FY26 RESULTS PRESENTATION

SHAVER SHOP

TRANSFORM YOURSELF™

Contents

01

Business overview

SHAVER SHOP

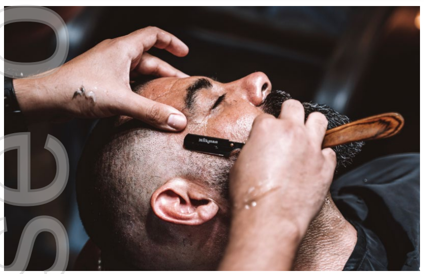
SHAVER SHOP IS A LEADING SPECIALTY RETAILER WITH A UNIQUE PERSONAL CARE BUSINESS MODEL IN ANZ

Founded in 1986

Trusted and respected specialty retail brand with high AU brand awareness - highly differentiated model with lack of direct competition

Market leader in growth sector

DIY grooming, personal care, hair and beauty appliances for men and women – focussed on premium products



127 stores

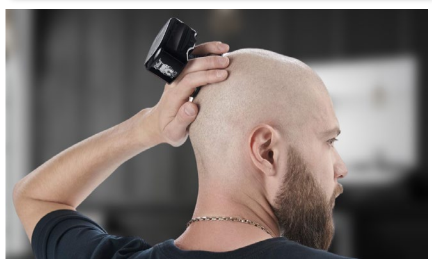
118 AU stores and 9 NZ stores
100% corporate-owned
(as at August 2026)

Differentiated model

Exceptional customer service and product knowledge - many key brands and products exclusive to SSG

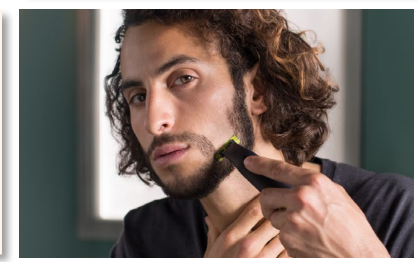
Conservative balance sheet & strong cash flow conversion

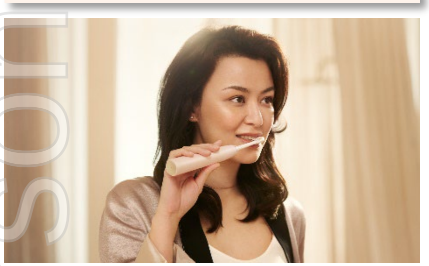
No debt and $30m undrawn debt facilities



Strong dividend yield

Fully franked dividends of 10.3cents/share in FY26





Omni-channel excellence

Online sales c.24.1% of total sales in FY26

Experienced management team

Average tenure of executive leadership team – 12.6 years

Strong business fundamentals and compelling strategic growth initiatives

Key Growth Strategies

Strategic Category Management
- Private brand expansion (Transform-U™)
- Exclusivity on key lines and brands
- Leadership in range breadth and depth

Range Expansion
- Category creep into adjacencies
- Product innovation
- Private brand expansion

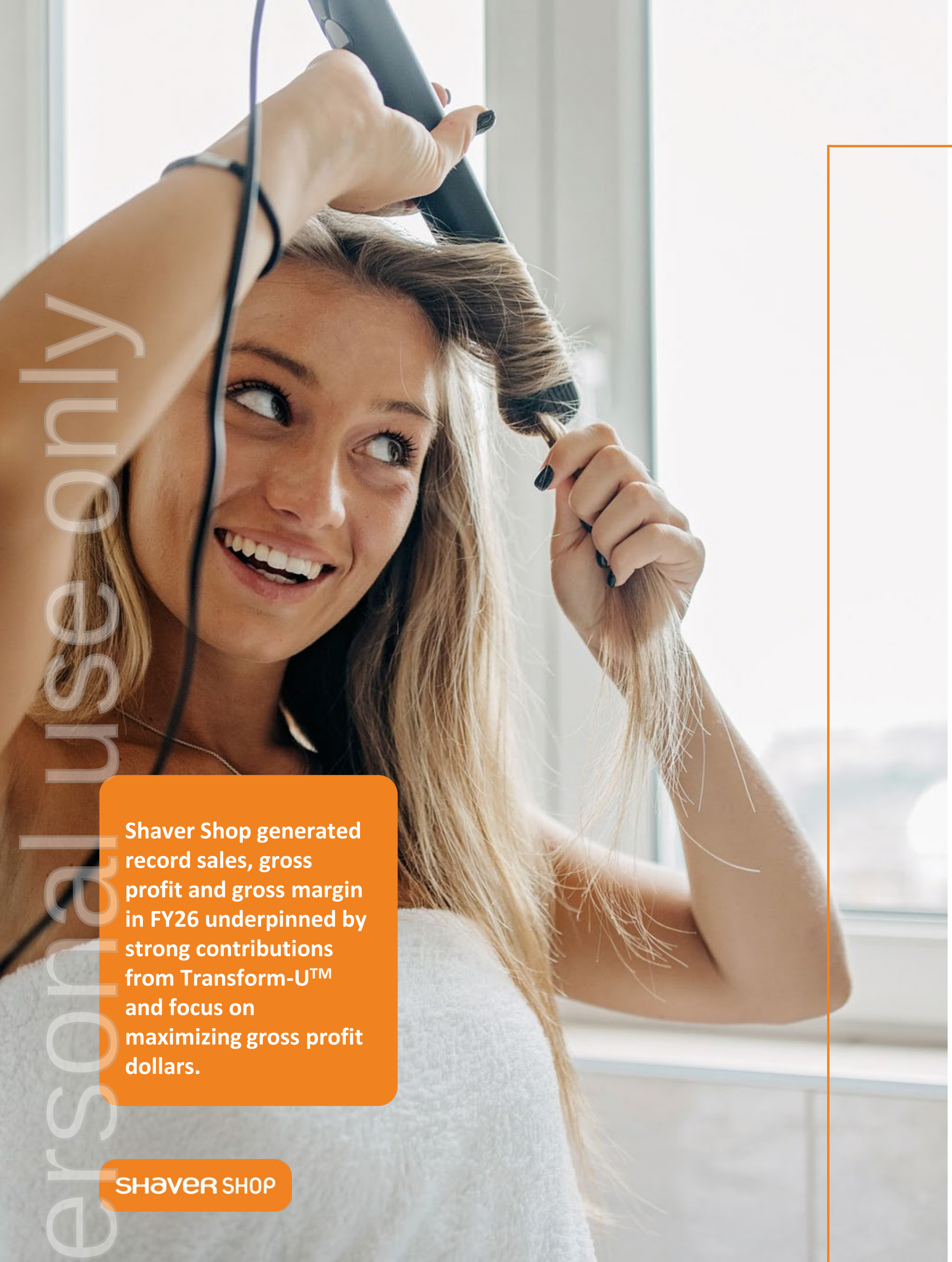
Store Network Optimisation
- New stores
- Relocation within centres
- Refits to reflect latest brand standards
- Commercially sensible store closures

