

Internal use only

# 2024 Super Retail Group Full Year Results

Authorised for release by the Board of Super Retail Group Limited

22 August 2024

**Anthony Heraghty**

Group Managing Director  
& Chief Executive Officer

Inspiring you to live  
your passion



# Group highlights



# Executive summary

## Revenue growth and gross margin expansion offset by cost inflation

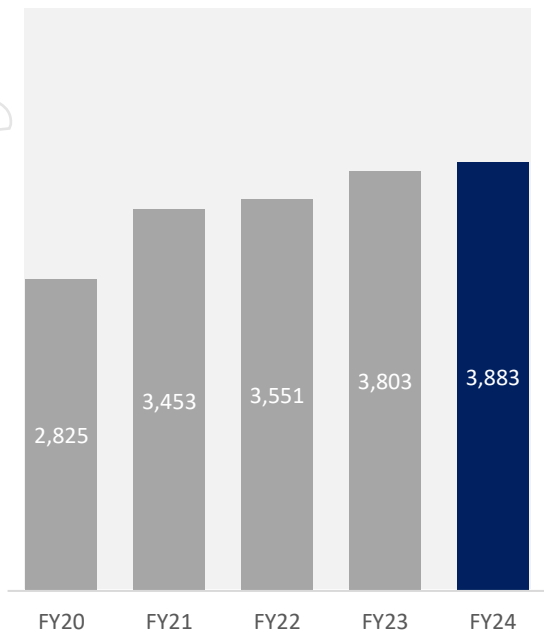
- Group sales up 2 per cent to \$3.9 billion
- Group gross margin up 10bps to 46.3 per cent
- Segment EBIT down 9 per cent to \$400 million
- Segment PBT down 12 per cent to \$343 million
- Statutory NPAT down 9 per cent to \$240 million and normalised NPAT down 11 per cent to \$242 million
- Statutory EPS of 106 cents and normalised EPS of 107 cents
- Fully franked final ordinary dividend of 37 cents per share and fully franked special dividend of 50 cents per share
- Expanded store network – opened 28 new stores
- Effective omni retail execution – online sales up 9 per cent to \$485 million
- Growing loyalty base – successfully launched rebel Active loyalty program and increased total active club members by 12 per cent to 11.5 million<sup>1</sup>
- Highly engaged team – engagement score of 81<sup>2</sup>
- Decline in safety performance – TRIFR increased to 14.5 due to higher incidence of manual handling injuries<sup>3</sup>
- Conservative balance sheet - no drawn bank debt and \$218 million cash balance







# Record sales of \$3.9 billion

The Group has delivered another year of record sales driven by investment in our digital capability and store network

GROUP SALES (\$m)



SALES GROWTH BY BRAND

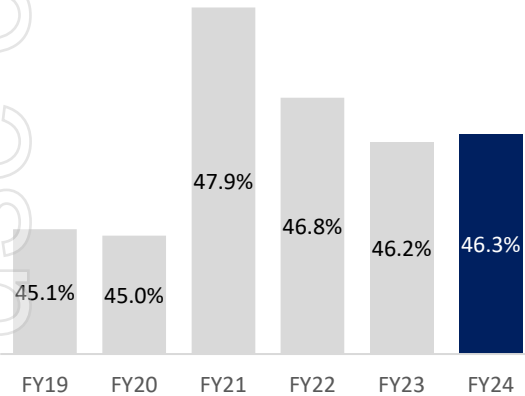
	LIKE-FOR-LIKE SALES GROWTH (%)	TOTAL SALES GROWTH (%)
	2	3
	(2)	(1)
	(1)	5
	0	3
TOTAL GROUP	0	2

# Gross margin increased to 46.3 per cent

Gross margin improved by 10bps. Lower PBT margin reflects increase in cost of doing business due to impact of inflation

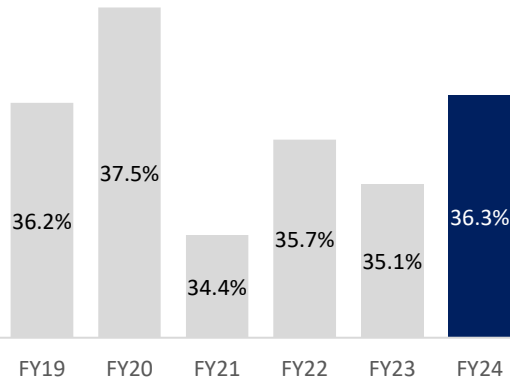
## GROUP GROSS MARGIN

Rebased above pre COVID-19 levels



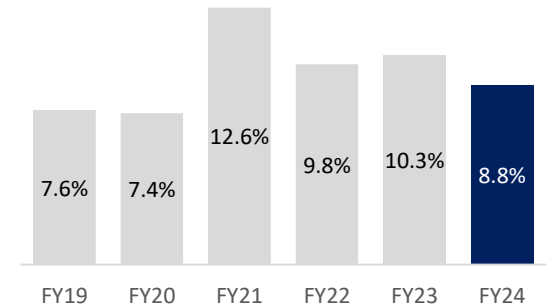
## GROUP CODB AS A % OF SALES<sup>1</sup>

Higher CODB due to impact of inflation on wages and rent



## GROUP PBT MARGIN

PBT margin remains higher than pre COVID-19 levels





# Customer highlights

Club members represented 77 per cent of Group sales

ACTIVE CLUB MEMBERS<sup>1</sup>

**11.5m**  
(UP 1.2M)

CLUB MEMBER NPS

**69**  
(UP 2)

CLUB MEMBER % OF SALES

**77%**  
(UP 4%)

**SUPERCHEAP**  
AUTO

**rebel**



CLUB MEMBER NPS (UP 1)

**68**

CLUB MEMBER NPS (UP 1)

**66**

CLUB MEMBER NPS (UP 2)

**73**

CLUB MEMBER NPS (UP 3)

**70**

CLUB MEMBER % OF SALES (UP 5%)

**69%**

CLUB MEMBER % OF SALES (UP 4%)

**77%**

CLUB MEMBER % OF SALES (UP 1%)

