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17 May 2023

INVESTOR STRATEGY DAY PRESENTATION

Super Retail Group Limited (ASX:SUL) is hosting its Investor Strategy Day today at the Sheraton Grand Hyde Park, 161 Elizabeth Street, Sydney, commencing at 10.30am.

A copy of the Investor Strategy Day presentation is attached.

Investor enquiries:
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Authorised for release by the Board of Super Retail Group Limited.

Super Retail Group

2023 Super Retail Group Investor Strategy Day

Authorised for release by the Super Retail Group Board

17 May 2023

Anthony Heraghty
Group Managing Director
& Chief Executive Officer

ABN: 81 108 676 204

SUPERCHEAP AUTO rebel BCF macpac

Acknowledgement

OF COUNTRY

We would like to begin by acknowledging the Traditional Owners of the land on which we meet today, the Gadigal people of the Eora nation, and pay respect to their Elders past, present and emerging. We extend our respect to Aboriginal and Torres Strait Islander people here today.

Agenda

Group strategy	Anthony Heraghty	10.30
Customer	Rory Scott	11.00
Our brands		
rebel	Gary Williams	11.20
BCF	Paul Bradshaw	11.50
Macpac	Cathy Seaholme	12.10
Supercheap Auto	Benjamin Ward	12.30
Lunch break		**1.00 – 1.30**
Key focus areas		
Workforce Planning	Jane Kelly	1.30
Sustainability	Kevin Figueiredo	1.45
Supply Chain	Darren Wedding	2.00
Financial performance	David Burns	2.20
Conclusion	Anthony Heraghty	2.40
Q&A		

Our leadership team

ANTHONY HERAGHTY
Group Managing Director and Chief Executive Officer

PAUL BRADSHAW
Managing Director BCF

DAVID BURNS
Chief Financial Officer

SU DUFFEY
Chief of Business Operations and Chief of Staff

REBECCA FARRELL
Chief Legal Officer and Company Secretary

KEVIN FIGUEIREDO
General Manager Health, Safety and Sustainability

JANE KELLY
Chief Human Resources Officer

MANDY ROSS
Chief Information and Digital Officer

RORY SCOTT
Chief Strategy and Customer Officer

CATHY SEAHOLME
Managing Director Macpac

BENJAMIN WARD
Managing Director Supercheap Auto

DARREN WEDDING
Chief Supply Chain Officer

GARY WILLIAMS
Managing Director rebel

Super Retail Group

Group strategy

Anthony Heraghty
Group Managing Director
& Chief Executive Officer

SUPERCHEAP AUTO rebel BCF macpac

Super Retail Group's investment proposition

A unique portfolio of powerful brands

- Our brands are category leading
- Focus on growing the four core brands

Attractive leisure and lifestyle categories

- We operate in high involvement categories of auto, sports and outdoor leisure
- Long term trends, including a growing car parc and greater focus on personal health & wellbeing are tailwinds for growth[1]
- Auto and sports are resilient categories

A large and growing customer loyalty base

- Almost 10 million active club members representing over 70% of sales
- We have a significant opportunity to leverage our first party data to tailor and personalise offers and reward our loyal customers

An engaged and passionate team

- We have a highly engaged team[2]
- We have a clear corporate vision and values
- Our team's focus is to inspire our customers to live their passion

A national network of stores in Australia and New Zealand

- Our footprint of over 700 stores represents a unique competitive advantage
- Ongoing network optimisation opportunities based on new store openings and alternative store formats

An efficient omni-retail model

- Growing digital capability
- Providing our customers with the flexibility to purchase in-store or online
- Omni-retail model allows us to leverage the convenience and accessibility of our store network

A highly cash generative business

- Strong cashflow generation provides capacity to invest for growth and potential to deliver shareholder returns
- Disciplined approach to capital allocation - focus on return on invested capital and earnings per share

Conglomerate model creates operating synergies

- Ability to leverage our scale to fractionalise costs and deliver efficiencies through centralised resources, capability and systems (corporate, IT and supply chain)

1. Car parc means the number of registered vehicles
2. Based on an above benchmark team engagement score of 80 as at June 2022

Our four core brands are category leaders

$1.3b
FY22 sales

90% brand awareness[1]

49% main store[1,2]

$1.2b
FY22 sales

92% brand awareness[1]

28% main store[1,2]

$0.8b
FY22 sales

73% brand awareness[1]

24% main store[1,2]

$0.2b
FY22 sales

90% brand awareness[1]

7% main store[1,2]

1. Source: Stellar Market Research for quarter ended 31 March 2023. Macpac brand awareness is for New Zealand
2. Main store is defined as the customer's preferred store in the consideration set for this category

We operate in high involvement leisure & lifestyle categories

Sample competitive set – indicative growth rate

	AUTO MARKET	SPORTS MARKET	OUTDOOR MARKET
FY19 – FY22 3 year CAGR[1]	~7%	~9%	~11%
FY16 – FY19 3 year CAGR[3]	4% - 5%	5% - 6%	9% - 11%
Trends Driving Industry Growth	• Growth in number of vehicles SUPERCHEAP AUTO	• Personal health & wellbeing • WFH /shorter working week – increased leisure time & growth in demand for athleisure wear rebel	• Post COVID-19 growth in demand for travel and adventure BCF macpac
FY19 – FY22 3-year revenue CAGR	8.8%	6.0%	15.2%[4]
FY19 – FY22 3-year store number CAGR	0.6%	(1.3%)	4.0%[4]

Other retail growth[2]