Business Fundamentals

- Conservative balance sheet and proven profitability to support investment
- "Customer obsession" x "scale, experience, data and insights" drive profitability
- Well-established and consistently profitable store network
- Market leader and #1 specialist in our core categories
- Proven omni-channel capability
- Excellence in team training, product knowledge and customer service drive brand loyalty
- Attractive and growing market – particularly men's grooming

02

FY26 highlights



Shaver Shop generated record sales, gross profit and gross margin in FY26 underpinned by strong contributions from Transform-U™ and focus on maximizing gross profit dollars.

FY26 financial highlights

RECORD SALES UP $6.5M (OR 3.0%) TO

$225m ↑

ONLINE SALES UP 9.1% TO BE

24% ↑

of total sales

RECORD GROSS PROFIT MARGINS

46.3% ↑

(up 80bps vs FY25)

EBIT UP 1.3% (OR $0.3M) TO

$22.8m ↑

OPERATING CASH FLOW

$32.4m ↑

(up $8.9m or 38%)

NET CASH

$4.6m ↑

(at 30 June 26 – up $0.6m)

FY26 DIVIDENDS

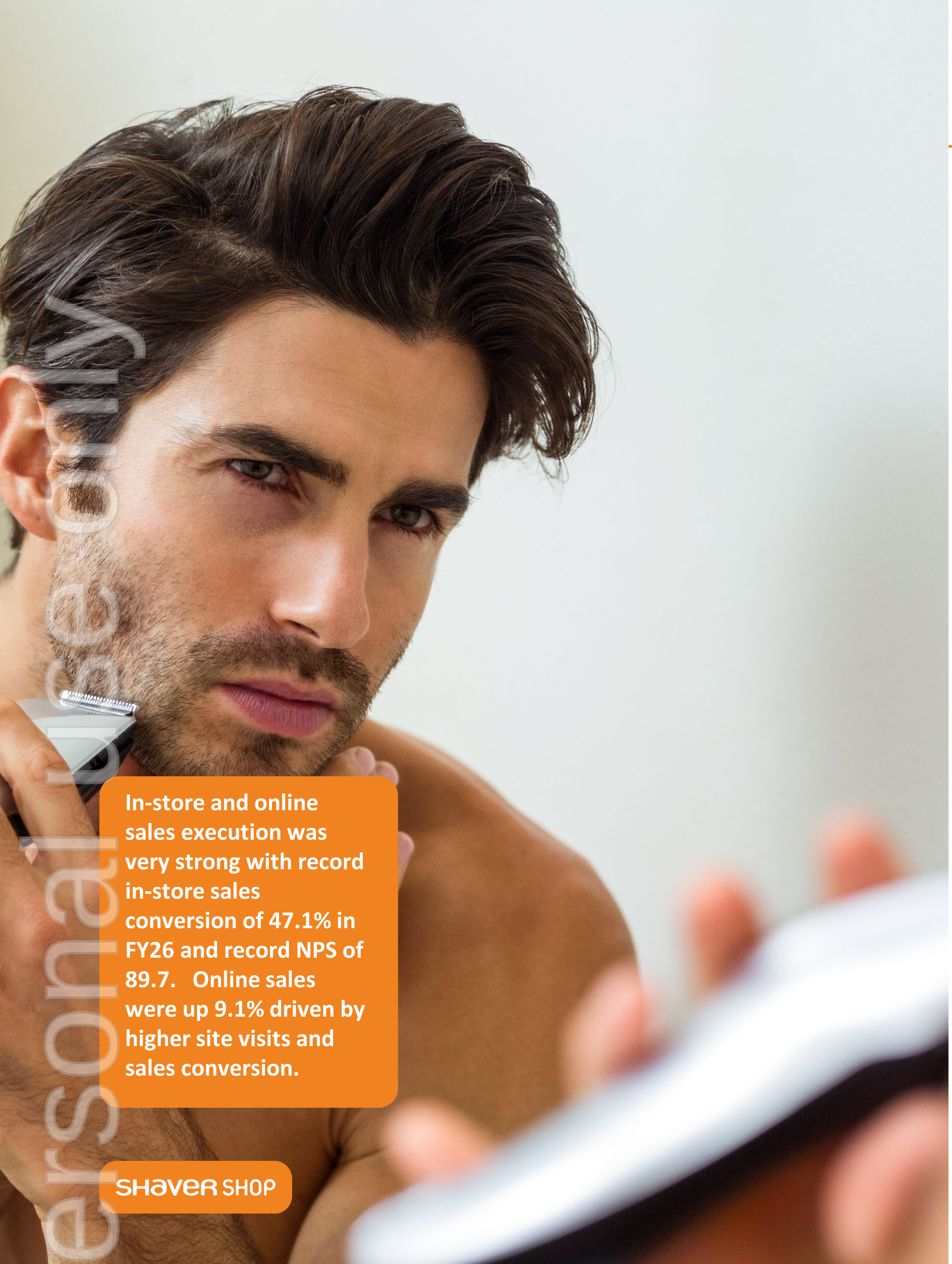
10.3c

per share (100% franked)

NET PROFIT AFTER TAX (NPAT)

$14.8m

(down $0.1m or -0.8%)



In-store and online sales execution was very strong with record in-store sales conversion of 47.1% in FY26 and record NPS of 89.7. Online sales were up 9.1% driven by higher site visits and sales conversion.