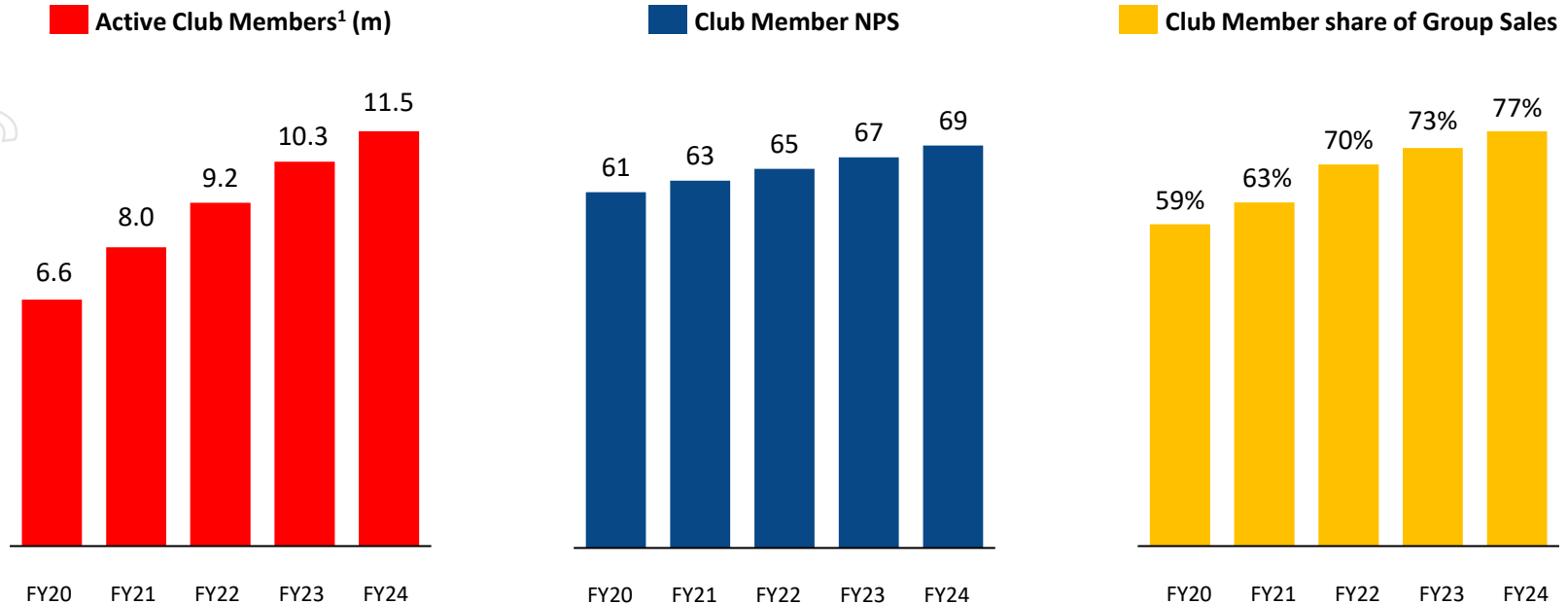
**90%**

CLUB MEMBER % OF SALES (UP 2%)

**76%**

(1) Active club member is a club member who purchased in the last 12 months

# Investment in our loyalty programs is driving growth in active club member metrics





# Store network highlights

Targeting 25 new store openings in FY25

CURRENT STORES

**759**

NEW STORES OPENED IN FY24

**28**

TARGETED NEW STORE OPENINGS IN FY25

**25**

**SUPERCHEAP**  
AUTO

FY24 NEW STORES

**11**

TARGETED FY25 NEW STORES

**10**

**rebel**

FY24 NEW STORES

**1**

TARGETED FY25 NEW STORES

**4**

**BCF**

FY24 NEW STORES

**7**

TARGETED FY25 NEW STORES

**5**

**macpac**

FY24 NEW STORES

**9**

TARGETED FY25 NEW STORES

**6**



# Supercheap Auto store network highlights



## FY24

- Opened 11 new stores
- Completed 28 store refurbishments

## FY25

- Targeting 10 new store openings
- Undertaking 28 store refurbishments

# rebel store network highlights

rebel



## FY24

- Added 5 rCX stores including flagship store at Melbourne's Emporium
- 20 rCX stores now open

## FY25

- Targeting 4 new store openings
- Upgrading 3 stores to rCX large format
- Undertaking 6 store refurbishments

# BCF store network highlights



FY24

- Opened 7 new stores
- Opened Mackay superstore
- 17 in-store tackle stores now open

FY25

- Targeting 5 new store openings
- 2 new superstores at Hervey Bay and Cannington
- Opening 10 in-store tackle stores

# Macpac store network highlights



FY24

- Opened 9 new stores






FY25

- On track to open 100<sup>th</sup> retail store
- Targeting 6 new store openings

# Digital and omni-retail highlights

Online sales have grown by 9 per cent to \$485 million

## FY24 BRAND SALES BY CHANNEL

					
In-store	92%	83%	88%	82%	87%
Click & Collect	6%	5%	7%	3%	6%
Home Delivery	2%	12%	5%	15%	7%

GROUP  
ONLINE SALES  
**\$485m**

ONLINE SALES  
% OF TOTAL  
SALES  
**13%**

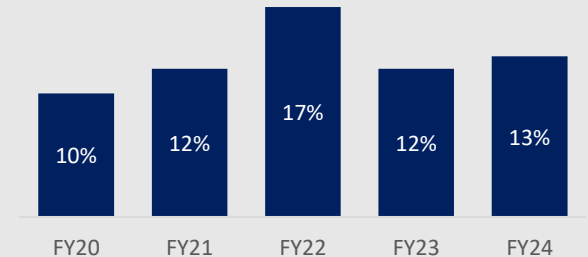
CLICK &  
COLLECT  
% OF ONLINE  
SALES  
**45%**

HOME  
DELIVERY  
% OF ONLINE  
SALES  
**55%**

% OF SALES  
COMPLETED  
IN STORE  
**93%**

4 YEAR CAGR  
IN ONLINE  
SALES<sup>1</sup>  
**14%**

## ONLINE SALES % OF GROUP SALES



# Group financial performance and brand highlights



# Group results

\$m	FY24	FY23	Change
Total sales <sup>1</sup>	3,882.6	3,802.6	2.1%
Total segment EBITDA	738.6	767.6	(3.8%)
Segment D&A	(338.2)	(329.6)	2.6%
Total segment EBIT	400.4	438.0	(8.6%)
Net finance costs	(57.8)	(47.4)	21.9%
Normalised segment PBT	342.6	390.6	(12.3%)
Segment income tax expense	(100.5)	(117.1)	(14.2%)
Normalised NPAT	242.1	273.5	(11.5%)
Other items not included in normalised NPAT <sup>2</sup>	(2.0)	(10.5)	(81.0%)
Profit attributable to owners	240.1	263.0	(8.7%)

