



ANNUAL GENERAL MEETING

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# 2021

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## Forward looking statements

This Presentation contains certain forward looking statements and comments about future events, including Shaver Shop's expectations about the performance of its business. Forward looking statements can generally be identified by the use of forward looking words such as 'expect', 'anticipate', 'likely', 'intend', 'should', 'could', 'may', 'predict', 'plan', 'propose', 'will', 'believe', 'forecast', 'estimate', 'target' and other similar expressions. Indications of and any guidance on future earnings or financial position or performance of Shaver Shop are also forward looking statements.

Forward looking statements involve inherent risks and uncertainties, both general and specific, and there is a risk that such predictions, forecasts, projections and other forward looking statements will not be achieved. Shaver Shop's 2019 Consolidated Financial Report contains details of a number of key risks associated with an investment in Shaver Shop. Many of these risks are beyond the control of Shaver Shop. Should one or more of these or other risks or uncertainties materialise, or should any assumption underlying any forward looking statement contained in this Presentation prove incorrect, Shaver Shop's actual results may differ materially from the plans, objectives, expectations, estimates, and intentions expressed in the forward looking statements contained in this Presentation. As such, undue reliance should not be placed on any forward looking statement.

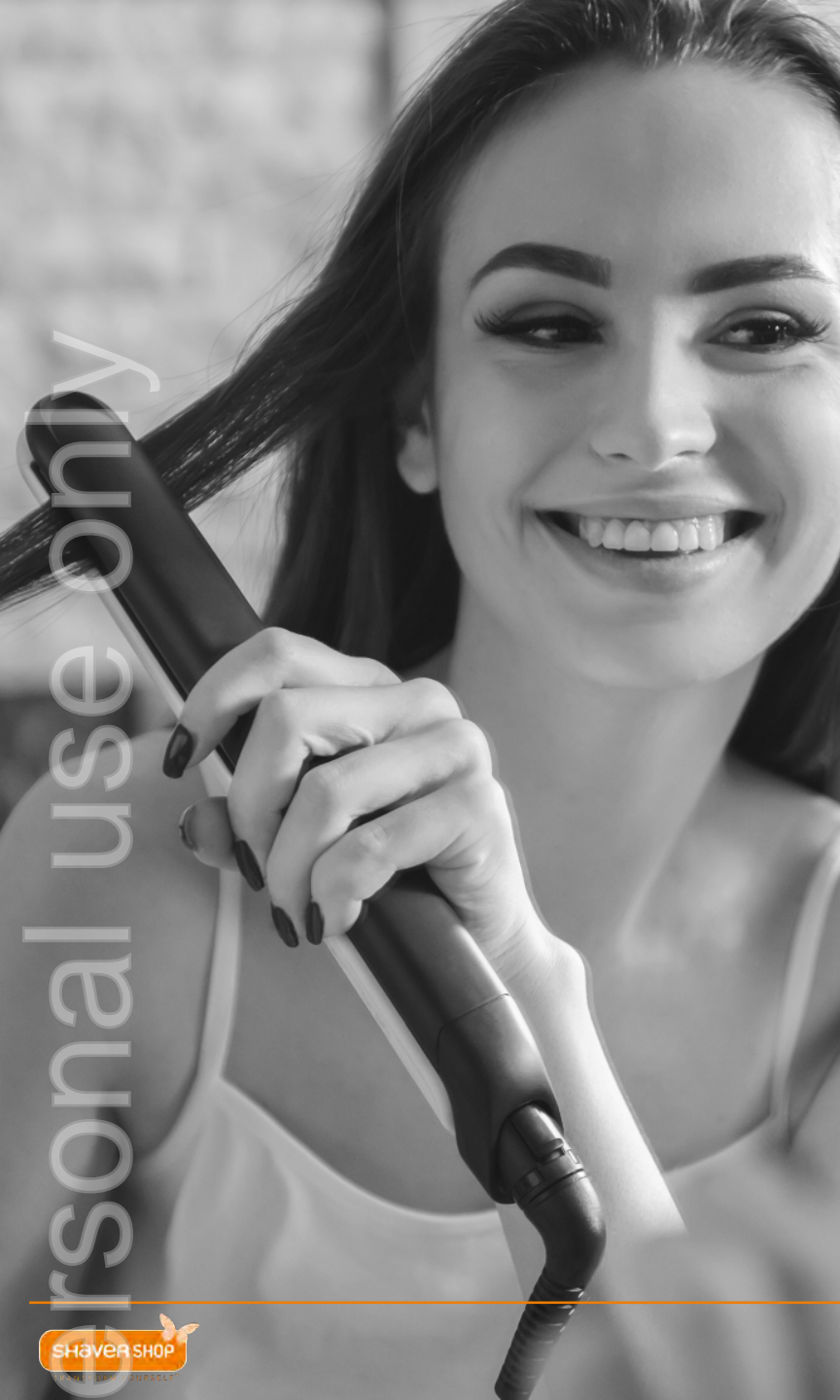
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## Pro forma and normalised financial information

This Presentation contains pro forma and normalised financial information. The pro forma and normalised financial information and past information provided in this Presentation is for illustrative purposes only and is not represented as being indicative of Shaver Shop's views on its future financial condition and/or performance. This financial information has been prepared by Shaver Shop in accordance with the measurement and recognition requirements, but not the disclosure requirements, of applicable accounting standards and other mandatory reporting requirements in Australia.