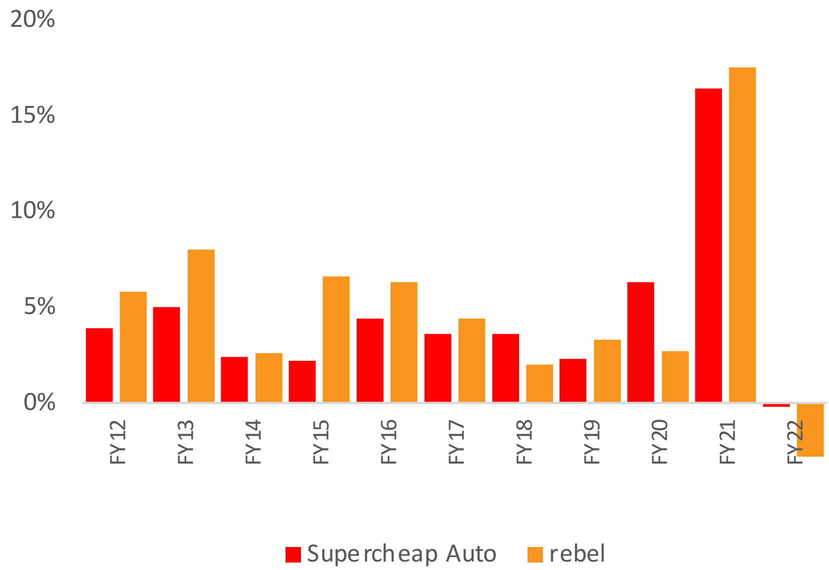
	3-year CAGR FY19-FY22
All retail	5.9%
Clothing, footwear and accessories	5.9%
Household goods	8.5%
Department stores	1.4%

1. Management estimates based on core competitor set
2. Source: ABS 8501.0 Retail Trade, Australia
3. As disclosed in the Group's November 2019 Investor Day presentation
4. Combined CAGR for BCF and Macpac

Auto and sport are defensive categories with a track record of resilience throughout the economic cycle

Prior to FY22, Supercheap Auto and rebel each delivered ten consecutive years of positive like-for-like sales growth[1]

SUPERCHEAP AUTO & REBEL LFL SALES GROWTH[1]



The Group has low exposure to big ticket items. More than 90 per cent of items we sell have a ticket price under $100

BRAND AVERAGE ITEM PRICE[2]

	Average price per item sold[2]	% of items sold with a price less than $100
Supercheap Auto	<$30	96%
rebel	<$50	91%
BCF	<$30	94%
macpac	<$65	80%

1. Supercheap Auto delivered 15 consecutive years of like-for-like sales growth prior to FY22. rebel was acquired in November 2011
2. Based on sales for 12 months ended 31 December 2022

We have a large and loyal customer base – 9.7 million active club members representing 72 per cent of Group sales

3.5M active club members

66 NPS

63% - sales from active club members

3.3M active club members

64 NPS

71% - sales from active club members

2.2M active club members

68 NPS

88% - sales from active club members

0.7M active club members

68 NPS

74% - sales from active club members

1. All data shown on this slide relates to the 26 week period ended 31 December 2022

We have an engaged and passionate team of over 14,000 people

Our team is highly engaged

80

Engagement survey score (June 2022)

We are committed to our team's health, safety and wellbeing

>2,500

Team members participate in the "I Am Here" mental health program

10.7

Total Recordable Injury Frequency Rate (TRIFR)

We invest in community programs that support our teams' passions

$1.5m

Group total giving to charitable causes in FY22

Australian Road Safety Foundation

Proudly supporting HeartKids

MACPAC Fund for Good

Proud partner Beyond Blue

Ofish powered by BCF

Lifeline

Our goal is to create a diverse and inclusive team

37.0%[3]

Female representation at senior leadership level[2]

42.9%[3]

Female representation at Board level

Reconciliation

We have commenced consultation and development on our inaugural Reconciliation Action Plan

Disability Action

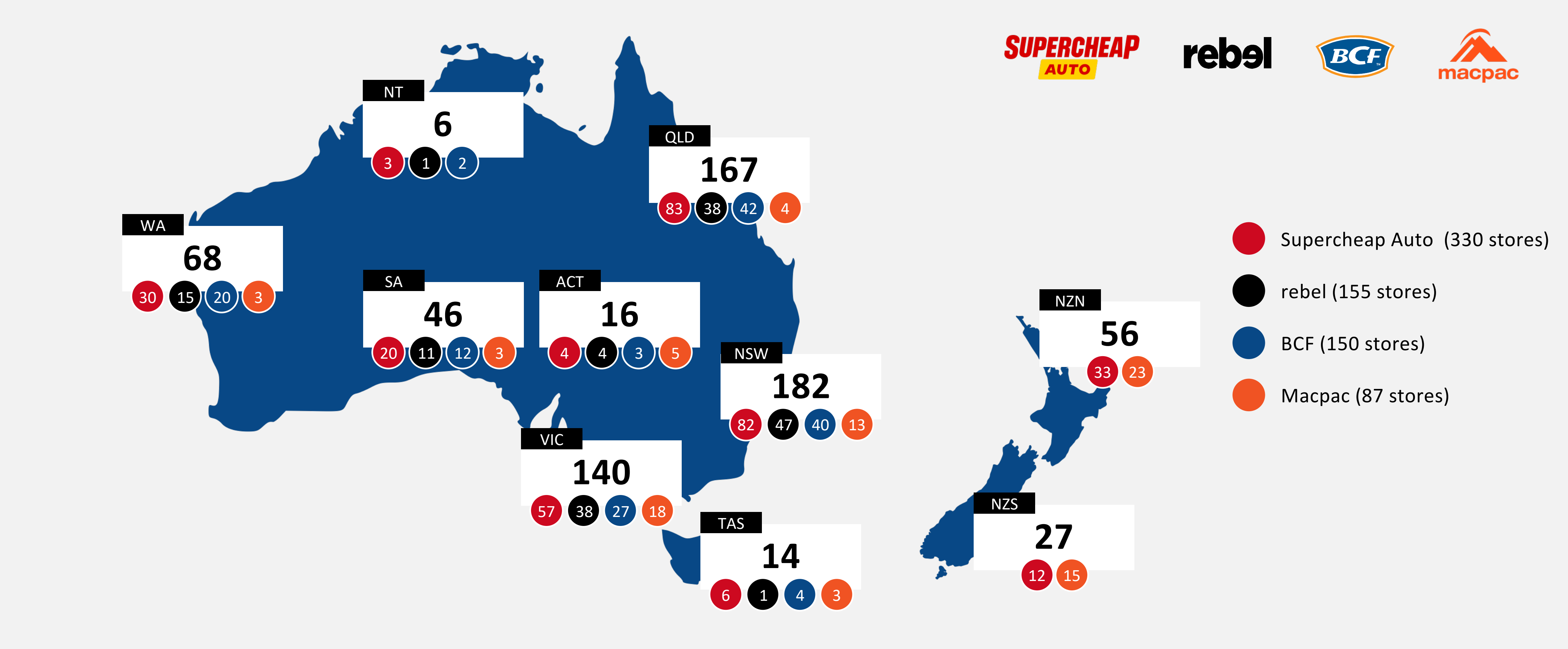
We have joined the Australian Network on Disability and commenced consultation on our inaugural Disability Action Plan