# Segment results

\$m	FY24		FY23	
	Sales	PBT	Sales	PBT
Supercheap Auto	1,497.9	202.9	1,447.9	204.0
rebel	1,291.6	102.4	1,309.1	146.0
BCF	879.1	54.3	839.9	51.0
Macpac	222.4	18.8	216.4	28.7
Group and Unallocated	(8.4)	(35.8)	(10.7)	(39.1)
<b>Total</b>	<b>3,882.6</b>	<b>342.6</b>	<b>3,802.6</b>	<b>390.6</b>





## Supercheap Auto highlights

Supercheap Auto is Australia and New Zealand's favourite specialty automotive parts and accessories retail business<sup>1</sup>

- Record full year sales and record EBIT
- Record club member net promoter score
- In-store service program undertook a record number of fitments (over 830,000 )
- Added more than 500,000 club members to exceed 4 million active club members<sup>2</sup>
- Announced launch of dedicated trade website – now live



(1) Source: Stellar Market Research based on main store preference  
(2) Active club member is a club member who purchased in the last 12 months

- Total sales increased by 3 per cent to \$1.50 billion driven by new store openings and like-for-like sales growth
- Like-for-like sales growth of 2 per cent reflected growth in transaction volumes and higher average transaction value (ATV)
- Auto maintenance (including lubricants, car detailing and power) was the strongest performing category reflecting an uplift in do-it-yourself activities
- Segment EBIT increased by 1 per cent to \$222 million
- Segment PBT margin declined by 60 bps as higher operating expenses offset an 80 bps improvement in gross margin
- Segment PBT of \$203 million was 1 per cent lower than the pcg
- Online sales grew by 6 per cent to \$121 million and represented 8 per cent of total sales
- Click & Collect accounted for 78 per cent of online sales
- Active club membership grew by 17 per cent to 4.3 million and club members represented 69 per cent of total sales<sup>1</sup>
- SCA opened 11 stores and closed 1 store resulting in 341 stores at period end

\$m	FY24	FY23	Change
Sales	1,497.9	1,447.9	3.5%
Segment EBITDA	335.2	334.3	0.3%
Segment EBIT	221.8	219.4	1.1%
Segment PBT	202.9	204.0	(0.5%)
Segment PBT margin	13.5%	14.1%	(60 bps)

**341**

STORES

**4.3m**

ACTIVE CLUB MEMBERS

**2.3%**

LFL SALES GROWTH

**14.8%**

EBIT MARGIN

**13.5%**

PBT MARGIN

## rebel highlights

rebel is Australia's leading sporting goods and apparel retailer. Our goal is to inspire all Australians to live their sporting dreams and passion

- Relunched rebel active loyalty program - 3.9 million members contributing 77% of sales and spending more per customer than ever before
- Record club member net promoter score
- Executed a highly successful FIFA Women's World Cup licensed football campaign
- Delivered double digit growth in online sales
- Introduced new and expanded brand ranges – including HOKA, On, Muscle Nation, Frank Green and Lorna Jane





- rebel's financial results for the period reflect the one-off impact of revenue deferral relating to its new points-based club member loyalty program of \$7 million<sup>1</sup>
- Total sales fell by 1 per cent to \$1.29 billion
- Like-for-like sales decreased by 2 per cent reflecting lower transaction volumes and lower ATV
  - Performance sports was the best performing category, benefitting from strength in football and licensed apparel
- Segment EBIT fell by 25 per cent to \$121 million
- Segment PBT margin declined by 330bps due to a 120 bps decline in gross margin and higher operating expenses
- Segment PBT of \$102 million was 30 per cent lower than pcp
- Online sales grew by 12 per cent to \$222 million and represented 17 per cent of total sales
- Click & Collect accounted for 28 per cent of online sales
- Active club membership grew by 4 per cent to 3.9 million and club members represented 77 per cent of total sales<sup>2</sup>
- rebel opened 1 new store and closed 1 store resulting in 159 stores at period end

\$m	FY24	FY23	Change
Sales	1,291.6	1,309.1	(1.3%)
Segment EBITDA	247.3	282.8	(12.6%)
Segment EBIT	121.4	161.8	(25.0%)
Segment PBT	102.4	146.0	(29.9%)
Segment PBT margin	7.9%	11.2%	(330 bps)

**159**

STORES

**3.9m**

ACTIVE CLUB MEMBERS

**(2.2%)**

LFL SALES GROWTH

**9.4%**

EBIT MARGIN

**7.9%**

PBT MARGIN

## BCF highlights

BCF is Australia's favourite<sup>1</sup> outdoor retailer, with stores in every Australian state and territory

- Record full year sales
- Club member sales increased to 90 per cent of sales
- Biggest ever year of fishing sales
- Strong growth in other key strategic categories – 4x4, Caravan & Touring
- Townsville superstore delivered >\$20 million in sales in first year of opening
- Exclusive, private and strategic brands represented more than 50 per cent of BCF sales



(1) Source: Stellar Market Research based on main store preference



- Total sales increased by 5 per cent to \$879 million driven by new store openings
- Like-for-like sales fell by 1 per cent as higher transaction volumes were offset by a modest decline in ATV
- Fishing and touring delivered strong category growth
- Segment EBIT increased by 10 per cent to \$67 million
- Segment PBT margin increased by 10 bps as a 140 bps improvement in gross margin offset higher operating costs
- Segment PBT of \$54 million was 6 per cent higher than pcp
- Online sales grew by 9 per cent to \$102 million and represented 12 per cent of total sales
- Click & Collect accounted for 56 per cent of online sales
- Active club membership grew by 11 per cent to 2.5 million and club members represented 90 per cent of total sales<sup>1</sup>
- BCF opened 7 stores and closed 2 stores resulting in 162 stores at period end

\$m	FY24	FY23	Change
Sales	879.1	839.9	4.7%
Segment EBITDA	139.8	128.5	8.8%
Segment EBIT	66.8	61.0	9.5%
Segment PBT	54.3	51.0	6.5%
Segment PBT margin	6.2%	6.1%	10 bps

**162**

STORES

**2.5m**

ACTIVE CLUB MEMBERS

**(0.8%)**

LFL SALES GROWTH

**7.6%**

EBIT MARGIN

**6.2%**

PBT MARGIN

## Macpac highlights

Macpac products are made by adventurers for adventurers. We design products that are functional, technical and robust to help equip outdoor enthusiasts to adventure better

