



ASX Release

24 October 2025

ASX Market Announcement Office
ASX Limited
20 Bridge Street
Sydney NSW 2000

Via electronic lodgement

Dear Sir / Madam

DUSK GROUP LIMITED (ASX:DSK) 2025 AGM – CHAIR AND CEO'S ADDRESS

Please find attached a copy of the Chair and CEO's address to be delivered at the 2025 Annual General Meeting to be held at 10.30am (Sydney time) today. These should be read in conjunction with the presentation slides which are being lodged separately.

This announcement has been approved by the Board of Dusk Group Limited.

Yours sincerely,

A handwritten signature in black ink, appearing to be "Gordon Squire".

Gordon Squire
Chief Financial Officer and Company Secretary



Chair's Address

Good morning, everyone. My name is John Joyce and I am the Chair of dusk Group Limited. On behalf of the Board and Management of dusk, I extend a warm welcome to the Company's 2025 Annual General Meeting.

I am informed that we have a quorum present and accordingly, I declare this meeting open.

Let me now introduce your Board of Directors:

- Vlad Yakubson, our CEO and Managing Director
- Katherine Ostin, non-executive director and Chair of the Audit & Risk Committee
- Trent Peterson, non-executive director and Chair of the Remuneration Committee
- Tracy Mellor, non-executive director
- David MacLean, non-executive director

Also here today are Patrice Scott and Trent Duvall, our audit partners from KPMG (Australia), who are available to answer any questions on our financial accounts at the appropriate time of the meeting. We welcome and thank Patrice and Trent for their attendance today.

We also welcome the team from Computershare, our share registry, who are managing the voting process on all items of business.

I will now talk through the procedural matters for this meeting.

This is a shareholders' meeting and only shareholders, their attorneys, proxies and authorised company representatives are entitled to speak or vote. I ask that questions be confined to the business of the meeting and shareholder issues. We will seek to address



your questions during the discussion on the appropriate item of business.

Voting today will be conducted by way of a poll on all items of business. In order to provide shareholders with enough time to vote, polling on all items is now open and will remain open until five minutes after the close of the meeting. Michael Stretton of Computershare will act as returning officer and if there are any aspects in regard to voting you are uncertain about, please speak with Michael or a member of his team. The results of the meeting will be lodged with the ASX and also posted on our investor relations website later today.

Before moving to the formal part of the meeting, I would like to provide an overview of the 2025 financial year. I will then hand over to our CEO and Managing Director Vlad Yakubson who will give an update on our strategic priorities and current trading.

The 2025 financial year was an important period for dusk as we returned to growth across all key financial metrics. Under Vlad's leadership, we implemented growth strategies to reinvigorate our brand and have been encouraged by the successful execution of the first phase of our business rejuvenation.

Turning to our financial results, total sales of \$137.8m were 8.7% higher on the prior corresponding period or pcpc driven by strong contributions from product collaborations, a successful Christmas product range and successful trials of monthly fashion drops.

Like for Like sales were up 7.1% on pcpc with stores up 4.4% and online increasing by an impressive 50.1%. Online sales represented 7.8% of total sales, a significant improvement on the 5.7% recorded in FY24, and exceeding the 7.5% achieved in FY21 during COVID. Click & Collect remained popular with our customers and accounted for 25% of online sales.



We delivered a 7.5% increase in Gross Profit to \$87.7m. Gross Profit Percentage (%) was 68 basis points lower as efficiency gains in our distribution channel and supply chain were offset by heightened promotional activity and FX headwinds.

Our Cost of Doing Business or CODB continued to be tightly controlled with CODB% of 55.3%, a 110 basis points improvement on FY24. This reflected significant improvements in store wage productivity to reduce overall wage expense.

CODB of \$76.1m was 6.6% higher on pcpc excluding one-off restructuring costs of \$800,000. Costs were well controlled across the year with CODB increasing by 1.5% in the second half compared to 11.4% in the first half.

Underlying EBIT¹ of \$7.7m was up 22.9% vs pcpc. Our inventory of \$17.3m was above the \$15.5m recorded at the end of FY24. This reflected the increased cadence of new product ranges and focus on maintaining appropriate stock levels. Our inventory remains clean and well balanced.