40:40:20

We have a 40:40:20 commitment for board and senior executive appointments

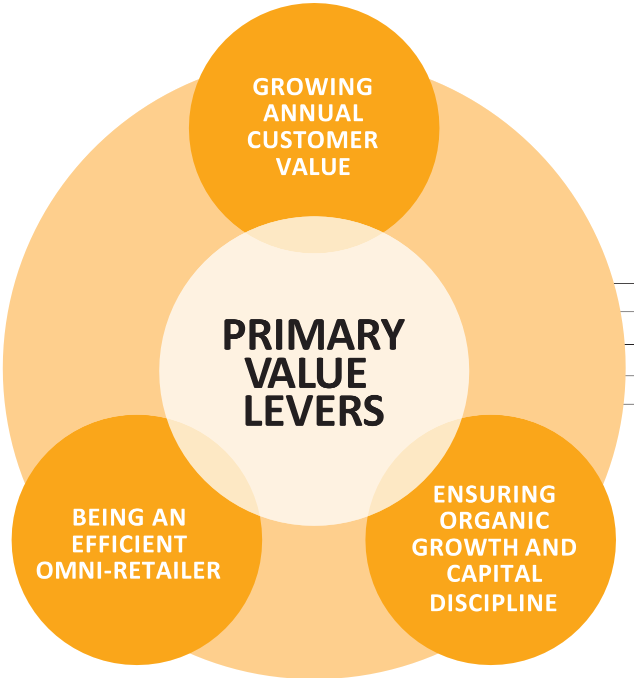
1. All data shown is as at the end of FY22 unless otherwise indicated
2. Senior Leadership measure includes Board, Executive and Senior Leaders combined
3. Data for Board and Senior Leadership is at April 2023

Our national network of over 700 stores gives us extensive customer reach



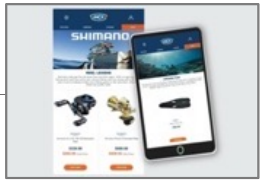
1. Store numbers shown on this slide are as at 31 December 2022

Our strategy – execution progress



STRATEGIC DRIVERS

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

PROGRESS

Super Retail Group invested during the pandemic and has emerged as a better business

Capex invested since June 2019[1]

$160m

$155m

INVESTMENT IN THE FOUR CORE BRANDS

- Opened 50 new stores – on track to meet FY26 store targets (now upgraded)
- Refurbished 69 stores
- Successfully introduced multiple new store formats:
  - —rebel rCX flagship stores
  - —Supercheap Auto next generation
  - —BCF small format
  - —BCF Superstore
- rebel and BCF regional store expansion

INVESTMENT IN OUR CUSTOMERS

- Completed customer value propositions for all brands built on quantitative and qualitative customer research
- On track to launch a new loyalty program in rebel in second half of 2023, with BCF to follow in 2024
- Developed data science capability
- Commenced a personalisation trial in BCF
- Completed successful loyalty "test and learns" in Supercheap Auto

INVESTMENT IN OMNI-RETAIL SUPPLY CHAIN

- Consolidated DC's
- Implemented a single warehouse management system
- Established order management system to orchestrate online orders and reduce splits

INVESTMENT IN SIMPLIFYING THE BUSINESS

- Introduced a new workplace management system and smart rostering
- Established quantitative pricing capability to improve pricing, markdown and clearance outcomes
- Replatformed gift cards
- Fully migrated IT services to public cloud

INVESTMENT IN OMNI-RETAIL CAPABILITY

- Leveraged our store network to grow click & collect sales faster than home delivery
- Elevated the look and feel of our brand websites
- Utilised AI to make online product recommendations

1. Shows capex investment between 1 July 2019 and 31 December 2022

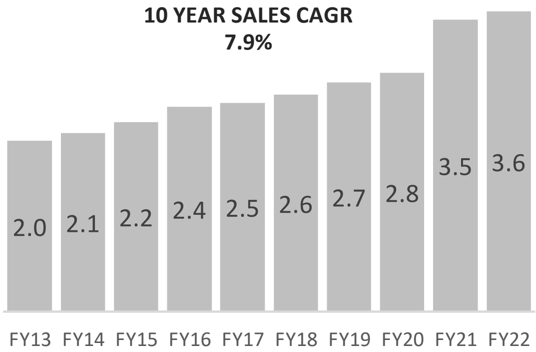
Delivering on our strategy – grow the four core brands

Grow the four core brands

- Focused on building four core brands in high involvement leisure and lifestyle categories
- Continued to invest in the business during COVID-19
- Employed brand strategies targeting a well defined customer value proposition
- Expanded and optimised the store network
- Improved store experience with new formats and refurbishments
- Introduced Macpac product into BCF and rebel stores
- Extended range by leveraging key brands
- Solidified relationships with global trade partners

GROUP SALES ($b)