SHAVER SHOP

FY2026 Operational Highlights

RECORD N-STORE SALES CONVERSION
47.1% ↑
(up 230 basis points)

ONLINE SALES CONVERSION (AU)
3.28% ↑
(up 1.23%)

NET PROMOTER SCORE
89.7
(out of 100)

TOTAL WEBSITE VISITS UP
6.16% ↑

IN-STORE UNITS PER TRANSACTION
1.42 ↑
(up 1.5%)

ONLINE UNITS PER TRANSACTION
1.45 ↑
(down -0.1%)

IN-STORE TRANSACTION VOLUMES
2.1m ↑
(up 4.1%)

ONLINE TRANSACTION VOLUMES
0.4m ↑
(up 9.7%)

Consistent quarterly sales growth delivers record sales in FY26

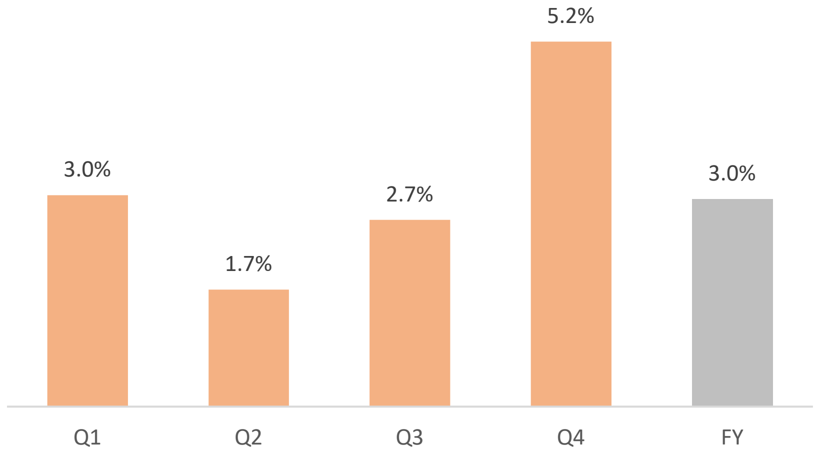
QUARTERLY DYNAMICS

- Consistently positive sales results each quarter
- Very strong end of financial year promotion in June '26 drove strongest quarterly sales growth of 5.2%
- Sales intensity focused around key promotional events and compelling value for money offers
- Transaction volumes more than offset drops in average transaction value
- Online sales up 9.1% (or $4.5m) driven by higher transaction volumes
- In-store sales up 1.2% (or $2.0m) driven by improved sales conversion and increase in store network (2 (net) additional stores)

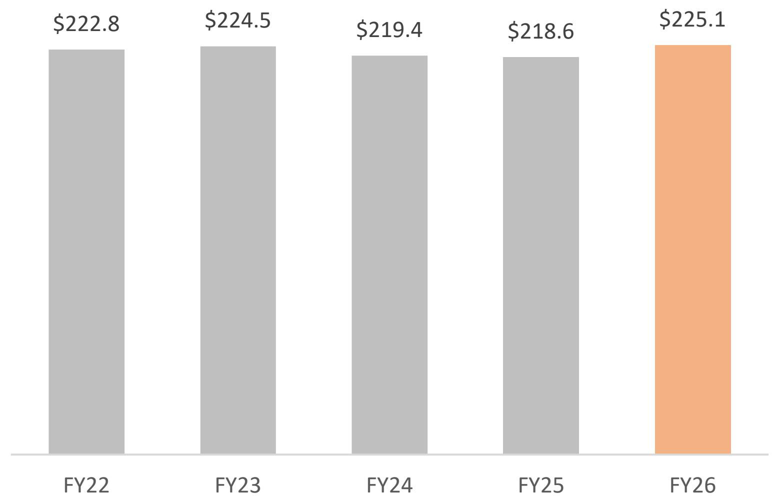
ANNUAL SALES UP 3.0% OR $6.5M TO $225.1M

- Robust promotional pipeline across all key events supported by strong in-store and online execution

FY26 quarterly total sales growth rate



5 year sales trend ($Am)

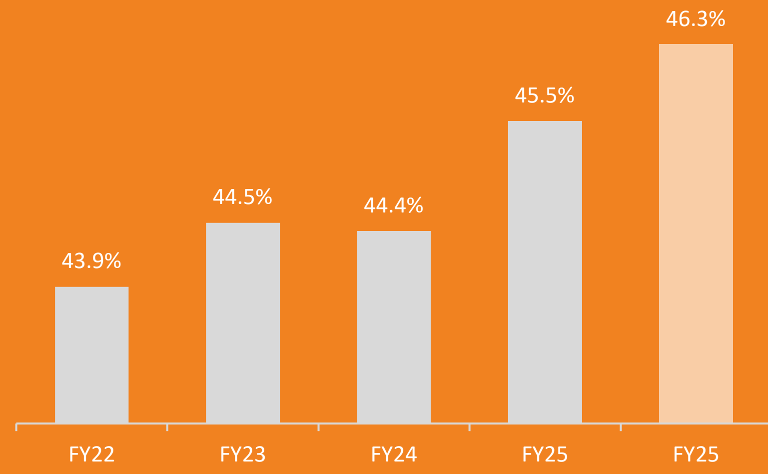


Record gross profit and gross margin % in FY26

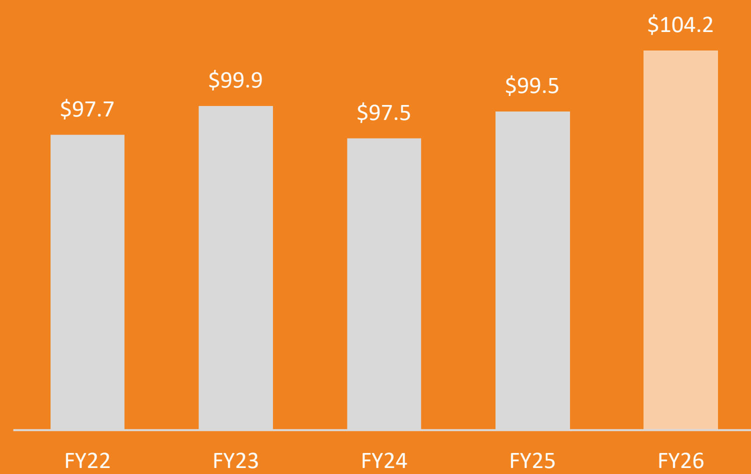
GP$ UP 4.7% OR $4.7M TO $104.2M

- Strategic category management initiatives have driven significant margin expansion (up 80bps on FY25)
  - Transform-U™ success
  - Exclusive distribution brand investments (Skull Shaver, Mangroomer, Epilady)
  - Securing exclusivity for key new product launches
- Almost 50% of total sales and 60% of gross profit came from exclusive lines in FY26
- FY26 margin expansion delivered despite category mix shift towards lower margin female and gender-neutral categories
- Margin expansion of 240bps since FY22 and up 440bps vs FY20
- Continuing to focus on maximising GP$ contribution across all categories