Shaver Shop uses certain measures to manage and report on its business that are not recognised under Australian Accounting Standards. These measures are referred to as non-IFRS financial information. Shaver Shop considers that this non-IFRS financial information is important to assist in evaluating Shaver Shop's performance. The information is presented to assist in making appropriate comparisons with prior periods and to assess the operating performance of the business. In particular this information is important for comparative purposes with normalised results across financial periods..

For a reconciliation of the non-IFRS financial information contained in this Presentation to IFRS-compliant comparative information, refer to the Directors Report that forms part of the Shaver Shop Group Limited Consolidated Financial Report that has been lodged with the ASX. All dollar values in this Presentation are in Australian dollars (A\$), unless otherwise specified.



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# 01

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## WELCOME & INTRODUCTION



# YOUR BOARD

**Brodie Arnhold, Chair**



**Craig Mathieson**



**Trent Peterson**



**Debra Singh**



**Brian Singer**



**Cameron Fox, MD & CEO**



Independent, non-executive directors



Executive director



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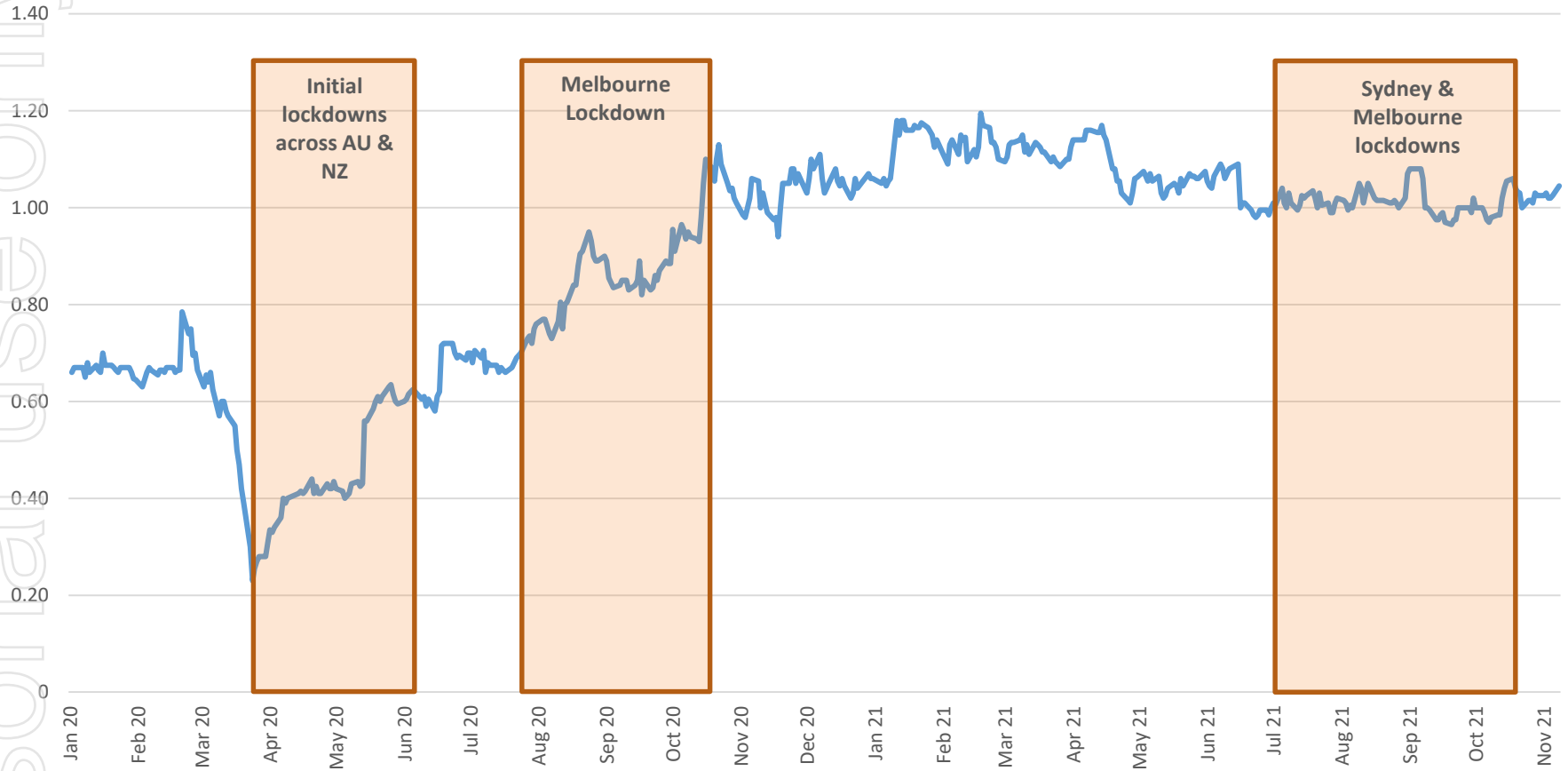
# 02