The Group has a track record of revenue growth throughout the economic cycle

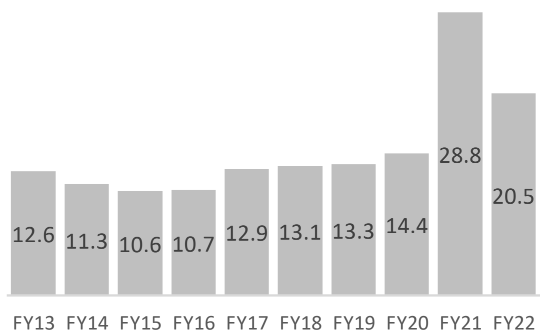


OUR INVESTMENT

Since June 2019, the Group has opened **50** new stores, completed **69** refurbishments and invested **$160 million** in the store network

RETURN ON INVESTED CAPITAL (%)

Focus on organic investment is generating strong ROIC



Grow the four core brands

	JUN 19	JUN 22		JUN 19	DEC 22
SALES	**$2.7b**	**$3.6b**	TOTAL STORES	**690**	**722**
ROIC[1]	**13.3%**	**20.5%**	SUPERCHEAP AUTO NEXTGEN STORES	**0**	**59**
ANNUAL STORE CAPEX	**$29m**	**$59m**	REBEL rCX STORES	**0**	**13**

1. ROIC means return on invested capital and is calculated on a proforma basis as if AASB 16 Leases did not apply

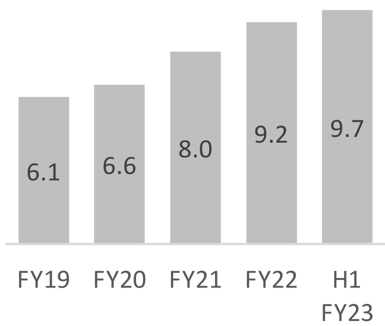
Delivering on our strategy – leveraging closeness to our customer

Leveraging closeness to our customer

- Grown active club membership
- Driven improved club member experience
- Grown club member sales faster than total sales
- Completed loyalty club reviews and developed updated customer value propositions for all brands
- On track to relaunch rebel loyalty program in H2 of calendar 2023
- Commenced personalisation program to drive higher member engagement
- Employed customer driven marketing merchandising and pricing
- Improved pricing and promotional execution through analytical insights

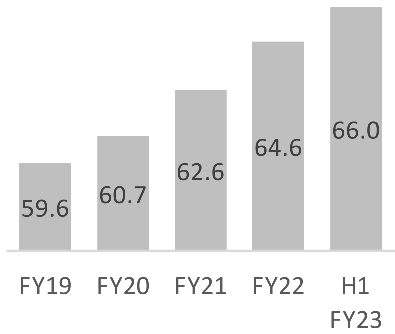
ACTIVE CLUB MEMBERS (M)

Club membership has increased by more than 3 million to 9.7 million



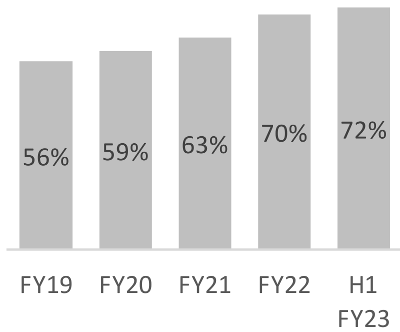
CLUB MEMBER NPS[1]

Club member NPS has continued to improve



CLUB MEMBER SALES % OF GROUP SALES

Club members represent 72% of Group sales



Leveraging closeness to our customer

	JUN 19	DEC 22		JUN 19	DEC 22
ACTIVE CLUB MEMBERS	**6.1m**	**9.7m**	CLUB MEMBER SPEND (LTM)[2]	**$1.5b**	**$2.7b**
CLUB MEMBER NPS[1]	**59.6**	**66.0**	CLUB MEMBER % OF SALES	**56%**	**72%**

1. NPS means net promoter score
2. LTM means last 12 months

Delivering on our strategy – connected omni-retail supply chain

Connected omni-retail supply chain

- Leveraged Group supply chain network by integrating Macpac and rebel
- Utilised store network to optimise omni-fulfilment
- Established order management system to orchestrate online orders
- Opened online high fulfilment stores to improve splits and on-time delivery
- Implemented international freight system with new partners
- Aggregated private brand sourcing and improved trading terms
- Reduced TRIFR[1] in distribution centres

Connected omni-retail supply chain

	DEC 19	DEC 22		DEC 19	DEC 22
ORDER MANAGEMENT SYSTEM	X	✓	DISTRIBUTION CENTRE TRIFR[1]	**63.3**	**13.6**
SPLIT ORDERS	**25.6%**	**15.1%**	INVENTORY ($) AS A % OF SALES	**43.0%**	**44.7%**

1. TRIFR means total recordable injury frequency rate

Delivering on our strategy – simplify the business

Simplify the business

- Closed or exited non core businesses (Rays, Infinite Retail, AutoGuru, AutoCrew)
- Implemented single warehouse management system
- Implemented workforce planning solution to ensure right rostering and optimise our workforce
- Simplified the IS environment and migration to cloud based solutions
- Re-platformed gift cards
- Centralised operating capability in marketing, loyalty, planning, digital and technology
- Improved sourcing performance through centralised Asian sourcing capability
- Reduced electricity consumption and carbon footprint

Simplify the business

	JUN 19	JUN 22		JUN 19	JUN 22
BRANDS	**8**	**4**	WMS[1]	X	✓
CLOUD INFRASTRUCTURE	X	✓	RIGHT & SMART ROSTERING	X	✓
ENERGY USE LTM (MWh)[2]	**92,642**	**80,723**	SCOPE 1 & 2 EMISSIONS (tCO2-e)	**72,632**	**60,374**