- Record full year sales
- Successfully leveraged Group store network - 11% of Macpac sales in Australia were made in BCF and rebel stores
- Record club member NPS score in both Australia and New Zealand
- Increased recycled content across the range including introduction of Pertex® Quantum NetPlus®
- Maintained certification as a carbonreduce business with Toitū<sup>1</sup>
- Record funds raised through The Macpac Fund For Good, supporting community programs in both Australia and New Zealand



(1) A Toitū carbonreduce certified organisation has measured and managed the operational emissions of its organisation, including business travel, electricity, vehicles and offices, in accordance with ISO 14064-1 and the GHG Protocol

- Total sales increased by 3 per cent to \$222 million driven mainly by new store openings
- Like-for-like sales were slightly above the pcp as a result of higher transaction volumes
- Like-for like sales increased by 8 per cent in New Zealand but declined by 4 per cent in Australia due to milder weather in Australia during winter
- Backpacks, gear and accessories performed strongly reflecting an uplift in participation in outbound tourism and travel
- Segment EBIT fell by 28 per cent to \$22 million
- Segment PBT margin fell by 480bps due to a 100 bps decline in gross margin and higher operating expenses
- Segment PBT fell by 34 per cent to \$19 million
- Online sales grew by 1 per cent to \$39 million and represented 18 per cent of total sales
- Click & Collect accounted for 16 per cent of online sales
- Active club membership grew by 5 per cent to 0.8m and club members represented 76 per cent of total sales<sup>1</sup>
- Macpac opened 9 stores and closed 1 store resulting in 97 stores at period end

\$m	FY24	FY23	Change
Sales	222.4	216.4	2.8%
Segment EBITDA	47.7	50.7	(5.9%)
Segment EBIT	22.0	30.4	(27.6%)
Segment PBT	18.8	28.7	(34.5%)
Segment PBT margin	8.5%	13.3%	(480 bps)

**97**

STORES

**0.8m**

ACTIVE CLUB MEMBERS

**0.3%**

LFL SALES GROWTH

**9.9%**

EBIT MARGIN

**8.5%**

PBT MARGIN



# Group and unallocated

- Group and unallocated includes corporate costs not allocated to segments and customer, omni, digital and loyalty development costs
- Total group and unallocated costs have decreased by approximately \$3 million compared to the pcg
- Corporate costs have decreased by approximately \$1 million compared to the pcg
- Interest revenue reflects the strength of the Group's balance sheet and higher interest rates

\$m	FY24	FY23	Change
Segment PBT	(35.8)	(39.1)	3.3
Comprising:			
Corporate costs including digital and loyalty investments	(38.9)	(40.1)	1.2
Autoguru adjustment	-	1.8	(1.8)
Interest revenue	7.3	3.7	3.6
Interest expense	(4.2)	(4.5)	0.3

# Group balance sheet

- Total inventory increased by \$58 million compared to the pcp, reflecting both an increase in unit volume and COGS inflation
- Total average inventory to sales of 21 per cent, in line with the previous period
- Higher inventory levels reflect an uplift in sales and the impact of new store openings (Supercheap Auto, BCF and Macpac) and conversion of standard stores to large format rCX (rebel)
- Net inventory investment decreased by \$12 million despite the addition of 23 stores during the period (net of closures)
- No drawn bank debt and \$218 million cash on hand as at 29 June 2024

\$m	29 Jun 24	1 Jul 23
Inventory		
Supercheap Auto	306.0	285.3
rebel	246.6	225.2
BCF	230.9	219.0
Macpac	64.4	61.1
Group	(1.8)	(2.0)
Total Inventory	846.1	788.6
Trade payables	(426.9)	(357.2)
Net inventory investment	419.2	431.4
Property, plant and equipment & computer software	364.4	336.1
Net cash position	217.8	192.3

# Group cash flow

- Operating cash flow of \$635 million was \$81 million below pcp primarily because the Group made \$133 million in income tax payments in FY24 compared to \$64 million in FY23
- Cash conversion was strong
- Total capital expenditure of \$135 million was \$25 million higher than the prior comparative period.
- Lease principal payments in FY24 were lower than in FY23 due to timing of lease payments
- Total store capex of \$72 million comprising Supercheap Auto \$35 million, rebel \$16 million, BCF \$11 million and Macpac \$10 million
- Other capital expenditure of \$63 million included investment in the construction of a new automated distribution centre as well as omni-retailing capabilities, data, cyber, networking, Supercheap Auto trade capability and loyalty

\$m	FY24	FY23	Change
<b>Operating cash flow</b>	<b>635.4</b>	<b>716.4</b>	<i>(11.3%)</i>
Store capex	(71.6)	(51.1)	
Other capex	(63.3)	(58.4)	
Other investing activities	-	1.0	
<b>Investing cash flow</b>	<b>(134.9)</b>	<b>(108.5)</b>	<i>24.3%</i>
Dividends & interest	(275.7)	(218.4)	
Lease principal payments	(199.1)	(210.7)	
External debt repayment	-	-	
<b>Financing cash flow</b>	<b>(474.8)</b>	<b>(429.1)</b>	<i>10.7%</i>
<b>Net cash flow</b>	<b>25.7</b>	<b>178.8</b>	

# Returns, capital ratios and fx

- Statutory EPS of 106 cents and normalised EPS of 107 cents
- The Board has determined to pay a fully franked final dividend of 37 cents per share
- The Board has also determined to pay a fully franked special dividend of 50 cents per share
- \$500 million of undrawn core debt facilities as at balance date
- Return on Capital of 19 per cent remains well above the Group's weighted average cost of capital (WACC)
- The Group is targeting a long term net debt/EBITDA position (pre-AASB 16) of between 0 and 0.5x
- The Group hedges between 50 per cent and 75 per cent of expected foreign currency purchases for the next 4 months and up to 50 per cent of expected foreign currency purchases for the subsequent 5 to 12 month period

	<b>FY24</b>	<b>FY23</b>	<b>Change</b>
Normalised EPS (cents)	107.2c	121.1c	(11.5%)
Basic EPS (cents)	106.3	116.5c	(8.8%)
Ordinary DPS (cents)	69.0	78.0	(11.5%)
Special DPS (cents)	50.0	25.0	100%
	<b>FY24</b>	<b>FY23</b>	<b>Change</b>
Reported annualised post tax return on capital (ROC) <sup>1</sup>	19.0%	20.7%	(1.7%)
Fixed charge cover – normalised EBITDAL <sup>1</sup>	2.4x	2.7x	(0.3x)
Net Debt / EBITDA – normalised <sup>1</sup>	(0.47x)	(0.37x)	0.1x
Average net cash position	\$167m	\$126m	+\$41m