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## CHAIRMAN'S ADDRESS

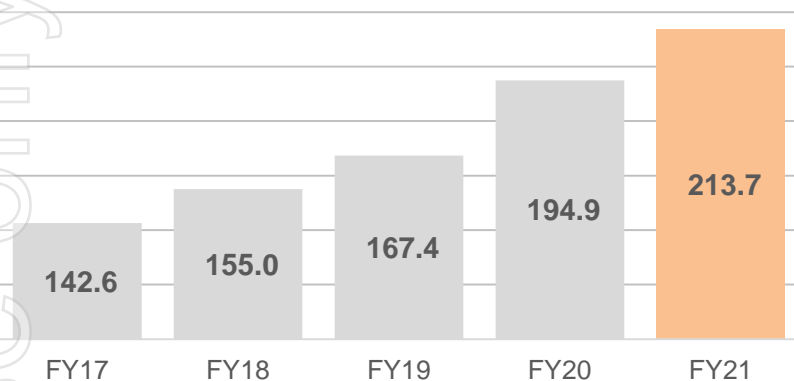
# SHARE PRICE PERFORMANCE SINCE 1 JANUARY 2020

Closing share price

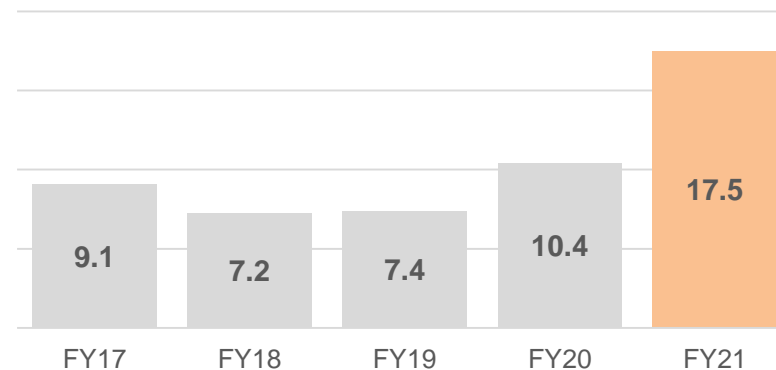


# FIVE YEAR PERFORMANCE TREND

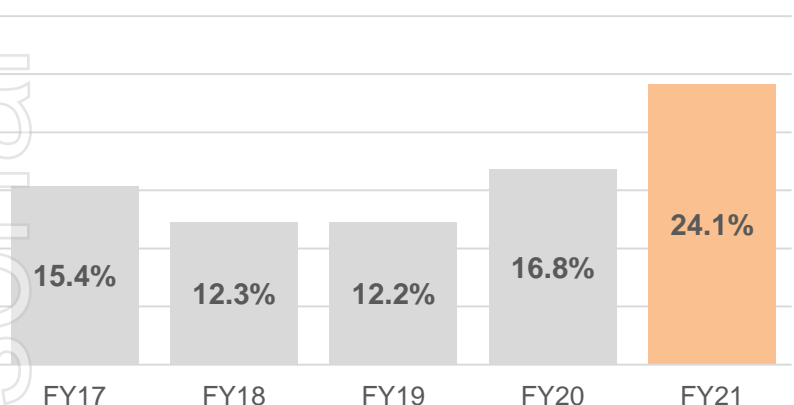
**Total Sales (\$Am)**



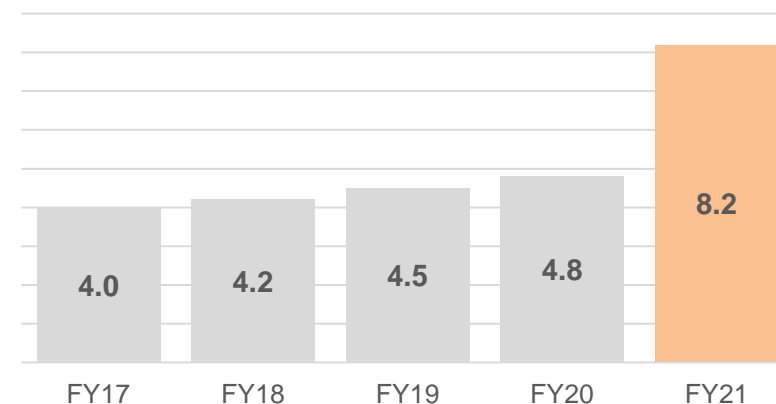
**Normalised NPAT<sup>1</sup> (\$Am)**



**Normalised ROIC<sup>2</sup> (%)**



**Dividends per share (cents)**



<sup>1</sup> Reported NPAT has been normalised in FY17 through FY19 for the effect of one-off and usual transactions. No normalisations have been made in FY20 and FY21

<sup>2</sup> ROIC = Normalised NPAT divided by reported Net Assets balance at 30 June each year.



# STRONG PROGRESS ON STRATEGIC INITIATIVES

## Increase market share

- Online active customers up 123% to almost 500,000
- Shaver Shop fulfilled 2.4m customer transactions in FY2021
- Opt-in marketing database membership now 800,000 strong (on track for 1m by late CY2022)
- Anecdotal feedback from suppliers supports market strong share gains

## Customer lifetime value

- Progress made to link in-store and online customer data
- Average transaction values up 11.2% in FY21 supported by strong online sales growth
- Online customer journeys established to encourage increased transaction frequency

## Product innovation & expansion

- 26 of top 30 products by sales were exclusively ranged by Shaver Shop (in AU) in FY2021
- Ongoing expansion into men's hair care (American Crew), fragrance, men's skincare

## Digital excellence

- Online sales were \$61.2m or 28.6% of total sales in FY21
- Personalised and engaging online experience being delivered through interactive questioning (similar to in-store experience)
- Increased use of inspirational and educational content through How To Hub
- Data lake established and on-track to leverage AI to personalise offers and customer journeys in FY2022