1. WMS means warehouse management system
2. LTM means last twelve months

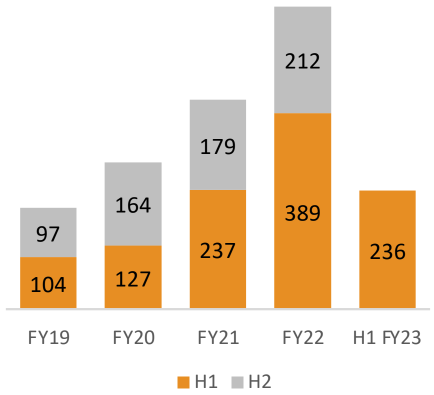
Delivering on our strategy – excel in omni-retail execution

Excel in omni-retail execution

- Profitably grown digital sales at scale
- Grown click-and-collect faster than home delivery by leveraging national store network
- Harmonised online and in-store gross margin contribution – agnostic as to which channels customers choose to shop
- Elevated look and feel across brand websites
- Utilising AI for intelligent merchandising
- Developed team expertise both in-store and online through training and education

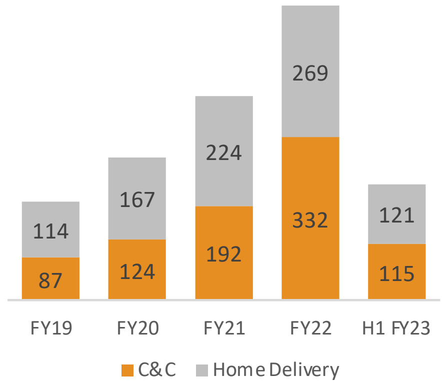
DIGITAL SALES ($M)

Strong growth in digital sales since FY19



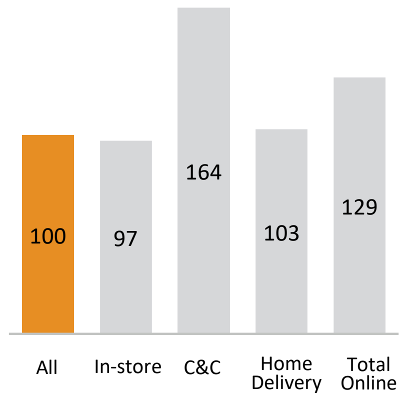
DIGITAL SALES BY TYPE ($M)

Click & Collect represents almost half of Group online sales



CHANNEL AGNOSTIC

Contribution margin dollars per transaction are higher for online sales than in-store sales[1]



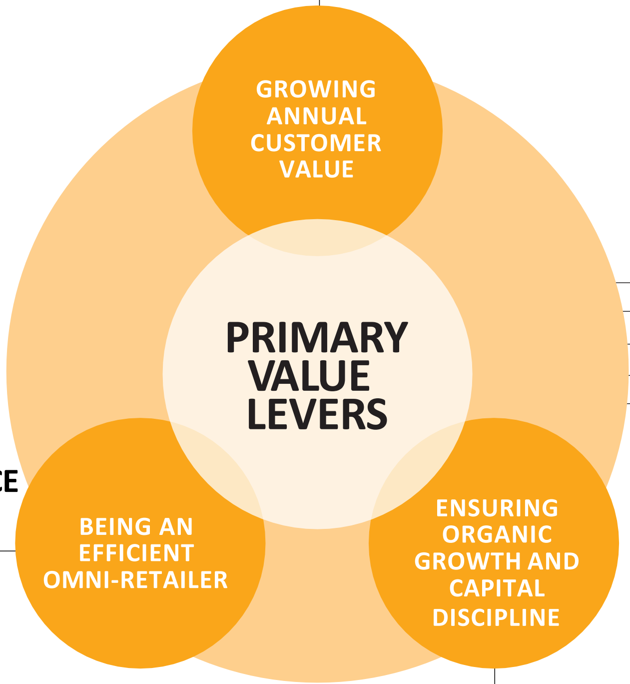
Excel in omni-retail execution

	JUN 19	DEC 22		JUN 19	DEC 22
DIGITAL SALES (LTM)[2]	**$201m**	**$448m**	ONLINE NPS[3]	**53.8**	**62.4**
DIGITAL SALES % OF TOTAL SALES (LTM)[2]	**7%**	**12%**	% OF CLUB MEMBERS WHO ARE OMNI SHOPPERS	**6%**	**17%**

1. Chart indexed to base of 100. Data shown is for 6 months ended 31 December 2022. Contribution margin dollars are gross margin dollars less allocation of store costs and other variable costs directly attributable to the channel
2. LTM means last twelve months
3. NPS means net promoter score

Our strategy – what's next

KEY ENABLER:
INVESTMENT IN CUSTOMER LOYALTY

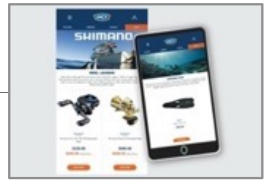


KEY ENABLER:
INVESTMENT IN SUPPLY CHAIN, HUMAN CAPITAL MANAGEMENT/ WORKFORCE PLANNING AND ESG

KEY ENABLER:
INVESTMENT IN STORES AND STORE FORMATS

STRATEGIC DRIVERS

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

Super Retail Group

LEVERAGE CLOSENESS TO OUR CUSTOMER

Customer

Rory Scott
Chief Strategy & Customer Officer

ABN: 81 108 676 204

Accelerated execution timeline

Done

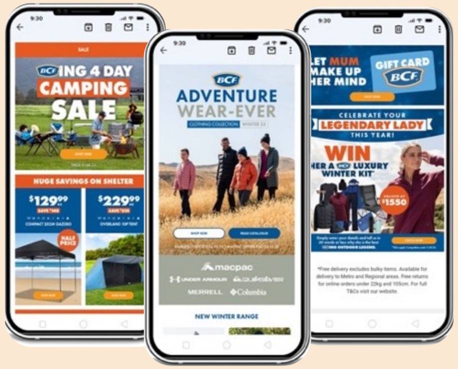
- In-store campaigns focused on member acquisition
- Loyalty trials for rebel and Supercheap Auto
- Supercheap Auto loyalty relaunch
- BCF personalisation pilot