# Corporate strategy



# Our strategy

## PRIMARY VALUE LEVERS

Growing  
annual  
customer  
value

Ensuring  
organic  
growth and  
capital  
discipline

Being an  
efficient  
omni-retailer



**1** GROW THE FOUR  
CORE BRANDS



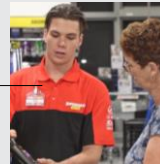
**2** LEVERAGE CLOSENESS TO  
OUR CUSTOMER



**3** CONNECTED OMNI-RETAIL  
SUPPLY CHAIN



**4** SIMPLIFY THE  
BUSINESS



**5** EXCEL IN OMNI-RETAIL  
EXECUTION

# Delivering on our strategy in FY24



## GROW THE FOUR CORE BRANDS

- 5-year Brand strategies continue in execution
- New stores, new formats and locations continue to deliver strong results across all brands
- Range and differentiation by store type proving highly effective in BCF and SCA
- Exclusivity and differentiation from Trade Partners continues to enhance performance
- Macpac performance is underpinned by its continued commitment to quality product development



## LEVERAGE CLOSENESS TO OUR CUSTOMER

- Active customer growth remains above plan
- Assigned sales by brand continues to grow strongly
- The personalisation propensity engine is fully utilised within BCF, rebel and SCA
- rebel loyalty, launched in October 2023, has been received well by customers and is performing in line with expectations
- The re-platforming of both SCA and BCF loyalty is on track for H1 FY25



## CONNECTED OMNI-RETAIL SUPPLY CHAIN

- Delivery of the new automated DC is well underway with transition from existing DC facilities expected to commence in FY26
- Fulfillment to customers continues to improve with:
  - reduced splits
  - store back of house process and fixture enhancement
  - efficient location management



## SIMPLIFY THE BUSINESS

- Continuing improvement in alignment of hours worked to key activities from stock receipting to sales
- Cloud migration of Super Retail Group's IT estate to Amazon Web Services completed, and Australian data centres decommissioned
- In store technology modernisation progressed, with new handheld mobile devices rolled out, wireless network capabilities uplifted, back of house and point of sale (POS) system improvements plus ongoing refresh of registers



## EXCEL IN OMNI-RETAIL EXECUTION

- Online NPS continues to improve with the focus on fulfilment and customer promise
- Focus remains on improving instore and online customer shopping experience
- Online performance is delivering growth with improved trading capability in all brands
- Team expertise is a continuing key focus in all brands
- Brand focus on Click & Collect experience, returns, and handling of bulky products for customers to reduce pain points

### Current Focus Areas

# Positive start for the new rebel Active loyalty program



		Outcome
<b>3.9m</b> ACTIVE CLUB MEMBERS <sup>1</sup>	Increase visitation	<b>On track</b>
<b>3.3m</b> CLUB MEMBERS HAVE EARNED POINTS <sup>1</sup>	Drive uplift in new member sign ups	<b>On track</b>
<b>\$42m</b> VALUE OF LOYALTY POINTS ISSUED TO MEMBERS <sup>1</sup>	% of active club members earning points	<b>84%</b>
<b>&gt;12x</b> AVERAGE SALES PER \$ REDEEMED <sup>1</sup>	% of active club members redeeming points	<b>34%</b>
	GP impact in line with plan	<b>On track</b>
	Sales value per \$1 redeemed	<b>&gt;\$12</b>
	Increase average basket value	<b>On track</b>
	Observe first breakage event (i.e. points expiry)	<b>In-line with expectations</b>



# Delivering on our strategy – leveraging closeness to customer through loyalty and personalisation

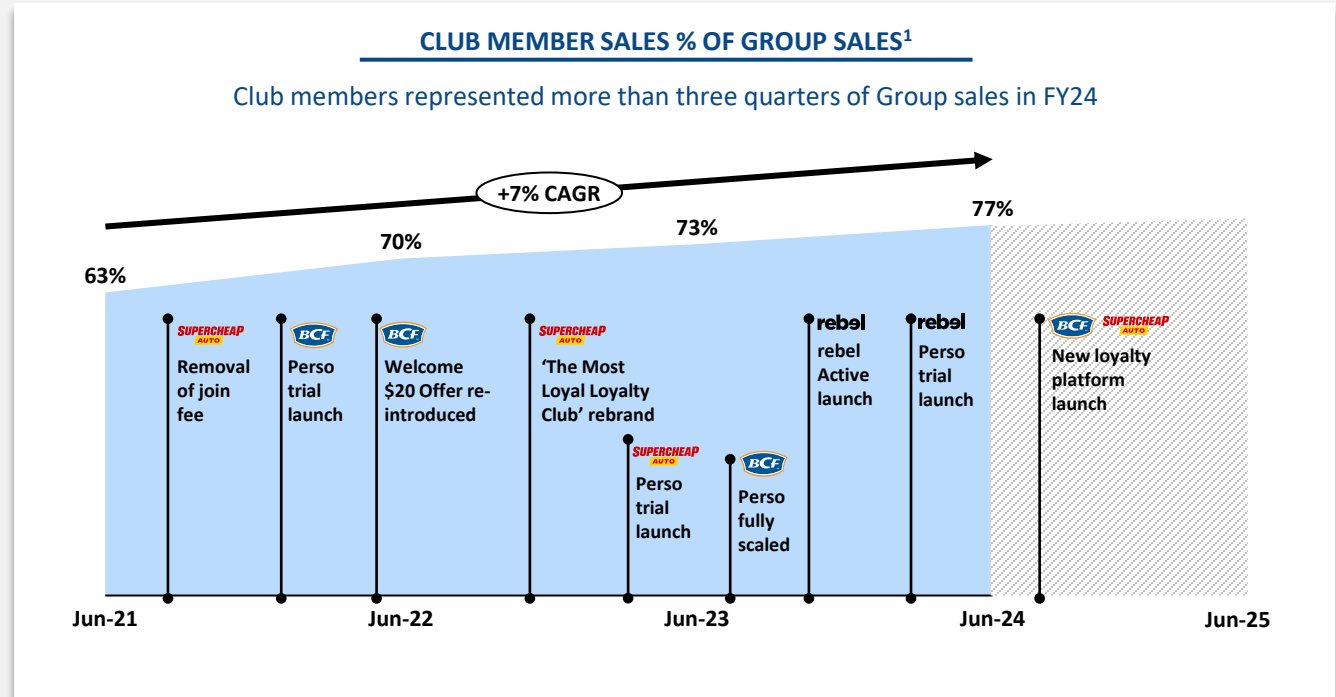
## Leveraging closeness to our customer

The new rebel Active loyalty program was successfully launched in Q2. Since launch, 84% of active members have engaged with the new program<sup>2</sup>, with measurable improvement in:

- incremental loyalty revenue
- member visitation
- club member sales

New Loyalty platform launch for BCF and Supercheap Auto planned in early FY25

Expansion of 1-1 offers via core loyalty platform on email, SMS and web, with 225K active members engaging with 1-1 'activate' offers for rebel



# Sustainability and team



# Super Retail Group team member engagement

- More than 12,400 team members participated in the Group's May 2024 engagement survey
- This represented a record participation rate of 78 per cent
- The Group's engagement score increased by 1 pt to 81 - 2 pts above the global benchmark.