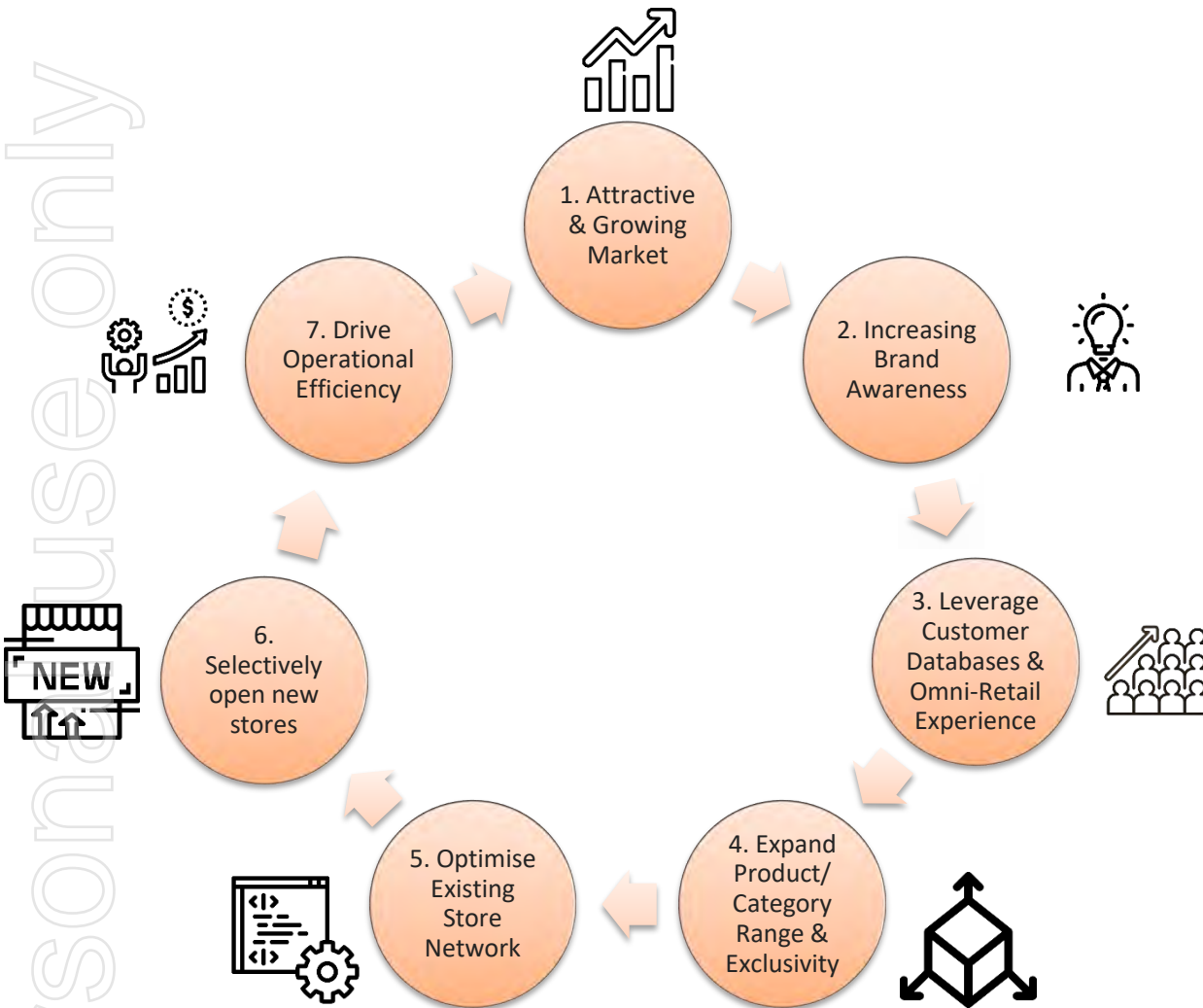
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# 03

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## CEO & MANAGING DIRECTOR'S ADDRESS