Consistent margin expansion to 46.3%



Gross profit growth to $104.2m



SHAVER SHOP

TRANSFORM-U™

FILLING GAPS IN SHAVER SHOP'S PRODUCT OFFERING AND DELIVERING COMPELLING CUSTOMER VALUE

RANGE AND VOLUME EXPANSION IN FY26

Transform-U™ brand continues to go from strength to strength. Key highlights from FY26 include:

- 4th largest SSG brand generating c8.0% of total sales in FY26 (FY25 – 3.4%) or $18.0m
- More than 300,000 units sold across a range of 100+ appliance, accessory and consumable products
- Expanded range of nose & ear trimmers, beard trimmers and body groomers were readily adopted by customers
- Launched standalone www.transformu.com.au website in H2 FY26 including new social channels
- Transform-U™ was the key driver of margin expansion for Shaver Shop for the 2nd consecutive year

FURTHER GROWTH DRIVERS INTO FY27+

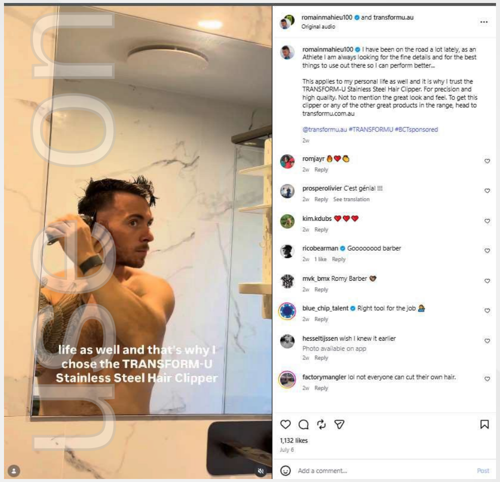
Strong success in ANZ opens range of growth opportunities focused on delivering incremental growth in addition to margin expansion:

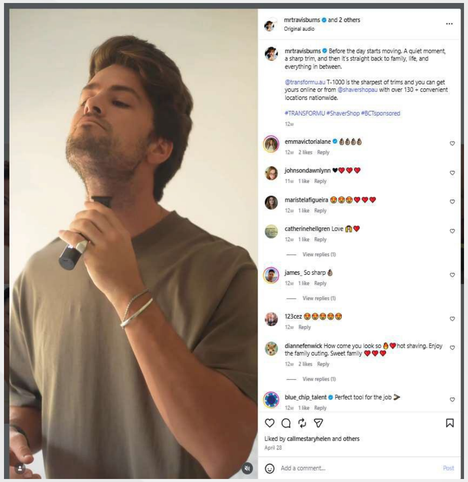
- Further range expansion in existing categories
- Expansion into new male categories (including consumable products) with large addressable markets
- Increasing social reach and engagement
- Targeting new local and potentially overseas markets with a test and learn, low investment/lower risk model
- Trialing dedicated Transform-U™ kiosk at key sales events to build brand awareness

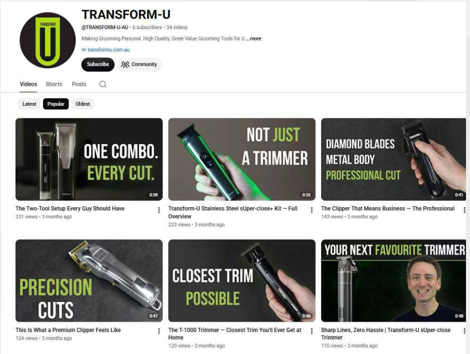
TRANSFORM-U

INCREASING INVESTMENT TO LEVERAGE EARLY SUCCESS AND DRIVE INCREMENTAL GROWTH

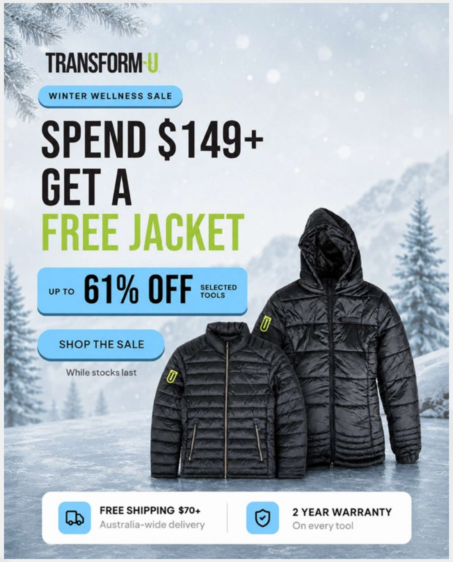
INCREASING SOCIAL ACTIVITY/ENGAGEMENT







ACCELERATING PROMOTIONAL ACTIVITY



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Detailed financial results

Profit & loss

RECORD SALES AND GROSS PROFIT

- **Total sales up $6.5m (or 3.0%)** to $225.1m driven by:
  - Online sales up 9.1% (or $4.5m) to $54.3m (or 24.1% of total sales)
  - In-store sales up 1.2% (or $2.0m) to $170.8m
  - Like for like[1] sales up 0.8%
- **Gross margin up 80bps to 46.3%** attributable to:
  - Incremental Transform-U™ contribution
  - Ongoing maximisation of gross profit dollars across all categories
  - Gross margin expansion achieved despite category mix shift toward lower margin categories (e.g. Power Oral Care, Hair Styling, Long Term Hair Removal)
- **Costs of doing business up 5.2%** driven primarily by:
  - Minimum wage increase of 3.5% effective 1 July 25
  - Variable costs (e.g. postage) associated with higher sales
  - General inflationary pressures
- **EBIT up 1.3% (or $0.3m)** to $22.8m
- Higher lease interest driven by increase in lease liabilities with 19% increase in average lease tenor and less stores in holdover
- **NPAT of $14.8m and diluted EPS of 11.3 cents** (down 0.8%)

A$m	Reported FY26	Reported FY25	Variance ($)	Variance (%)
Sales	**225.1**	**218.6**	**6.5**	**3.0%**
Gross profit	**104.2**	**99.5**	**4.7**	**4.7%**
Gross margin %	*46.3%*	*45.5%*	*0.8%*	*1.7%*
Cost of doing business (CODB)	(63.3)	(60.2)	(3.1)	5.2%
EBITDA	**40.9**	**39.4**	**1.6**	**4.0%**
EBITDA margin %	*18.2%*	*18.0%*	*0.2%*	*1.0%*
Depreciation and amortisation - non lease	(2.6)	(2.2)	(0.4)	17.1%
Depreciation and amortisation - leases	(15.5)	(14.7)	(0.9)	6.0%
EBIT	**22.8**	**22.5**	**0.3**	**1.3%**
EBIT margin %	*10.1%*	*10.3%*	*-0.2%*	*(1.6%)*
Net finance costs - borrowings	(0.0)	0.1	(0.2)	(116.5%)
Net finance costs - leases	(2.0)	(1.5)	(0.4)	28.8%
Income tax expense	(6.0)	(6.2)	0.2	(3.0%)
NPAT	**14.8**	**14.9**	**(0.1)**	**(0.8%)**
NPAT margin %	*6.6%*	*6.8%*	*-0.3%*	*(3.7%)*
Basic EPS (cents) - weighted avg shares	**11.3**	**11.5**	**(0.2)**	**(1.7%)**
Diluted EPS (cents) weighted avg shares	**11.3**	**11.4**	**(0.1)**	**(0.8%)**