FY24 H1

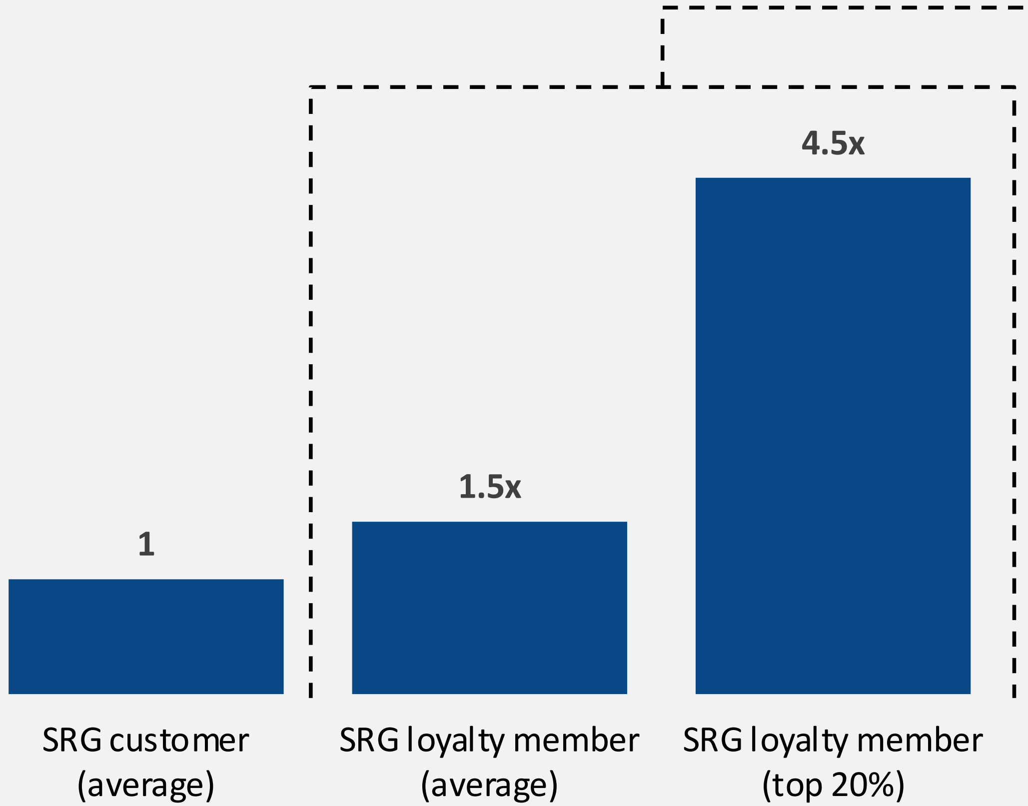
- rebel loyalty launch
- Supercheap Auto personalisation pilot
- SCA loyalty technical re-platform
- BCF personalisation scaling
- Loyalty trials for BCF

FY24 H2

- BCF loyalty launch
- rebel personalisation pilot



Club members are our highest spending, most loyal customers



9.7m Active club members

Members spend 1.5x the average SRG customer

Our top 20% of members spend

- More than 4.5x the average SRG customer
- More than 3x the average member

We are focused on growing our club loyalty members and leveraging our first party data to further improve the member experience and create additional value

Source: Management estimates and SRG first party loyalty data as at December 2022. Based on spending for 12 months ended 31 December 2022

Our customer performance is strong and improving

Over 9.7m active customers

- Increased from 6.1m in FY19
- We have delivered significant active customer growth without sacrificing economic or customer value

Our customers enjoy shopping with us

- NPS now over 66%, was 60% in FY19
- Constant focus on improving customer experience both in store and online
- On-going program of call backs to unhappy customers to resolve issues and re-engage

We know a lot about our customers

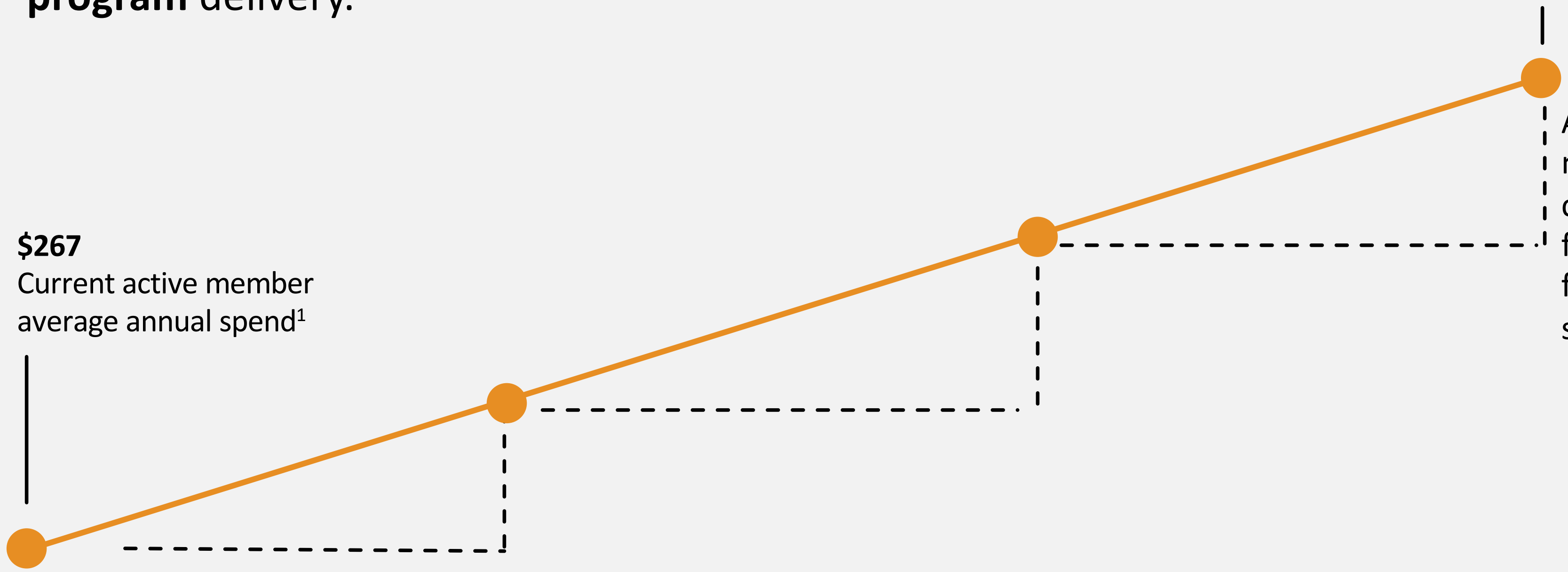
- SKU purchase history
- Activity participation
- Hobbyist/enthusiast/expert
- Car make and model
- Brand affinity/engagement
- Channel preference
- Location
- Recency and visitation intervals
- Price/promotion sensitivity