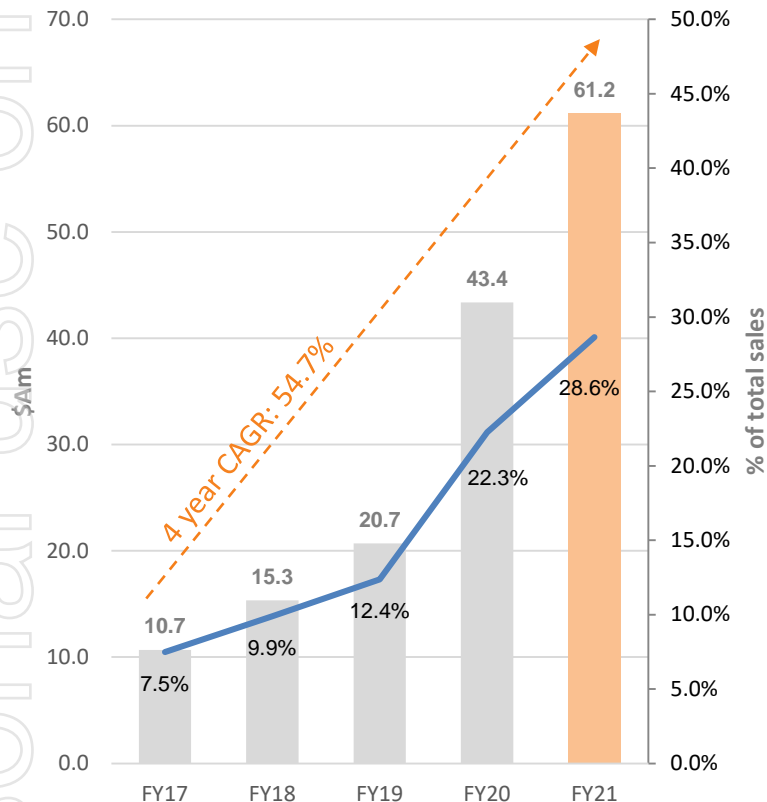
# SHAVER SHOP GROWTH DRIVERS



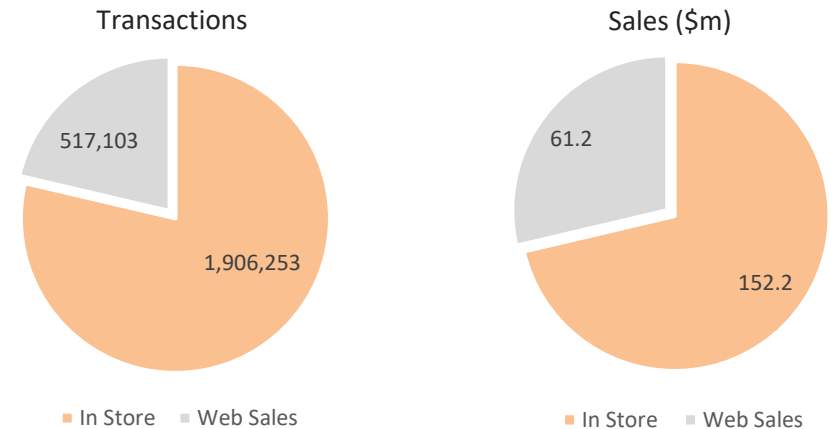
# ONLINE SALES REPRESENT 28.6% OF TOTAL SALES

Online sales have grown 54.7% per annum (on average) since FY17 to reach \$61.2m in FY21

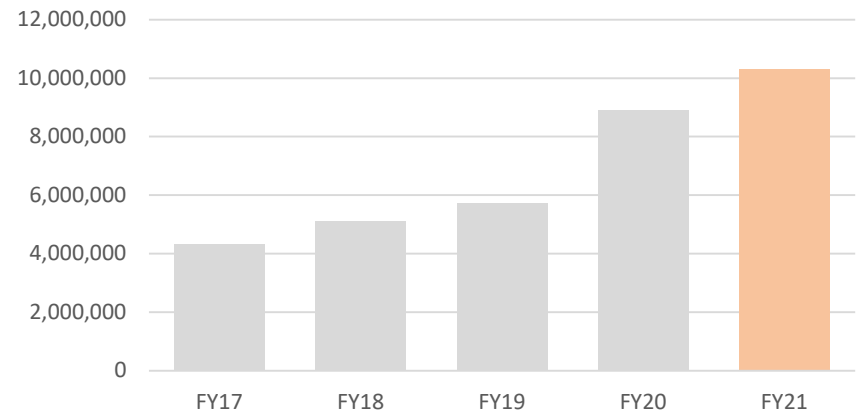
## Online Sales Growth (Corporate Stores)



## FY21 Online and In-Store Transactions / Sales



## Website Visitation





# STRONG CONTRIBUTION MARGINS FROM BOTH ONLINE AND IN-STORE CHANNELS

Consistent and strong contribution margins from online and in-store results in Shaver Shop being 100% aligned in delivering best possible customer experience across all channels

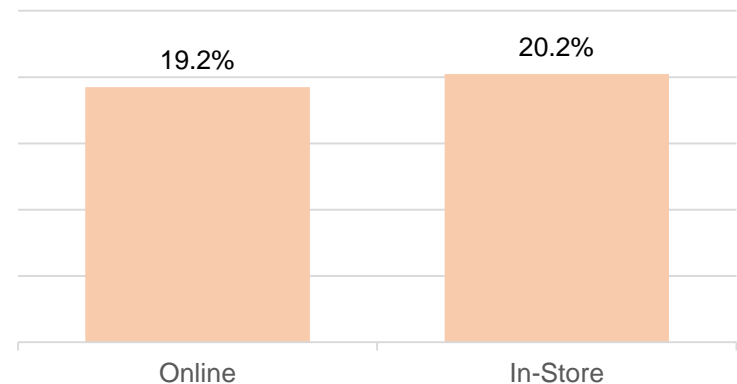
- > Average transaction values are higher online, however category mix and higher direct costs reduce online contribution margin %

**Online contribution** = Online GP less all online distribution costs, transaction fees, online marketing and estimated percentage of in-store employment and occupancy costs

**In-store contribution** = In-store GP less transaction fees, TV and catalogue marketing, and balance of in-store employment and occupancy costs

- > Comparable contribution margin means Shaver Shop benefits from both in-store and online omni-retail investments and can optimise marketing expenditure across both channels

**Contribution Margin (% of sales)**



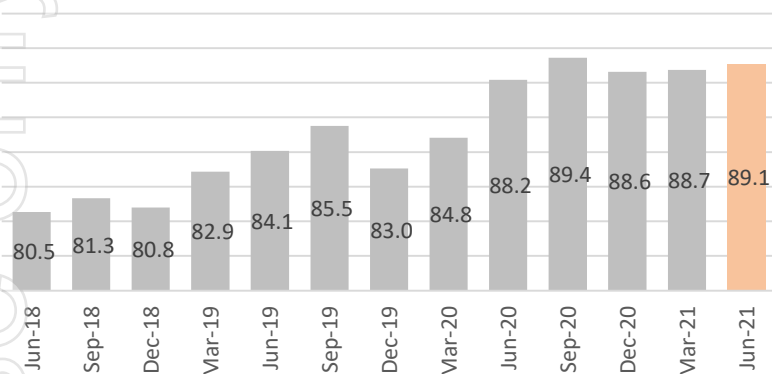
Note: Contribution margins are estimates based on FY2021 results.