[1] Like for like sales are sales for those stores that were owned and operated by Shaver Shop for all of FY26 and FY25. It therefore excludes any new stores or stores that were permanently closed in FY26 or FY25. Where any like for like stores were temporarily closed for in-store trading (e.g. weather events or store refits) for any day in FY26 or FY25, the in-store sales (if any) and any online sales for those days have been excluded from like for like sales in all periods.

Balance sheet

SOLID FINANCIAL POSITION - NET CASH OF $4.6M AND NO DEBT

- **Net cash up $0.6m to $4.6m**
  - No debt 30 June
  - $30m undrawn debt facilities maturing 31 July 27
- **Stock levels up $1.7m** due to:
  - Incremental investments in Transform-U™ and exclusive distribution (e.g. Skull Shaver, Mangroomer) stock given sales growth – longer lead times with higher minimum order quantities
  - 2 net additional stores at 30 June 26 (3 greenfields, 1 closure in FY26)
- Plant & equipment increase due to net store numbers growth as well as 3 refits and 4 store relocations in FY26
- Right of use assets and lease liability increases due to significant number of lease renewals in FY26 and lower number of leases in holdover at year end
  - Average remaining lease term has increased from 1.78 years to 2.12 years (or 19.4%)
- Other liabilities increase due to higher income tax liability at 30 June 26 given franchise buyback tax deduction ended in FY25
- **Net assets of $90.2m (up $1.2m)**

A$m	AASB 16 30-Jun-26	AASB 16 30-Jun-25	Variance
Cash	4.6	3.9	0.6
Trade receivables & other current assets	4.4	4.0	0.4
Inventory	30.9	29.2	1.7
Plant & Equipment	16.2	14.7	1.5
Right of use assets	34.0	26.1	7.8
Goodwill & Intangibles	56.6	57.6	(1.0)
Other assets	2.7	2.4	0.3
Total assets	**149.3**	**138.0**	**11.3**
Trade payables	15.6	15.5	0.1
Interest bearing liabilities	-	-	-
Lease liabilities	38.3	29.8	8.5
Other liabilities	5.2	3.7	1.5
Total liabilities	**59.1**	**49.0**	**10.1**
Net assets	**90.2**	**89.0**	**1.2**

Statement of cash flow

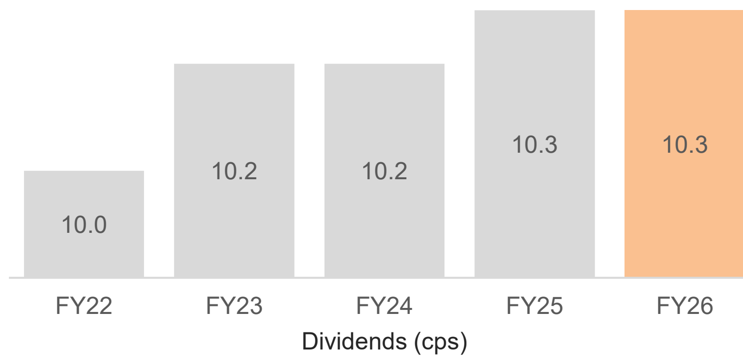
ROBUST OPERATING CASHFLOW UP $8.9M (OR 38%) TO $32.4M

- **Return to strong operating cash flow generation** following initial stock investment for Transform-U™ and Skull Shaver exclusive distribution agreement in FY25
- Net CAPEX of $3.4m driven by:
  - 4 store relocations
  - 3 store refits
  - 3 new stores
- **Dividends maintained at 10.3 cents per share** or $13.2m
- Principal elements of lease payments increased due to:
  - 2 net new stores
  - Normal annual rent increases and renewals
- **Closing cash position up $0.6m** to $4.6m

A$m	FY26	FY25	Variance
NPAT	**14.8**	**14.9**	**(0.1)**
Non-cash items:			
Depreciation and amortisation expense	18.2	16.9	1.3
Change in working capital and other	(0.5)	(8.2)	7.7
Net cash flow from operating activities	**32.4**	**23.6**	**8.9**
CAPEX (net of premises contributions)	(3.4)	(4.7)	1.3
Net cash flow before financing activities	**29.1**	**18.9**	**10.2**
Dividends paid	(13.2)	(13.0)	(0.2)
Proceeds from repayment of LTI share loan	0.3	0.1	0.2
Lease payments - principal	(15.6)	(15.4)	(0.2)
Net cash flow	**0.6**	**(9.4)**	**10.0**
Opening Cash Position - 1 July	**3.9**	**13.3**	**(9.4)**
Closing Cash Position - 30 June	**4.6**	**3.9**	**0.6**

Capital management

Fully-franked dividends of 10.3 cps



- Declared a 5.5 cent per share (100% franked) FY26 final dividend payable 17 September 2026
- Balance sheet remains conservatively geared
- The Board intends to continue investing in growth and strategic category management initiatives (e.g. Transform-U™, exclusive distribution opportunities) while at the same time providing strong shareholder returns through dividends
- Dividend policy continues to be to payout approximately 65% to 90% of underlying NPAT
- FY26 payout ratio c. 90% of underlying NPAT

04

FY27 priorities

FY27 priorities

Operational excellence

- Customer service excellence
- Engaging shopping experiences
- Unparalleled product knowledge
- Operational metric improvement
- Align stock with demand over peak periods

Drive Transform-U™ growth

- Brand investment to drive awareness
- Range expansion
- Evaluate additional markets and categories

Customer Focus

Store network optimisation

- Open 2-3 new stores across ANZ
- Close 1-2 stores to optimise network profitability
- Continue to update store design and merchandising and relocate stores currently in suboptimal locations within centres

Brand engagement

- Optimise media mix to maximise ROI and increase Shaver Shop brand loyalty
- Accelerate social media engagement
- Further improve multichannel offering