## Survey components: core engagement drivers + Intentional People Leadership Index (IPLI)

### Participation Rate



### Engagement Score



### Intentional People Leadership Index (5Cs)



### Survey Participation

78% vs 60% (Target)

- The 78% response rate is above the targeted 60%
- Strong participation provides leaders the best opportunity for actionable insight and indicates a strong 'speak up' culture

### Engagement Score

81 vs 79 (Benchmark<sup>2</sup>)

- The engagement score of 81 represents 3 engagement indicators: Advocacy, Commitment, Enthusiasm
- The increase was driven by a 1pt increase in Advocacy and 2pt increase in Commitment
- A top scoring question is Work-life balance (85). At 5 points above the global benchmark, it shows our team feel they are able to balance their personal and professional life

### Intentional People Leadership Index (IPLI): 86

- The IPLI measures five intentional leadership behaviours: Care, Context, Clarity, Communicate and Coach
- Within the IPLI, Care has an average score of 90, indicating that our leaders prioritise the wellbeing and safety of our team

(1) Change compared to previous survey in October 2023

(2) The Achievers benchmark is global industry agnostic including: MacDonald's, General Motors, Meijer, Ericsson, Ricoh, Deloitte, 3M and Marriot

# Sustainability strategy: people

## Team engagement

Engagement Score

81

May 2024 survey

**Advocate** - I would recommend this as a great place to work

85 vs Benchmark 81

**Committed** - I rarely think about looking for a job elsewhere

74 vs Benchmark 74

**Enthusiastic** - I am enthusiastic about my job

83 vs Benchmark 82

**Senior leadership team and above engagement**

86 vs Benchmark 79

## Health, safety and wellbeing

I Am Here

4,316

Team members participating in the "I Am Here" program dedicated to supporting mental health of team members

TRIFR

14.5

Total Recordable Injury Frequency Rate (TRIFR) – 31.6 per cent increase YoY

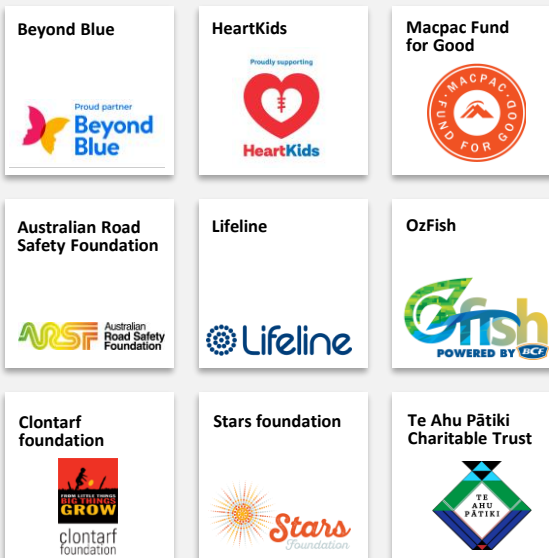
## Community

\$1.4m

Group total giving to charitable causes in FY24



Reflect Reconciliation Action Plan, June 2024



## Diversity in leadership

37%

Female representation at senior leadership level<sup>1</sup>

50%

Female representation at Board level

40F:40M:20A

We have a goal of 40F:40M:20A representation in Board, executive and senior leadership positions by 2025<sup>2</sup>



WGEA Employer of Choice Citation holder for 3 consecutive periods. The Citation recognises and promotes the highest standards of active commitment to gender equality in Australian workplaces

4.7%

Median Gender Pay Gap<sup>3</sup>

(1) Senior Leadership measure includes Board, executive and senior leaders combined  
 (2) 40 per cent identifying as female, 40 per cent identifying as male and 20 per cent identifying as any gender  
 (3) As reported by WGEA, February 2024

# Sustainability strategy: planet<sup>1</sup>

**62%**

Diversion rate for waste material in stores, offices and distribution centres<sup>2</sup>

**1,254,042L**

Recycled litres of oil through Supercheap Auto

**140,835**

Recycled car batteries through Supercheap Auto

**115,242**

Recycled pairs of shoes through rebel and Macpac's in-store collection

**10%**

Percentage increase in total electricity use from FY23 to 85,887 MWh

**\$350,000**

Contributed to OzFish and helped customers raise a further \$864,975 through BCF stores

**>2.6m**

Bags refused through Macpac's 'Refuse a Bag' initiative since the program began in 2018

**23%**

Reduction in greenhouse gas emissions (Scopes 1 & 2) from the FY17 base year

**5%**

Increase in greenhouse gas emissions (Scopes 1 & 2) from FY23



# Dividends and capital management



# Dividends and capital management

- The Group applies the following key principles in relation to dividends and capital management:
  - Dividend payout policy – pay ordinary dividends equating to 55 per cent to 65 per cent of underlying NPAT, fully franked
  - Balance sheet – maintain conservative credit metrics
- The Board has determined to pay a fully franked final ordinary dividend of 37 cents per share which is at the upper end of the Group's dividend payout policy
- In addition to the final ordinary dividend, the Board has determined to pay a fully franked special dividend of 50 cents per share
- Together with the interim ordinary dividend of 32 cents this represents an aggregate dividend payment to shareholders for FY24 of 119 cents per share
- The Group is continuing to target a long-term net debt / EBITDA position (pre AASB 16) of between 0 and 0.5x
- Decisions on future capital management activity will be made having regard to the outlook at the time and the primary objective of ensuring that the Group maintains the balance sheet strength and capacity to support its operations, growth plan and associated capital requirements

# Trading update





# FY25 trading update

	Like-for-Like Sales Growth FY25 v FY24 (Weeks 1 to 7)	Total Sales Growth FY25 v FY24 (Weeks 1 to 7)
Supercheap Auto	4%	6%
rebel	1%	1%
BCF	3%	5%
Macpac	9%	15%
Group Total	3%	5%