# CUSTOMER SERVICE EXCELLENCE

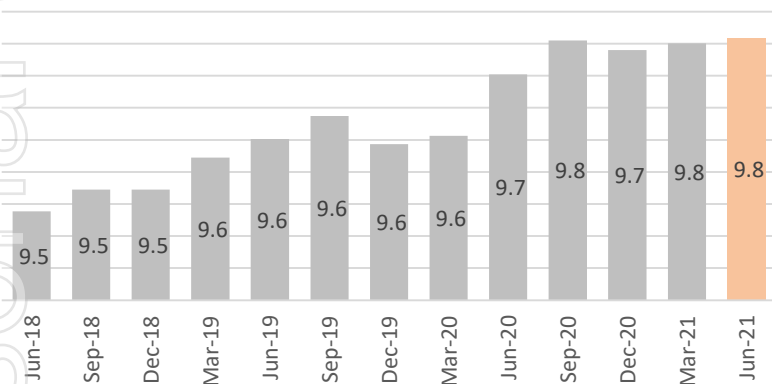
Shaver Shop customer satisfaction at or near all time highs reflects the passion of our store teams

Net Promoter Score (NPS) up to 89.1 out of 100



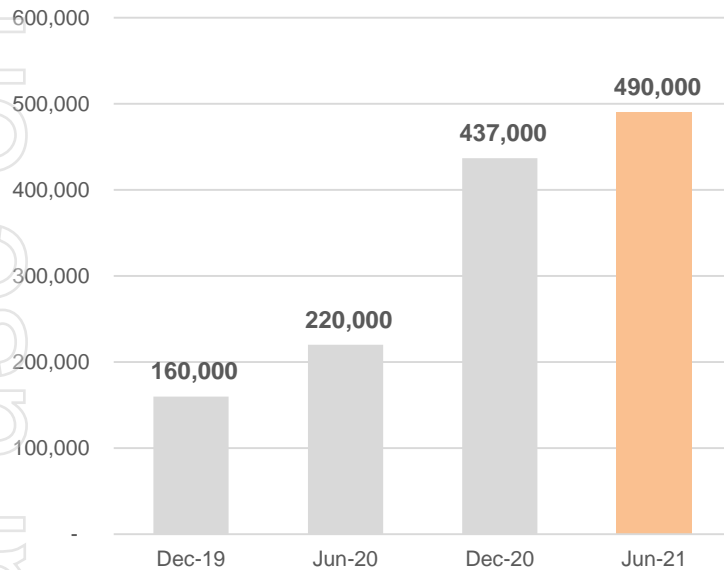
- > Shaver Shop NPS is 'world class'
- > Typical NPS for a strongly executing retailer is in the range of 30 to 50
- > Our specialist product knowledge and service is what sets us apart