05
Trading update
SHAVER SHOP

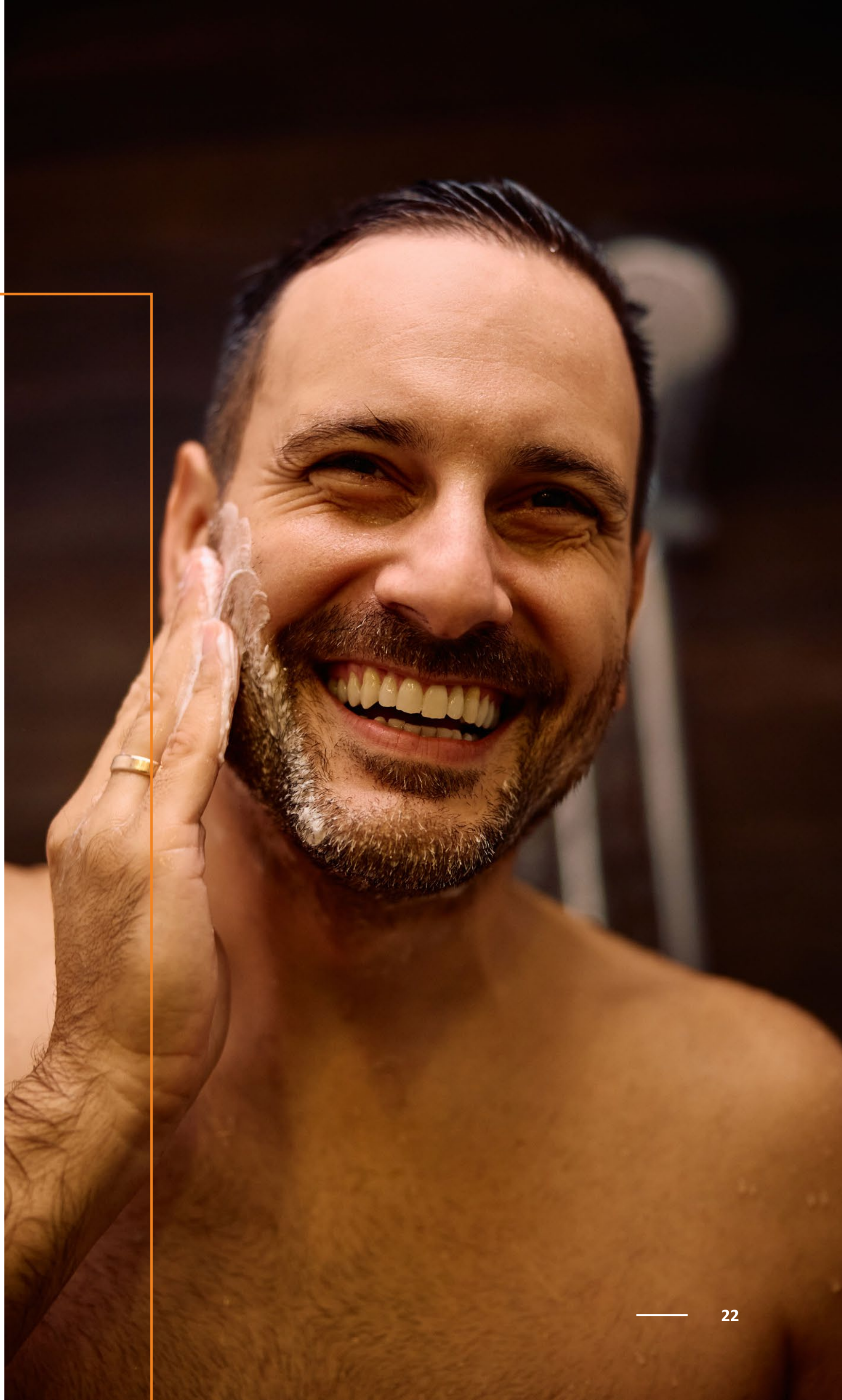
Trading update

Sales growth % - 1 Jul 26 to 22 Aug 26 (YTD)	1 Jul 26 to 14 Jul 26 vs pcp	15 Jul 26 to 22 Aug 26 vs pcp	YTD vs pcp
Total sales	-9.5%	-1.1%	-3.2%
Like for like sales (including online)	-10.8%	-2.1%	-4.3%

- Total sales has declined 3.2% YTD (1 Jul 26 to 22 Aug 26) vs pcp. The sales decline has moderated from -9.5% in the first two weeks of July (cycling +7.5% growth in FY26) to -1.1% from 15 July 26 to 22 August 26 (cycling +0.3% in FY26)
  - Very strong end of financial year promotion (June 2026) has likely pulled forward some sales from July and led to low stock levels on key lines
  - SSG's largest supplier has encountered logistics issues resulting in stock availability issues in the lead up to Father's Day
- Consumers continue to be price conscious with demand increasingly concentrated around key promotional periods, leading to increased sales variability
- Gross margins (%) are up slightly vs pcp
- Over time, our success has been highly correlated to the factors we control
- SSG remains very well placed:
  - Unique product offering with high proportion of sales from exclusive lines
  - Service excellence focused
  - Offering compelling value for money with budget conscious consumers
- Upcoming Black Friday, Christmas and Boxing Day trading periods remain the key contributors to annual sales and profit
- Exciting Transform-U™ developments in progress which will be announced in due course

Investment summary

- ☑ Segment leader both online and offline
- ☑ Large and growing market driven by changing consumer preferences and new product innovation
- ☑ Products range is applicable to almost all demographics
- ☑ Differentiated & resilient specialty retail business model
  - Service excellence and unparalleled product knowledge
  - Product exclusivity – including private brand opportunity (Transform-U™) and exclusive distribution of global brands
  - Competitive, value-based pricing
- ☑ Potential to further increase market share
- ☑ High brand awareness in Australia (NZ growing)
- ☑ Proven and highly profitable omni-retail model
- ☑ Clean balance sheet – no debt – with high cash conversion
- ☑ Experienced management team
- ☑ Focus on investing for growth and improving total shareholder returns
- ☑ Attractive dividend payout and franked dividend yield



