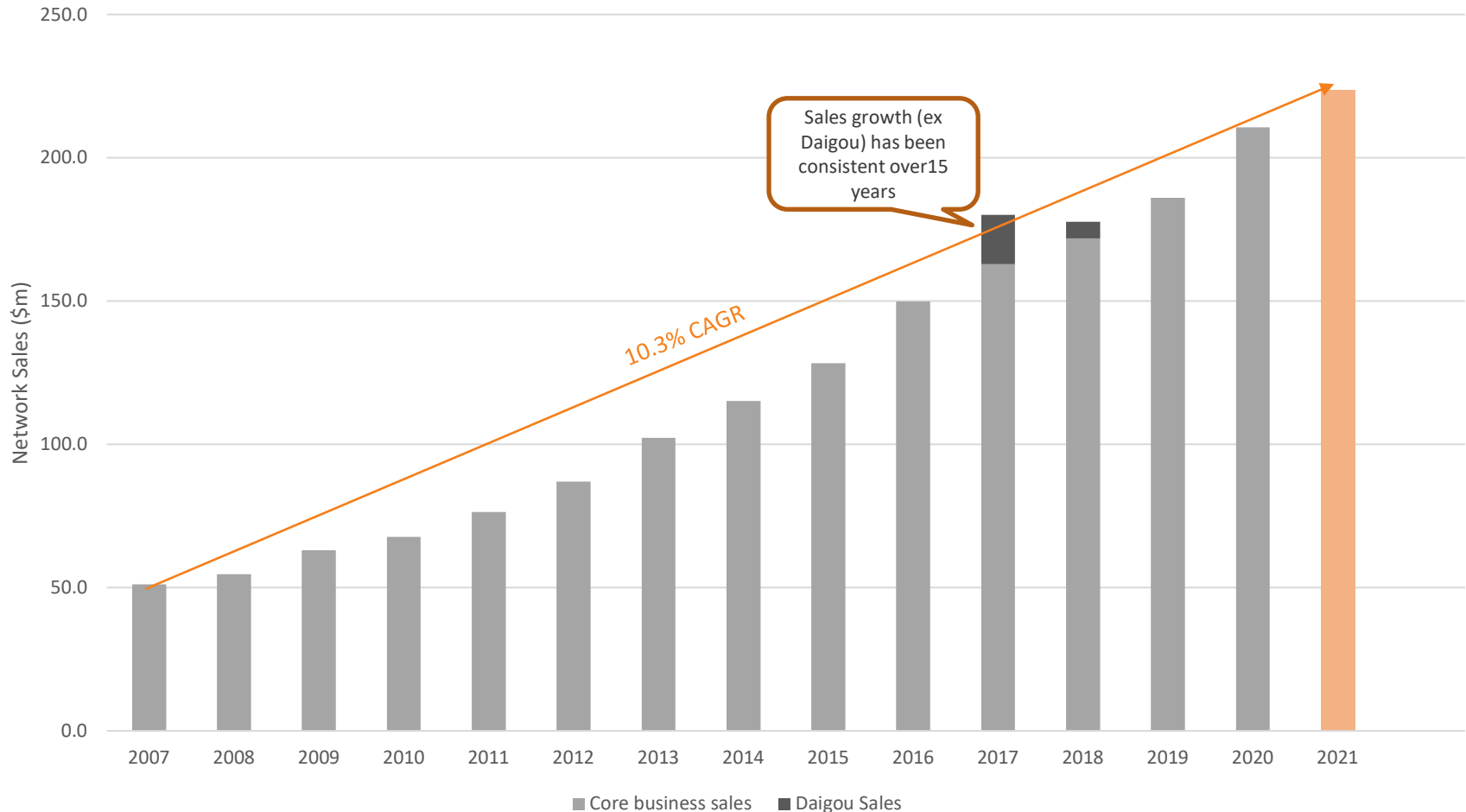
Comparable Accounting (AASB 16)	Reported FY2022	Reported FY2021
Number of corporate stores	121	121
Number of franchise stores	-	-
Total stores	121	121
Corporate store sales (\$m)	222.7	213.7
Franchise store sales (\$m)	-	9.9
Total network sales (\$'000)	222.7	223.6
Corporate store LFL <sup>1</sup> sales growth %	3.5%	8.6%
Corporate store total sales growth %	4.2%	9.6%
Gross profit margin %	43.9%	44.3%
Employee benefits expense as a % of sales	14.3%	15.0%
Occupancy expenses as % of sales (AASB 16)	1.3%	1.2%
Marketing and advertising expenses as % of sales	3.8%	3.4%
Operational expenses as % of sales	5.0%	4.6%
Other expenses as % of sales	1.4%	1.7%
EBITDA margin	18.1%	18.9%
EBIT margin	11.6%	12.3%
NPAT margin	7.5%	8.2%
Basic EPS (cents)	13.2	14.2
Dividends declared per share (cents) - 100% franked	10.0	8.2
Net cash (debt) - 30 June (\$m)	9.4	7.4