At the end of FY25, dusk had 150 stores including two online stores which was slightly ahead of 149 stores in FY24. We continued to optimise our store portfolio with sales productivity gains achieved in terms of sales per store and sales per square metre.

dusk Rewards had 653,000 active members with member purchases accounting for 57% of total sales. Member sales grew by 8% on pcpc with the 24% growth achieved in the second half driven by targeted exclusives and member-focused events.

Cash closed at \$20.2m compared to \$20.8m at the end of FY24, with dusk paying an additional \$5.3m in dividends.

¹ Underlying EBIT was unaudited, pre-AASB16 and excludes one-off restructuring costs of \$0.8m.



The Board declared a final dividend of 2 cents per share bringing total dividends for the year to 12 cents per share, fully franked. This included the payment of a special dividend for the first time.

The foundations laid in FY25 have set us up for success, and we are well placed to capitalise on improving consumer sentiment and deliver continued growth. dusk is in a strong financial position which provides us with the flexibility to respond to growth opportunities and/or implement further capital management initiatives.

In FY26, our focus will be on the implementation of the next phase of our growth strategy with a new store concept, AfterGlow and major refresh of our core range, Signature Collection. We will continue to deliver innovative and exciting product via brand collaborations, new category extensions and key events that appeal to new and existing customers.

We announced last month that David MacLean would be stepping down as a director at the conclusion of this meeting. I would like to take this opportunity to thank David for his invaluable contribution to dusk over the past 11 years and wish him well in his future endeavours.

The search for a new Non-Executive director is well advanced, and we will update the market when an appointment has been made.

Before handing over to Vlad, I would also like to acknowledge the hard work and dedication of the Board, management and our entire team across Australia and New Zealand.



Finally, I would like to thank our customers and shareholders for their ongoing support.

I will now invite Vlad to address the meeting.

CEO and Managing Director's Address

Good morning, everyone and I would like to add my welcome to today's AGM.

FY25 marked a pivotal chapter in dusk's evolution as we successfully launched the first phase of our rejuvenation strategy. Under the leadership of our new management team, operational improvements have begun to reshape the business, driving momentum and reinforcing our position as the category leader in home fragrance.

These early results reflect our commitment to growth, innovation, and delivering exceptional value to our customers.

During the year, the appointment of exceptional new talent across the business brought fresh energy and new perspectives to our strategy, trading, and brand positioning, driving strong performance and setting the foundation for sustained growth.

We reinvigorated our product, increasing the cadence of new innovative product offerings, delivered impactful brand collaborations, and significantly expanded the Bath & Body category.

In FY25, the Bath & Body category represented over 5% of our sales mix compared to around 1% in the prior year, reflecting the strengths of our new buying team, their understanding of trend forecasting and consumer behaviour, and ability to deliver world-class Bath & Body product ranges. This category attracted a younger customer cohort and provided a lower entry price point to the brand.

We also made good progress in broadening our customer base – increasing shopping frequency among existing customers and acquiring new customers, especially youth and male shoppers.



The strong online performance that John outlined reflected our focus on delivering a better omni channel experience. This included an enhanced digital experience and increased investment in digital marketing to boost brand awareness, site traffic and conversion rates.

At the same time, we made changes that significantly improved our store productivity and developed a new store concept called AfterGlow.

Turning to Phase 2 of our strategy, the focus in FY26 will be on several key areas.

Firstly, we will reset the culture of our store team with greater emphasis on “sales” skills supported by training and development programs and the refinement of our retail incentive structures.

Secondly, our product strategy will shift to the rejuvenation and expansion of our core range. Last month, we relaunched our largest core range – Signature Collection - which represents approximately 27% of total sales. This is the most significant change from a product perspective that dusk has undertaken in many years and the early response from customers has been positive.

One of our core strategic pillars is growing the bandwidth of our customer cohorts. In FY26, our focus will be on the alignment of marketing and product to further attract youth – an 18–25-year-old target market - and unisex customers. The launch of our new CRM tool will enable more targeted interactions with our customer base, supporting both acquisition and retention strategies.