- The Group has made a strong start to FY25, delivering three per cent like-for-like sales growth and five per cent total sales growth in the first 7 weeks:
  - Supercheap Auto executed a successful Best Performing Oils promotion which was brought forward in the calendar compared to the pcp
  - Footwear and apparel have driven higher sales in rebel, which is cycling elevated sales of licensed products in the pcp relating to the FIFA Women's Football World Cup
  - BCF has seen continued growth in fishing, caravan and 4WD. BCF's superstores at Townsville, Kawana and Mackay are trading well
  - Macpac has delivered a strong finish to the peak winter sales period. Sales momentum has accelerated in FY25 YTD with insulation and rainwear sales benefitting from cold and wet weather

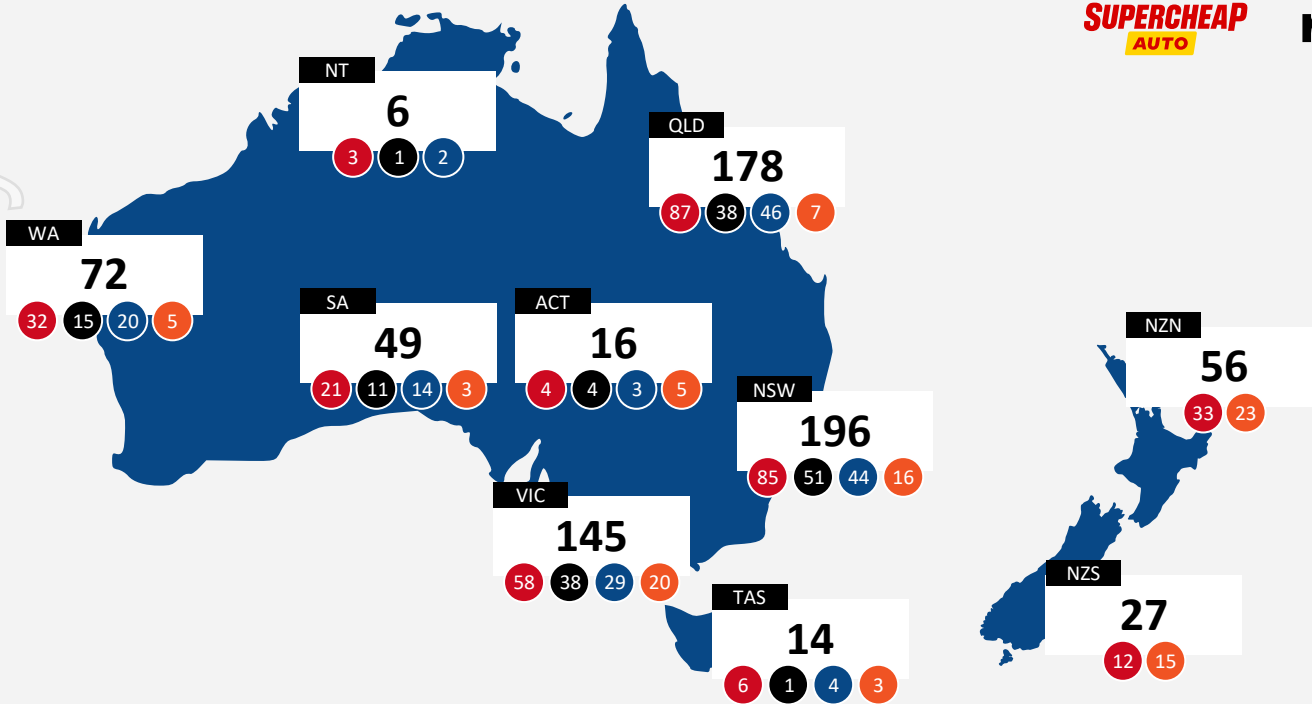
# FY25 trading update

- The Group is targeting capex in FY25 of \$165 million – to fund its store development program, a new distribution centre, enhancements to its customer loyalty programs and cyber, omni and digital capability
- As previously flagged, the Group expects duplicated operating expenses associated with the transition from existing distribution centre facilities to the Group's new Victorian distribution centre will result in a one-off increase to Group and unallocated costs in FY25 of \$8 million. Total Group and unallocated costs in FY25 (including this \$8 million) are expected to be \$40 million, compared to \$36 million in FY24
- While inflation appears to be gradually easing, the Group expects continued upward pressure on its cost base in FY25
- The Group's 2024 retail and CCC Enterprise (EA) became operative from 14 July 2024. The FY25 increase to retail team members' base pay rates represents a step up in retail team member expenses from FY24 to FY25 of approximately 3 per cent. The EA also included an increase in penalty rates. Targeted benefits from the Group's workforce planning capability along with other improvements to EA terms are expected to more than offset the impact of penalty rate increases
- The Group plans to open 25 new stores in FY25 (Supercheap Auto 10, rebel 4, BCF 5, Macpac 6)
- The outlook for the consumer remains uncertain, given ongoing cost of living pressure on household budgets. The Group's customer value proposition, the strength of the Group's brands and the size its customer loyalty club membership base means Super Retail Group remains well positioned to perform in retail market conditions where customers are carefully managing their spending and prioritising value-for-money purchases

# Appendix 1 – Performance trends and segment notes



# Super Retail Group has a network of over 750 stores across Australia and NZ



- Supercheap Auto (341 stores)
- rebel (159 stores)
- BCF (162 stores)
- Macpac (97 stores)

# FY24 like-for-like sales growth by brand (H1/H2 split)

## LIKE-FOR-LIKE SALES GROWTH BY BRAND

	H1 FY24 (WEEK 1 TO 26)	H2 FY24 (WEEK 27 TO 52)	FY24 (WEEK 1 TO 52)
<b>SUPERCHEAP</b> AUTO	3%	1%	2%
<b>rebel</b>	(3%)	(2%)	(2%)
<b>BCF</b>	2%	(4%)	(1%)
<b>macpac</b>	0%	0%	0%
<b>Total Group</b>	<b>1%</b>	<b>(1%)</b>	<b>0%</b>