<sup>1</sup> Like for like sales are sales for those stores that were owned and operated by Shaver Shop for all of FY22 and FY21. It therefore excludes any franchise buy-backs, new stores or stores that were permanently closed in FY22 or FY21. Where any like for like stores were temporarily closed for in-store trading (e.g. due to COVID restrictions) for any day in FY20, FY21 or FY22, the in-store sales (if any) and any online sales for those days have been excluded from like for like sales in all periods.



# CONSISTENT 16 YEAR GROWTH TREND

15 year total network sales growth  
(ex Daigou)



# 5 YEAR - ANNUAL P&L PERFORMANCE TREND

	AASB 117 FY18	AASB 117 FY19	AASB 16 FY20	AASB16 FY21	AASB16 FY22
Normalised Results (\$ millions)	Actual	Actual	Actual	Actual	Actual
<b>Sales</b>	<b>154.9</b>	<b>167.4</b>	<b>194.9</b>	<b>213.7</b>	<b>222.7</b>
Cost of goods sold	(91.9)	(96.6)	(113.4)	(119.0)	(125.0)
<b>Gross profit</b>	<b>63.0</b>	<b>70.8</b>	<b>81.6</b>	<b>94.7</b>	<b>97.7</b>
<b>Gross margin %</b>	<b>40.7%</b>	<b>42.3%</b>	<b>41.8%</b>	<b>44.3%</b>	<b>43.9%</b>
<b>Franchise and other revenue</b>	<b>2.0</b>	<b>1.6</b>	<b>1.1</b>	<b>0.9</b>	<b>0.0</b>
Employee benefits expense	(22.7)	(27.2)	(29.2)	(32.0)	(31.8)
Occupancy expenses	(14.2)	(15.5)	(3.1)	(2.5)	(2.9)
Marketing and advertising expenses	(7.8)	(7.0)	(6.9)	(7.3)	(8.5)
Operational expenses	-	-	(8.9)	(9.8)	(11.1)
Other expenses	(7.2)	(9.2)	(4.2)	(3.6)	(3.0)
<b>Overhead expenses</b>	<b>(51.9)</b>	<b>(58.9)</b>	<b>(52.3)</b>	<b>(55.1)</b>	<b>(57.4)</b>
<b>EBITDA</b>	<b>13.2</b>	<b>13.5</b>	<b>30.3</b>	<b>40.4</b>	<b>40.3</b>
<b>EBITDA margin</b>	<b>8.5%</b>	<b>8.1%</b>	<b>15.6%</b>	<b>18.9%</b>	<b>18.1%</b>
Depreciation and amortisation	(2.1)	(2.3)	(2.2)	(2.1)	(1.9)
Depreciation - right of use assets (leases)	-	-	(11.3)	(11.9)	(12.5)
<b>EBIT</b>	<b>11.1</b>	<b>11.2</b>	<b>16.8</b>	<b>26.4</b>	<b>25.9</b>
Net finance costs	(0.5)	(0.6)	(0.4)	(0.2)	(0.3)
Net finance costs - lease liabilities	-	-	(1.7)	(1.4)	(1.4)
<b>Profit before income tax</b>	<b>10.7</b>	<b>10.6</b>	<b>14.8</b>	<b>24.7</b>	<b>24.2</b>
Income tax expense	(3.4)	(3.2)	(4.4)	(7.3)	(7.5)
<b>NPAT</b>	<b>7.2</b>	<b>7.4</b>	<b>10.4</b>	<b>17.5</b>	<b>16.7</b>
Basic shares outstanding (# millions)	124.2	121.8	121.8	123.3	126.2
<b>Basic EPS (cents)</b>	<b>5.8</b>	<b>6.0</b>	<b>8.5</b>	<b>14.2</b>	<b>13.2</b>
Franchise buy-back tax benefit	1.8	1.6	1.2	1.7	1.2
<b>Cash NPAT</b>	<b>9.0</b>	<b>9.0</b>	<b>11.6</b>	<b>19.2</b>	<b>17.9</b>
<b>Cash EPS (cents)</b>	<b>7.3</b>	<b>7.4</b>	<b>9.5</b>	<b>15.5</b>	<b>14.2</b>