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06

Appendices

Key metrics

Comparable Accounting (AASB 16)	Reported FY2026	Reported FY2025
Total stores (30 June)	126	124
Total sales ($m)	225.1	218.6
Corporate store total sales growth %	3.0%	-0.4%
LFL sales growth %	0.8%	-0.1%
Gross profit margin %	46.3%	45.5%
Employee benefits expense as a % of sales	17.7%	17.4%
Occupancy expenses as % of sales (AASB 16)	1.8%	1.5%
Marketing and advertising expenses as % of sales	2.8%	2.9%
Operational expenses as % of sales	4.4%	4.3%
Other expenses as % of sales	1.4%	1.3%
Costs of doing business % of sales	28.1%	27.5%
EBITDA margin	18.2%	18.0%
EBIT margin	10.1%	10.3%
NPAT margin	6.6%	6.8%
Basic EPS (cents)	11.3	11.5
Diluted EPS (cents)	11.3	11.4
Dividends declared per share (cents) - 100% franked	10.3	10.3
Net cash (debt) - 30 June ($m)	4.6	3.9

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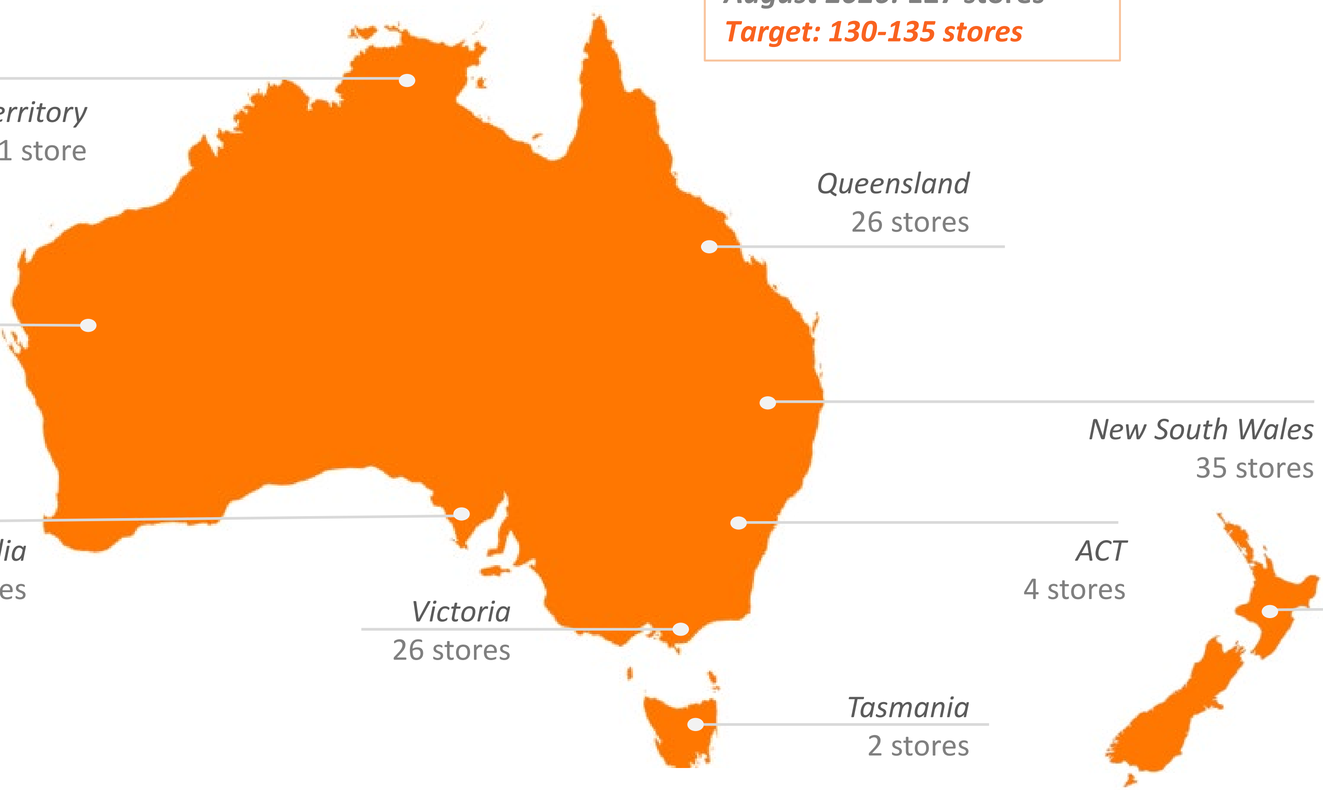
Store Network (at August 2026)

TOTAL
***August 2026:* 127 stores**
Target: 130-135 stores



Consolidated profit and loss trend

A$ millions	AASB 16 FY20 Actual	AASB16 FY21 Actual	AASB16 FY22 Actual	AASB16 FY23 Actual	AASB16 FY24 Actual	AASB16 FY25 Actual	AASB16 FY26 Actual
Sales	**194.9**	**213.7**	**222.7**	**224.5**	**219.4**	**218.6**	**225.1**
Cost of goods sold	(113.3)	(119.0)	(125.0)	(124.6)	(121.9)	(119.1)	(120.9)
Gross profit	**81.6**	**94.7**	**97.7**	**99.9**	**97.5**	**99.5**	**104.2**
Gross margin %	***41.9%***	***44.3%***	***43.9%***	***44.5%***	***44.4%***	***45.5%***	***46.3%***
Franchise and other revenue	**1.1**	**0.9**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Employee benefits expense	(29.2)	(32.0)	(31.8)	(35.8)	(37.4)	(38.1)	(39.9)
Occupancy expenses	(3.1)	(2.5)	(2.9)	(3.3)	(3.6)	(3.4)	(4.0)
Marketing and advertising expenses	(6.9)	(7.3)	(8.5)	(7.2)	(6.4)	(6.4)	(6.2)
Operational expenses	(8.9)	(9.8)	(11.1)	(9.4)	(9.0)	(9.3)	(9.7)
Other expenses	(4.2)	(3.6)	(3.0)	(3.2)	(2.9)	(2.9)	(3.5)
Overhead expenses	**(52.3)**	**(55.1)**	**(57.4)**	**(58.9)**	**(59.3)**	**(60.2)**	**(63.3)**
EBITDA	**30.3**	**40.4**	**40.3**	**41.0**	**38.1**	**39.4**	**40.9**
EBITDA margin	***15.6%***	***18.9%***	***18.1%***	***18.3%***	***17.4%***	***18.0%***	***18.2%***
Depreciation and amortisation	(2.2)	(2.1)	(1.9)	(1.9)	(2.0)	(2.2)	(2.6)
Depreciation - right of use assets (leases)	(11.3)	(11.9)	(12.5)	(13.4)	(14.2)	(14.7)	(15.5)
EBIT	**16.8**	**26.4**	**25.9**	**25.8**	**21.9**	**22.5**	**22.8**
EBIT margin	***8.6%***	***12.3%***	***11.6%***	***11.5%***	***10.0%***	***10.3%***	***10.1%***
Net finance costs	(0.3)	(0.1)	(0.3)	(0.0)	0.5	0.1	0.0
Net finance costs - lease liabilities	(1.8)	(1.5)	(1.4)	(1.2)	(1.0)	(1.5)	(2.0)
Profit before income tax	**14.8**	**24.7**	**24.2**	**24.5**	**21.4**	**21.1**	**20.8**
Income tax expense	(4.4)	(7.3)	(7.5)	(7.7)	(6.3)	(6.2)	(6.0)
NPAT	**10.4**	**17.5**	**16.7**	**16.8**	**15.1**	**14.9**	**14.8**
Basic shares outstanding (# millions)	121.8	123.3	126.2	128.2	128.9	130.2	131.0
Basic EPS (cents)	**8.5**	**14.2**	**13.2**	**13.1**	**11.7**	**11.5**	**11.3**