Finally, we will continue to invest in our digital site capability leading into peak Christmas trade. In addition to the new store concept, we will also deploy enhanced visual merchandising in top performing stores to reflect AfterGlow styling.

The four levers that will drive growth in Phase 2 are product newness, refresh of our core product, a new store concept and the realignment of our brand ID.

dusk

These measures will result in an overhaul of significant customer facing areas of the business, accelerating sales growth and engaging new and existing customers. The aim is to grow outside seasonal peaks and build a business model that is fit and scalable to take to new markets.

In July, dusk launched a new store concept with the refurbishment of our West Lakes store in Adelaide and opening of our first CBD store at the Queen Victoria Building in Sydney. In late September, we extended the trial to Macarthur Square in NSW with a further two refurbishments planned for the second half of FY26.

Our primary objectives in redesigning our store format is to;

1. Enable our products to shine;
2. Better align store aesthetics with refreshed and contemporary ranges;
3. Visually differentiate “dusk” stores in the market and;
4. Drive improved commercial performance by appealing to a wider audience.

AfterGlow represents a complete transformation of our storefront with major changes including the introduction of digital screens, enhanced lighting, new floor fixtures and improved visual merchandising.

From a customer point of view, the product is better presented, the store less cluttered and more *shoppable*. Early feedback has been encouraging at all three stores.

The next phase will focus on testing the store concept in peak trading periods, refining design and developing multiple tiers of AfterGlow for different store gradings.

Turning to our recent trading and outlook, total sales for the first 16 weeks of FY26 were up 0.4% on pcp with sales growth improving across the period as we cycled 13.3% growth largely driven by the success of the Allen’s collaboration in 1H FY25.

This half, the Willy Wonka collaboration has performed well but not to the levels of Allen’s. If we exclude these two collaborations, underlying sales for the 16-week period were up 13.1% on pcp.

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Our Halloween product range has been well received by our customers delivering double digit growth on pcp as this event continues to grow in importance. Our second product collaboration for the first half, Beetlejuice, proved popular, especially with younger customers.

The launch of our most significant core range refresh – Signature Collection - in September 2025 across 100 stores also produced double digit growth as the introduction of several new fragrances as well as an upgrade in fragrance quality and packaging, resonated with our customers.

We are encouraged by the early results of our AfterGlow stores which have delivered above internal expectations. Total sales at the West Lakes and Macarthur Square stores which have been opened for 13 and five weeks respectively are up 25% on pcp. These stores have also recorded a 32% increase in member sales, 15% growth in new customers and a 22% lift in Average Transaction Value.

Pending the results over the key Christmas trading period, we expect to accelerate plans to refurbish our top stores with the AfterGlow concept.

Looking ahead, in 1H FY26, we expect to open four new stores and close one. In the second half, we intend to open two stores and close seven stores that are not performing to our expectations. This reflects our strategic focus on the continual renewal and optimisation of our store portfolio. We want our stores to be highly profitable and will recycle those that are not meeting our internal benchmarks.

Gross margin is in line with internal expectations as we manage the exit of the old Signature product range.

As we approach the key Christmas trading period, we are well prepared with new and innovative ranges that will be launched in the coming weeks. This year, we will further expand our pop-up store locations to grow brand awareness and attract new customers to dusk.

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This is a transformative period for dusk. Our FY25 achievements demonstrated the strengths of our strategic approach and reinforce our conviction in the path ahead as we reposition dusk as a lifestyle destination and develop a world-class business model that is ready for international expansion.

These results would not be possible without the incredible team we now have in place. This is evident when you look at the depth in our product, online trade that is nearing COVID highs and our ability to go from concept design to rollout of a store format in 12 months.

I would like to thank our team—both in our support office and across our stores—for their dedication, passion, and hard work. Their commitment is the driving force behind everything we have achieved.

I would also like to express my gratitude to the Board for their guidance during another important year and acknowledge David's outstanding contribution to dusk.

Finally, thank you to our shareholders and customers for your ongoing support.

I will now hand back to John.