Customer Experience up to 9.8 out of 10

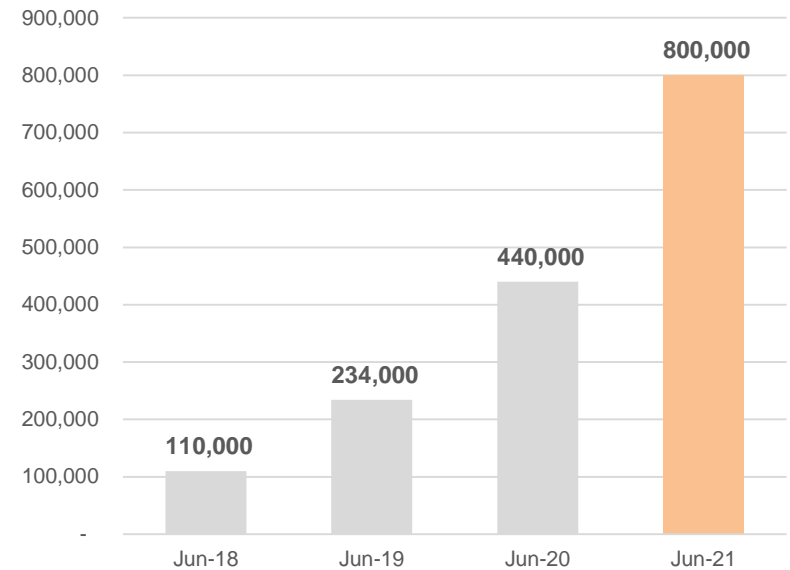


# INCREASING ACTIVE CUSTOMERS AND OPT-IN MEMBERS

Active Online Customers

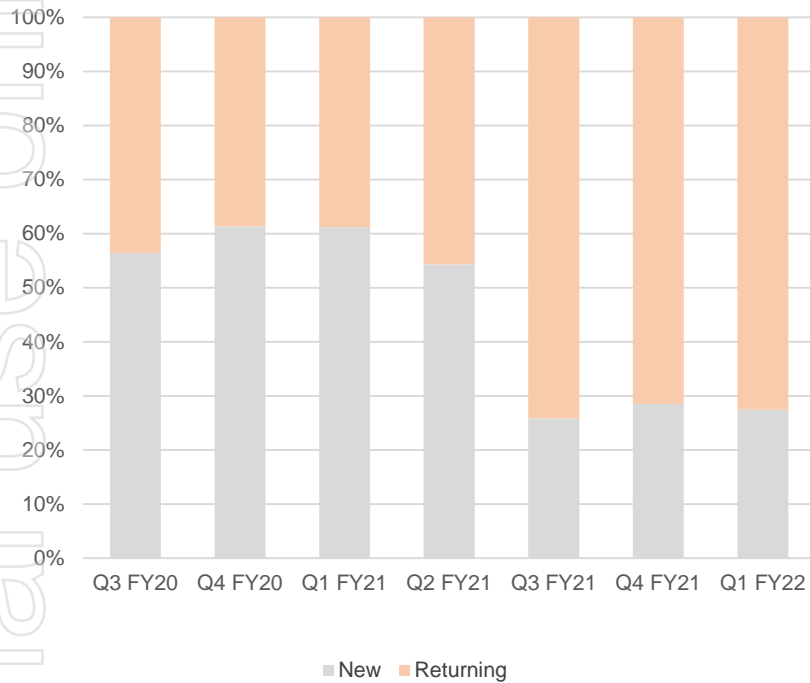


Opt-in database customers

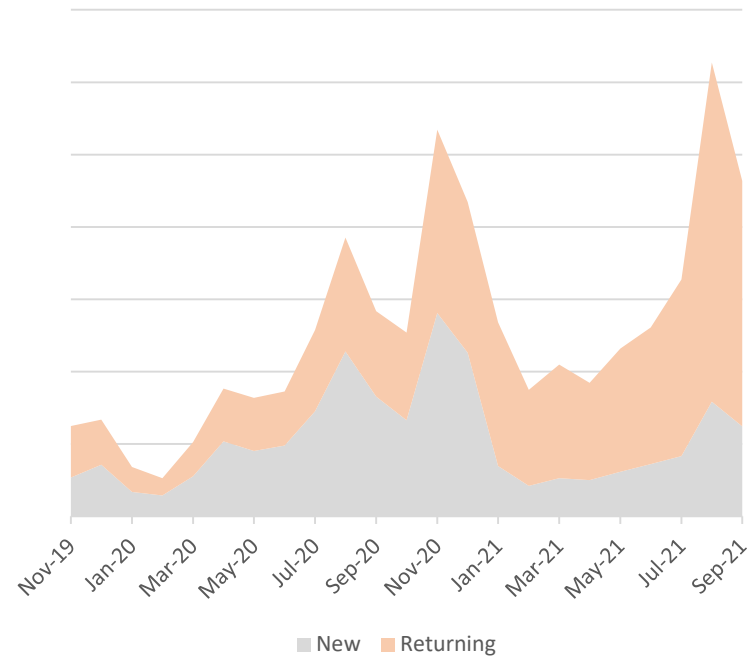


# INCREASE IN RETURNING CUSTOMER REVENUE

New vs Returning Customers (#)  
(Online Channel Only)



Returning Customer Revenue Growth  
(Online Sales Only)







# CUSTOMER LEARNINGS OVER COVID-19

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- > Grooming and personal care is a high priority for our customers and their sense of well being
- > As stores close due to government imposed trading restrictions, customers transition to online giving us confidence in:
  - Brand awareness & loyalty
  - Product relevance and range
- > Men tend to grow beards during lockdown supporting beard trimmer sales but clean shaven categories (shavers, manual shave) soften. Clean shaven categories recover strongly when stores re-open.
- > Women transition to long term hair removal solutions (IPL) during lockdown
- > Online sales (particularly in hair removal categories) generally accelerate once government narrative begins indicating long term lockdowns are expected
- > Online sales begin decelerating but remain strong when re-opening plans and dates are announced
- > In-store sales rebound strongly on re-opening despite lower foot traffic levels (higher propensity to purchase) with less dwell time
- > Customers are generally considerate and respectful and follow health and safety regulations/requirements

# 04

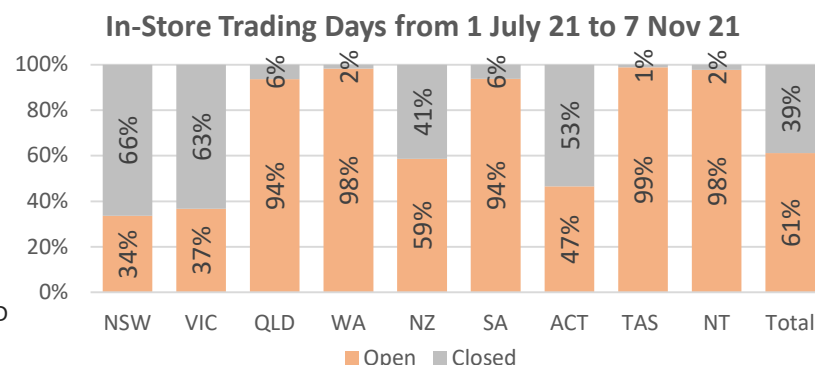
## TRADING UPDATE & OUTLOOK

# TRADING UPDATE & OUTLOOK

- > Government imposed lockdowns have led to volatile trading conditions in FY22 YTD across NSW, VIC, NZ and ACT
- > Shaver Shop has lost c.6,100 in-store trading days or c.39% of available in-store trading days) from 1 July 21 through 7 Nov 21
- > Consistent with prior lockdown re-openings, we have seen a strong recovery in sales once stores re-open. With this context, Shaver Shop provides the following FY22 YTD sales update for the periods from 1 July 21 through 7 Nov 21 (YTD):

	vs FY21	vs FY20
Total sales growth*	-0.9%	+15.7%
Like for like <sup>1</sup> sales growth (inc online sales)	+7.2%	+33.6%
Online sales growth	+58.6%	+329.4%