Consolidated balance sheet trend

A$ millions	AASB 16 30-Jun-20	AASB 16 30-Jun-21	AASB 16 30-Jun-22	AASB 16 30-Jun-23	AASB 16 30-Jun-24	AASB 16 30-Jun-25	AASB 16 30-Jun-26
Cash	12.6	7.4	9.4	13.5	13.3	3.9	4.6
Trade & other receivables	1.8	3.6	3.1	2.1	2.9	4.0	4.4
Inventory	15.1	18.1	22.2	22.0	23.1	29.2	30.9
Plant & Equipment	10.8	10.6	10.7	10.8	11.2	14.7	16.2
Right of use assets	26.6	21.3	22.3	17.6	15.7	26.1	33.9
Goodwill & Intangibles	44.8	54.0	54.0	54.2	58.1	57.6	56.6
Other assets	5.6	7.8	6.0	4.4	3.1	2.4	2.6
Total assets	**119.6**	**122.8**	**127.7**	**124.7**	**127.6**	**138.0**	**149.2**
Trade payables	18.1	19.2	17.7	14.6	18.0	15.5	15.6
Borrowings	-	-	-	-	-	-	-
Lease liabilities	37.0	26.4	26.8	21.7	19.0	29.8	38.3
Other liabilities	2.6	4.6	4.5	4.1	3.0	3.7	5.1
Total liabilities	**57.7**	**50.2**	**49.1**	**40.4**	**40.0**	**49.0**	**59.1**
Net assets	**61.9**	**72.6**	**78.6**	**84.3**	**87.5**	**89.0**	**90.2**

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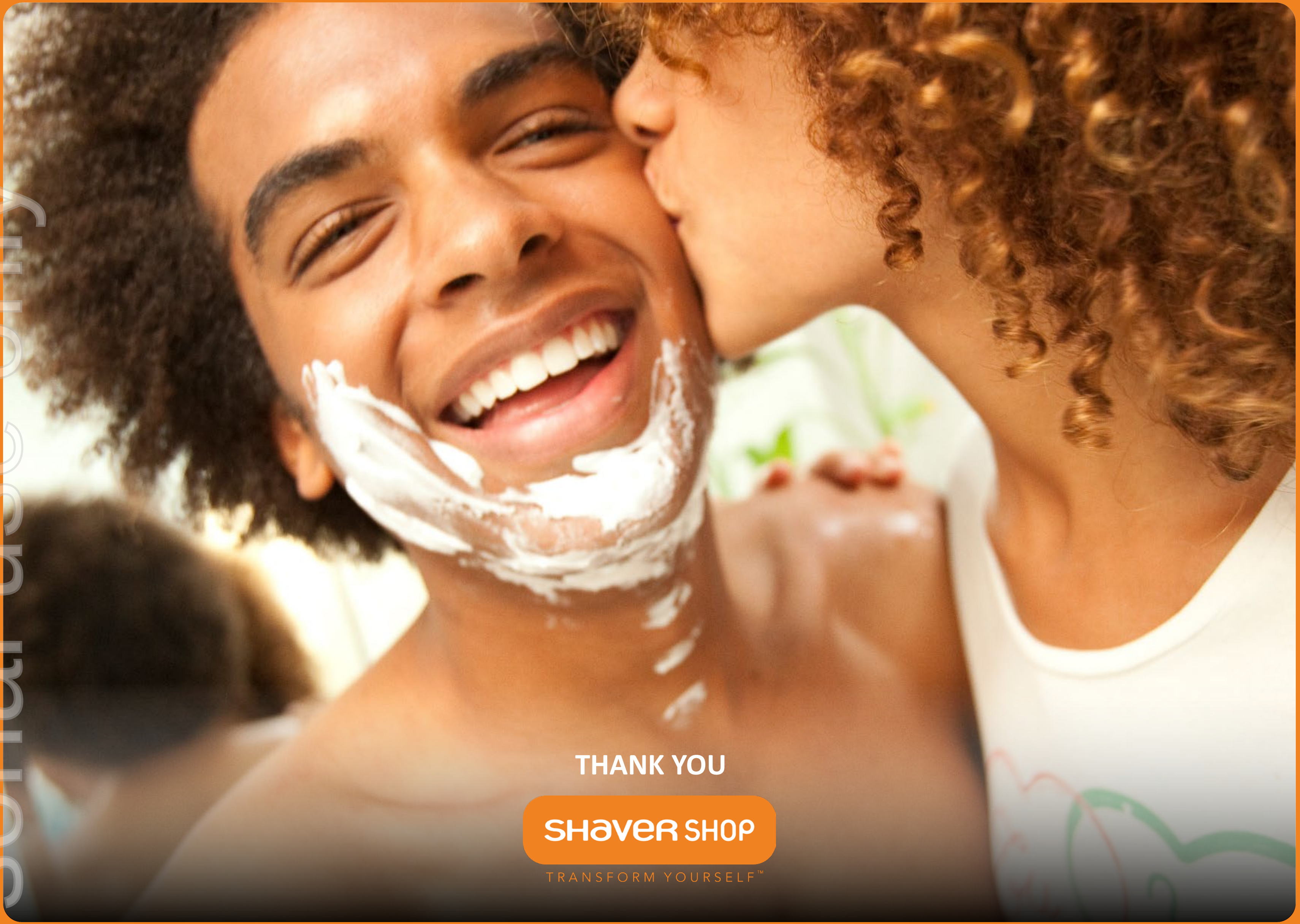
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