# 5 YEAR - HALF YEARLY PERFORMANCE TREND

	AASB 117 H1 FY18 Actual	AASB 117 H2 FY18 Actual	AASB 117 H1 FY19 Actual	AASB 117 H2 FY19 Actual	AASB 16 H1 FY20 Actual	AASB 16 H2 FY20 Actual	AASB 16 H1 FY21 Actual	AASB 16 H2 FY21 Actual	AASB 16 H1 FY22 Actual	AASB 16 H2 FY22 Actual
<b>Normalised Results (\$ millions)</b>										
<b>Sales</b>	<b>93.4</b>	<b>61.5</b>	<b>95.7</b>	<b>71.7</b>	<b>107.5</b>	<b>87.4</b>	<b>123.6</b>	<b>90.0</b>	<b>127.1</b>	<b>95.6</b>
Cost of goods sold	(55.0)	(36.9)	(55.3)	(41.3)	(63.1)	(49.7)	(68.4)	(50.6)	(71.4)	(53.6)
<b>Gross profit</b>	<b>38.4</b>	<b>24.7</b>	<b>40.4</b>	<b>30.4</b>	<b>44.4</b>	<b>37.8</b>	<b>55.3</b>	<b>39.4</b>	<b>55.7</b>	<b>42.0</b>
<b>Gross margin %</b>	<b>41.1%</b>	<b>40.1%</b>	<b>42.2%</b>	<b>42.4%</b>	<b>41.3%</b>	<b>43.2%</b>	<b>44.7%</b>	<b>43.8%</b>	<b>43.8%</b>	<b>43.9%</b>
<b>Franchise and other revenue</b>	<b>1.3</b>	<b>0.7</b>	<b>0.9</b>	<b>0.7</b>	<b>0.8</b>	<b>0.3</b>	<b>0.8</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>
Employee benefits expense	(11.5)	(11.2)	(13.7)	(13.5)	(15.3)	(13.9)	(15.6)	(16.4)	(14.6)	(17.2)
Occupancy expenses	(7.1)	(7.1)	(7.7)	(7.8)	(1.6)	(1.4)	(1.2)	(1.3)	(1.2)	(1.7)
Marketing and advertising expenses	(5.7)	(2.1)	(4.7)	(2.3)	(3.8)	(3.7)	(4.3)	(3.0)	(4.7)	(3.8)
Operational expenses					(4.1)	(4.8)	(5.4)	(4.4)	(6.8)	(4.3)
Other expenses	(3.8)	(3.4)	(4.2)	(5.0)	(1.6)	(2.6)	(1.7)	(1.9)	(1.7)	(1.3)
<b>Overhead expenses</b>	<b>(28.0)</b>	<b>(23.9)</b>	<b>(30.3)</b>	<b>(28.6)</b>	<b>(26.5)</b>	<b>(26.4)</b>	<b>(28.3)</b>	<b>(26.9)</b>	<b>(29.1)</b>	<b>(28.4)</b>
<b>EBITDA</b>	<b>11.7</b>	<b>1.5</b>	<b>11.0</b>	<b>2.5</b>	<b>18.7</b>	<b>11.6</b>	<b>27.8</b>	<b>12.6</b>	<b>26.7</b>	<b>13.6</b>