\* YTD total sales are down -0.9% vs FY2021, which equates to approximately \$0.6 million and YTD total sales are up +15.7% vs FY2020, which equates to approximately +\$9.0 million vs FY2020.



- > Since NSW stores re-opened on 11 October 2021, total corporate store sales growth through 7 November 2021 has been +17.4% vs FY21 comparative trading days (and +30.5% vs FY20) giving increased confidence for a strong Black Friday and Christmas/Boxing Day trading season. Online sales have increased +58.6% YTD and represent 50.2% of total sales.
- > On a State basis, NSW total corporate store sales have increased +51.2% from 11 October 2021 (NSW re-opening) through 7 November 2021 vs pcp (in part benefiting from franchise buy-backs). Total VIC sales have increased 31.0% vs pcp since re-opening fully on 30 October 2021
- > Gross profit margins continue to be healthy – above FY20 levels and below FY21
- > Stock supply has been difficult to forecast on some lines but we have planned well and adjusted our promotional program accordingly. We do not expect any material impact to sales from these supply chain anomalies.
- > Having regard to the ongoing uncertainty caused by COVID-19 as well as the importance of the upcoming Christmas trading contribution to our full year results, Shaver Shop does not feel it appropriate to provide FY22 sales or earnings guidance at this time.

<sup>1</sup> Like for like sales are sales for those stores that were owned and operated by Shaver Shop for all of FY20 and FY21. It therefore excludes any franchise buy-backs, new stores or stores that were permanently closed in FY20 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.

# 05

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## ITEMS OF BUSINESS





## CONDUCT OF A POLL

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A POLL WILL BE CONDUCTED AT THE END OF THE MEETING FOLLOWING CONSIDERATION AND DISCUSSION OF ALL ITEMS OF BUSINESS



# 1. ANNUAL FINANCIAL REPORT

“To receive and consider the Financial Report, Directors’ Report and Auditor’s Report of the Company and its controlled entities for the financial year ended 30 June 2021.”

**There is no vote on this item of business.**

## 2. ADOPTION OF REMUNERATION REPORT

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“That the Remuneration Report (which forms part of the Directors’ Report in respect of the financial year ended 30 June 2021 be adopted.”



## 2. ADOPTION OF REMUNERATION REPORT - VOTING

Proxies Received	# votes	% votes
For	49,900,077	97.3%
Open	963,830	1.9%
Against	421,999	0.8%
Abstain	-	-

The Chair of the Meeting intends to vote all available proxies **in favour** of this resolution.





### 3. RE-ELECTION OF DIRECTOR MR CRAIG MATHIESON


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“That Craig Mathieson, who retires by rotation in accordance with the Company’s Constitution and ASX Listing Rules 14.4 and 14.5 and, being eligible for election, be elected as a Director of the Company.”

### 3. RE-ELECTION OF DIRECTOR – MR CRAIG MATHIESON

Proxies Received	# votes	% votes
For	65,785,894	98.0%
Open	1,243,306	1.8%
Against	108,703	0.2%
Abstain	-	-

The Chair of the Meeting intends to vote all available proxies **in favour** of this resolution.



## 4. APPROVAL OF AMENDED LTI PLAN

“That the Company’s Amended LTI Plan (the terms of which are summarized in the Explanatory Notes accompanying the Notice of Annual General Meeting) and the grant of LTI Shares under the Amended LTI Plan, be approved for the purposes of ASX Listing Rule 7.2 (Exception 13(b)), and Division 2 of Part 2J.1, section 259B and section 260C(4) of the Corporations Act 2001 and for all other purposes.”

## 4. APPROVAL OF AMENDED LTI PLAN

Proxies Received	# votes	% votes
For	59,864,122	97.6%
Open	966,427	1.6%
Against	490,512	0.8%
Abstain	-	-

The Chair of the Meeting intends to vote all available proxies **in favour** of this resolution.



## 5. APPROVAL OF ISSUE OF SECURITIES TO MR CAMERON FOX, CEO & MD

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“That for the purposes of the ASX Listing Rule 10.14 and all other purposes, approval is given for the issue to the CEO and Managing Director of the Company, Mr Cameron Fox, of up to 700,000 LTI Shares as a long-term incentive on the terms and conditions and in the manner set out in the Explanatory Notes accompanying this Notice of Annual General Meeting.”





## 5. APPROVAL OF ISSUE OF SECURITIES UNDER AMENDED LTI PLAN TO MR CAMERON FOX, CEO & MANAGING DIRECTOR

Proxies Received	# votes	% votes
For	61,157,091	97.3%
Open	1,171,903	1.9%
Against	520,799	0.8%
Abstain	-	-

The Chair of the Meeting intends to vote all available proxies **in favour** of this resolution.

# 06

## GENERAL QUESTIONS

THANK YOU

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