# Segment note

FY24

For the period ended 29 June 2024	SCA \$m	rebel \$m	BCF \$m	Macpac \$m	Total continuing operations \$m	Inter-segment eliminations/ unallocated \$m	Consolidated \$m
<b>Segment Revenue and Other Income</b>							
External segment revenue	1,497.9	1,291.6	879.1	214.0	3,882.6	-	3,882.6
Inter-segment sales	-	-	-	8.4	8.4	(8.4)	-
Other income	0.5	-	-	0.5	1.0	7.4	8.4
<b>Total segment revenue and other income</b>	<b>1,498.4</b>	<b>1,291.6</b>	<b>879.1</b>	<b>222.9</b>	<b>3,892.0</b>	<b>(1.0)</b>	<b>3,891.0</b>
<b>Segment EBITDA result<sup>(1)</sup></b>	<b>335.2</b>	<b>247.3</b>	<b>139.8</b>	<b>47.7</b>	<b>770.0</b>	<b>(31.4)</b>	<b>738.6</b>
Segment depreciation and amortisation	(113.4)	(125.9)	(73.0)	(25.7)	(338.0)	(0.2)	(338.2)
Finance costs**	(18.9)	(19.0)	(12.5)	(3.2)	(53.6)	(4.2)	(57.8)
<b>Total segment PBT*</b>	<b>202.9</b>	<b>102.4</b>	<b>54.3</b>	<b>18.8</b>	<b>378.4</b>	<b>(35.8)</b>	<b>342.6</b>
Segment income tax expense <sup>(2)</sup>							(100.5)
<b>Normalised NPAT*</b>							<b>242.1</b>
Other items not included in the total segment NPAT <sup>(3)</sup>							(2.0)
<b>Profit for the period</b>							<b>240.1</b>
							<b>Cents</b>
Normalised basic earnings per share*							<b>107.2</b>

\* Measures of Segment EBITDA, Total segment PBT, Normalised NPAT and Normalised basic earnings per share are all non-IFRS measures and are unaudited.

\*\* Finance costs for the business segments represents interest component of lease payments.

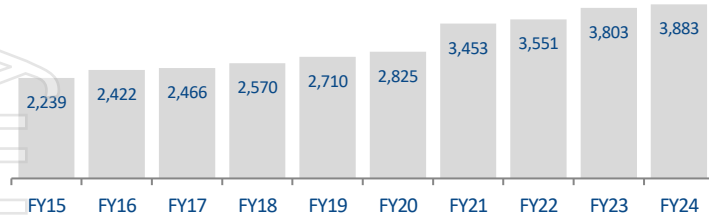
<b>Segment Net Inventory</b>							
Inventory	306.0	246.6	230.9	64.4	847.9	(1.8)	846.1
Trade payables	(209.8)	(98.6)	(58.3)	(6.4)	(373.1)	(53.8)	(426.9)
<b>Net inventory</b>	<b>96.2</b>	<b>148.0</b>	<b>172.6</b>	<b>58.0</b>	<b>474.8</b>	<b>(55.6)</b>	<b>419.2</b>

	<sup>(1)</sup> Segment EBITDA adjusted for \$m	<sup>(2)</sup> Segment income tax adjusted for \$m	<sup>(3)</sup> Other items not included in total segment NPAT \$m
<b>Other items not included in total segment NPAT</b>			
Execution costs for team member wage remediation	2.8	0.8	2.0
	<b>2.8</b>	<b>0.8</b>	<b>2.0</b>

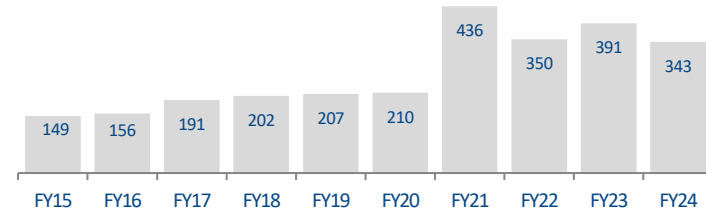


# Performance trends

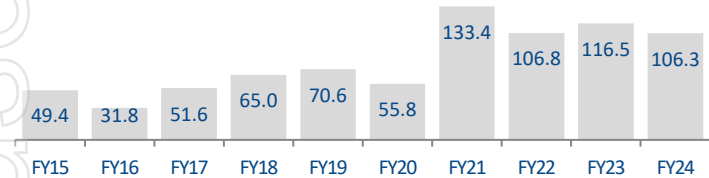
## Reported Sales (\$m)



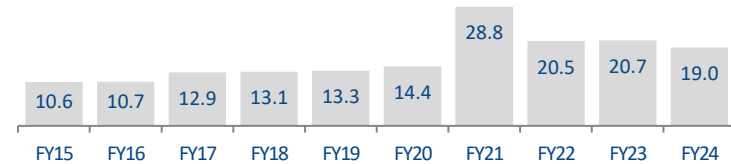
## Reported Total Segment PBT (\$m)



## Reported EPS (c)



## Normalised Reported Post Tax ROC (%) pre AASB 16 Leases





# Important notice and disclaimer

This presentation has been prepared by Super Retail Group Limited ABN 81 108 676 204 ("SRG"). It provides summary information about the activities of SRG and its subsidiaries current as at the date of this presentation. The information in this presentation is of a general nature given in summary form and does not purport to be complete. The material contained in this presentation may include information derived from publicly available sources that have not been independently verified.

Information in this presentation should not be relied upon or considered as advice or a recommendation to investors or potential investors in relation to holding, purchasing or selling securities or other financial products and does not take into account the investment objectives, financial situation or needs of any particular investor. Before acting on any information, investors should consider the appropriateness of the information having regard to these matters and, in particular, should seek their own independent professional and financial advice.

This presentation may contain forward looking statements – that is, statements related to future, not past, events or other matters – including, without limitation, statements regarding SRG's intent, belief or current expectations with respect to SRG's businesses and operations, financial performance, financial position and market conditions. Forward looking statements are subject to uncertainty, risks and contingencies outside SRG's control. Readers are cautioned not to place undue reliance on these forward looking statements. Past performance is not a reliable indication of future performance. Actual results or events may vary materially from those referred to in this presentation.

To the maximum extent permitted by law, neither SRG, nor any other person, gives any representation, warranty or guarantee as to the accuracy, reliability or reasonableness, or completeness of the information in this presentation, including any forward looking statements. SRG does not undertake any obligation to update or supplement the information in this presentation, whether as a result of new information, future events or otherwise, after the date of this presentation.

Certain information in this presentation is unaudited and may have been prepared on a different basis to SRG's financial report for the 52 week period ended 29 June 2024 ("Financial Report"), which is prepared in accordance with the Australian Accounting Standards. This information is included to assist in making appropriate comparisons with prior periods and assessing the operating performance of the business.

Numbers are subject to rounding and stated in Australian dollars unless otherwise noted. Unless otherwise specified, all information in this presentation is as at 29 June 2024.