<b>EBITDA margin</b>	<b>12.5%</b>	<b>2.4%</b>	<b>11.5%</b>	<b>3.5%</b>	<b>17.9%</b>	<b>13.7%</b>	<b>22.6%</b>	<b>22.6%</b>	<b>21.0%</b>	<b>22.6%</b>
Depreciation and amortisation	(1.0)	(1.0)	(1.1)	(1.2)	(1.1)	(1.1)	(1.1)	(1.0)	(0.9)	(0.9)
Depreciation - right of use assets (leases)	-	-	-	-	(5.8)	(5.4)	(5.8)	(6.2)	(6.2)	(6.3)
<b>EBIT</b>	<b>10.7</b>	<b>0.5</b>	<b>9.9</b>	<b>1.3</b>	<b>11.7</b>	<b>5.1</b>	<b>20.9</b>	<b>5.5</b>	<b>19.5</b>	<b>6.4</b>
Net finance costs	(0.3)	(0.2)	(0.2)	(0.4)	(0.2)	(0.2)	(0.1)	(0.1)	(0.1)	(0.1)
Net finance costs - lease liabilities	-	-	-	-	(0.9)	(0.8)	(0.8)	(0.7)	(0.8)	(0.7)
<b>Profit before income tax</b>	<b>10.4</b>	<b>0.3</b>	<b>9.7</b>	<b>0.9</b>	<b>10.7</b>	<b>4.1</b>	<b>20.1</b>	<b>4.6</b>	<b>18.6</b>	<b>5.6</b>
Income tax expense	(3.2)	(0.2)	(2.9)	(0.3)	(3.2)	(1.2)	(5.8)	(1.5)	(5.6)	(1.9)
<b>NPAT</b>	<b>7.2</b>	<b>0.0</b>	<b>6.8</b>	<b>0.6</b>	<b>7.4</b>	<b>2.9</b>	<b>14.3</b>	<b>3.2</b>	<b>13.1</b>	<b>3.6</b>
Basic shares outstanding (# millions)	125.0	124.2	121.8	121.8	121.8	121.8	123.3	123.3	126.2	126.2
<b>Basic EPS (cents)</b>	<b>5.8</b>	<b>0.0</b>	<b>5.5</b>	<b>0.5</b>	<b>6.1</b>	<b>2.4</b>	<b>11.6</b>	<b>2.6</b>	<b>10.3</b>	<b>2.9</b>
Franchise buy-back tax benefit	0.9	0.9	0.8	0.8	0.6	0.6	0.4	1.2	0.6	0.6
<b>Cash NPAT</b>	<b>8.1</b>	<b>0.9</b>	<b>7.6</b>	<b>1.4</b>	<b>8.1</b>	<b>3.6</b>	<b>14.7</b>	<b>4.4</b>	<b>13.7</b>	<b>4.2</b>
<b>Cash EPS (cents)</b>	<b>6.5</b>	<b>0.7</b>	<b>6.2</b>	<b>1.2</b>	<b>6.6</b>	<b>2.9</b>	<b>11.9</b>	<b>3.6</b>	<b>10.8</b>	<b>3.4</b>

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THANK YOU

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