This serves as a strong foundation to increase member share of wallet

We think and plan in **$30** increments, one more visit, an increase in spend per visit.

We are building our capabilities in **behavioural segmentation, customer data and data science** and **enhancing loyalty program** delivery.

$300
Target active member average annual spend



An always-on testing methodology, improved capabilities and high quality first-party data create the foundation to achieve higher spend targets over time.

$267
Current active member average annual spend[1]

With a deep customer understanding and the capability to leverage this understanding at scale, we can focus on the right growth lever for the right customer at the right time. We will dynamically deploy strategies to increase visitation, items per basket, and price paid per item.

1. Based on annual average club member spend for the 12 months ended 31 December 2022

In delivering sales growth, we are actively managing margin risk

As we better meet the needs of our customers and increase sales, we are running both ad-hoc trials and always-on testing to seek to ensure our growth is financially sustainable

	Customer reach	**Transaction & sales growth**	**Incremental GP$**	**Rewarding top customers**
Objectives	Grow and protect our member base by maintaining strong sign-up growth, reducing churn, and ensuring our brands are front-of-mind	Grow share of wallet through a focus on increasing visits for infrequent shoppers and increasing basket size for frequent shoppers	The right solution to the right person at the right time and place – a customer rather than product/price focus	Our top customers are also our best known, which we will leverage to unlock 1:1 personalised interactions and moments of delight
Test & Learn outcomes to date	Increased customer reach by 2x	6% Club transaction growth and 3% total sales growth	>2.5% GP$ growth from incremental transactions	In SCA, the simultaneous presence of BPR[1] alternate mechanism appears to create a self generating tier (BPR being valued by frequent users)

1. Best Price Reward (BPR): Members receive credit for the difference between the purchase price and sale price if the purchased product goes on sale within 14 days from the date of purchase. Credit valid for 28 days.

Super Retail Group

GROW THE FOUR CORE BRANDS

rebel

Gary Williams

Managing Director, rebel

SUPERCHEAP AUTO rebel BCF macpac

rebel

SNAPSHOT[1]

OVERVIEW

155	3.3M	6.0%	11.7%
STORES	ACTIVE CLUB MEMBERS	3 YEAR SALES GROWTH (CAGR)[2]	3 YEAR AVERAGE PBT MARGIN[2]

OUR CUSTOMER

- Passionate about sport & fitness, and appreciate the importance of exercise for their mental and physical wellbeing
- Active club members represent 71 per cent of sales
- Club member NPS 64
- Brand awareness 92 per cent[3]

MARKET LANDSCAPE

- Sports market growth led by footwear, apparel, health & wellbeing and lifestyle
- Uplift in participation in organised sport post-COVID
- Female participation in sport increasing (running/AFL/football)
- Runway of major sports events in Australia across next 10 years:
  - 2023 FIFA Women's World Cup
  - 2025 Ashes, British & Irish Lions tour
  - 2026 Commonwealth Games
  - 2027 Rugby World Cup, Netball World Cup
  - 2028 Presidents Cup
  - 2029 Women's Rugby World Cup
  - 2032 Brisbane Olympic and Paralympic Games

KEY OPPORTUNITIES

- Extend national omni-retail footprint including rollout of flagship rCX stores, "homes of sport" and new Regional stores
- Leverage planned relaunch of loyalty program in H1 FY24
- Expand in key growth categories including basketball, football, women's and kids
- Improve the omni-digital experience through digital development and operational excellence
- Leverage and grow relationships with international and local trade partners
- Power of rebel team and opportunity to build on our sporting culture

1. Unless otherwise specified, all financial and operating data shown on this slide is for the 26-week period ended 31 December 2022
2. Based on period from 29 June 2019 to 2 July 2022. CAGR means compound annual growth rate
3. Source: Stellar Market Research Australia for quarter ended 31 March 2023

rebel

Areas of strategic focus

SPORT IS CALLING

1. BUILDING THE REBEL **BRAND**	2. CREATING REBEL **FANATICS**	3. DELIVERING PRODUCTIVE & OPTIMUM **ASSORTMENTS**	4. EXCELLING IN **OMNI-EXPERIENCE**	5. BUILDING THE REBEL **TEAM**

OUR ASPIRATION:

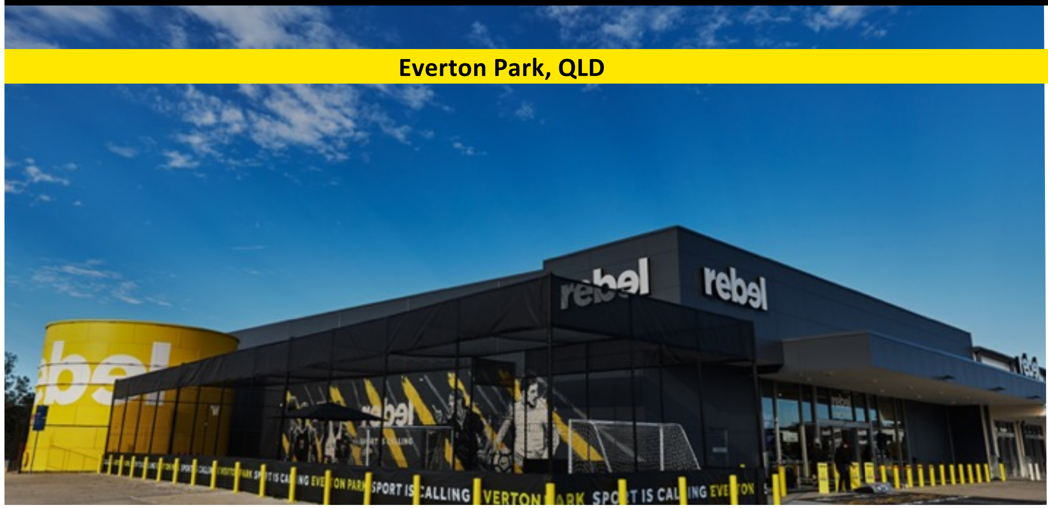
" To **inspire all Australians** to **chase their sporting dreams and passion.** "

Rundle Mall, SA

Health & Wellbeing

CONTINUE SUCCESSFUL ROLL-OUT OF rCX

Everton Park, QLD



Ash Barty @ Everton Park

Evolving our store format and offering

rebel

1. Flagship rCX format for our top 30 stores
   - **rCX** are large format (2000sqm+) stores showcasing comprehensive range across key global brands
   - Focused on core categories of running, gym and fitness, football, basketball and kids
   - Differentiated customer experience through physical experience zones including half court basketball, indoor football pitches and sports gaming consoles
   - Strong support from global brands and key landlords
   - rCX has unlocked access to high-end and marquee products (e.g. Nike Airmax 270, Adidas originals), extended ranges and styles exclusive to rebel
2. Cascading homes of sport into next tier stores
   - Rolling out "homes of" basketball, football in next tier **Elevate** (2000sqm, single experience zone) and **Benchmark** (1500 sqm, no experience zone) stores
3. Regional roll out strategy
   - Commenced regional roll out (Ballina, Tamworth, Nowra, Bunbury) with positive early results

REBEL STORE NETWORK

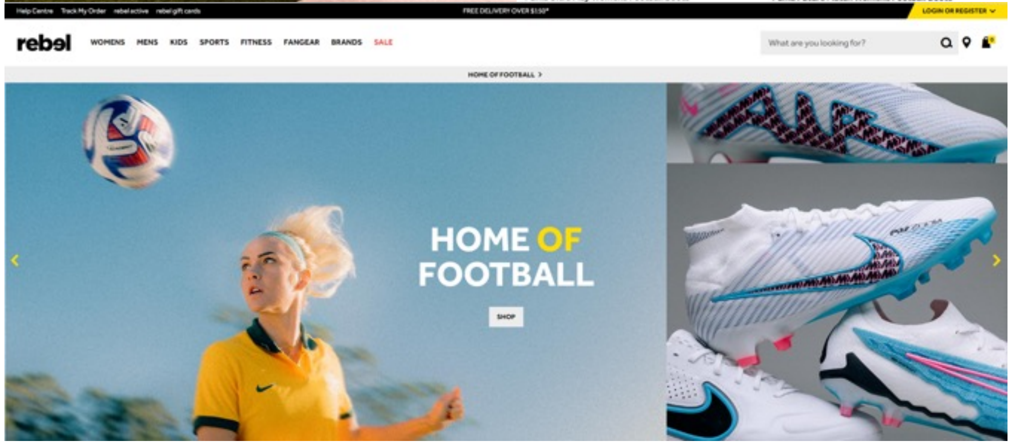
	JUN 19	DEC 22	JUN 26F[1]
rCX	0	13	27
Elevate (rCX)	0	6	20
Benchmark	0	4	28
Old format	161	132	90
Total	161	155	165

1. Based on targeted store openings between 31 December 2022 and 30 June 2026

Accelerating growth in attack categories – homes of football and basketball

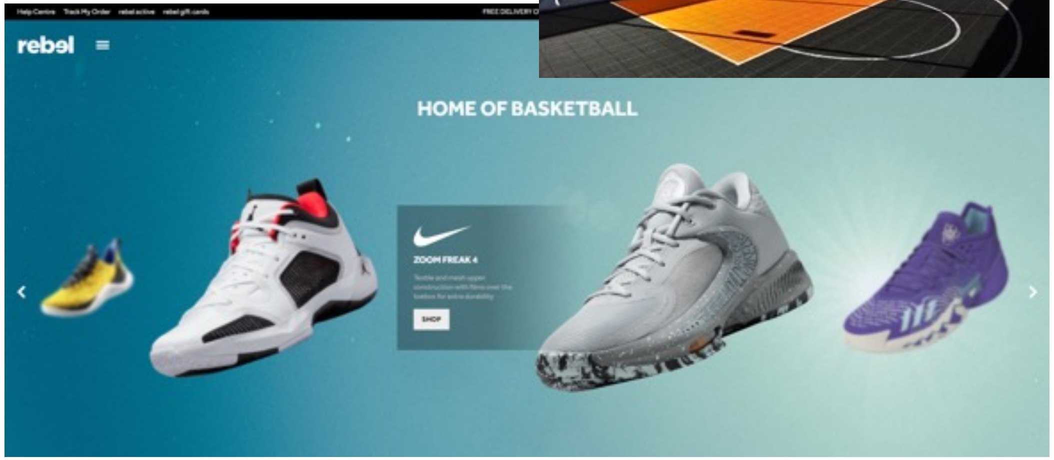
Investment in HOMES OF FOOTBALL

	HOMES OF FOOTBALL[1]
FY20-21	36
FY22	22
FY23F	23
	81



Investment in HOMES OF BASKETBALL

	HOMES OF BASKETBALL[1]
FY20-21	27
FY22	16
FY23F	42
	85



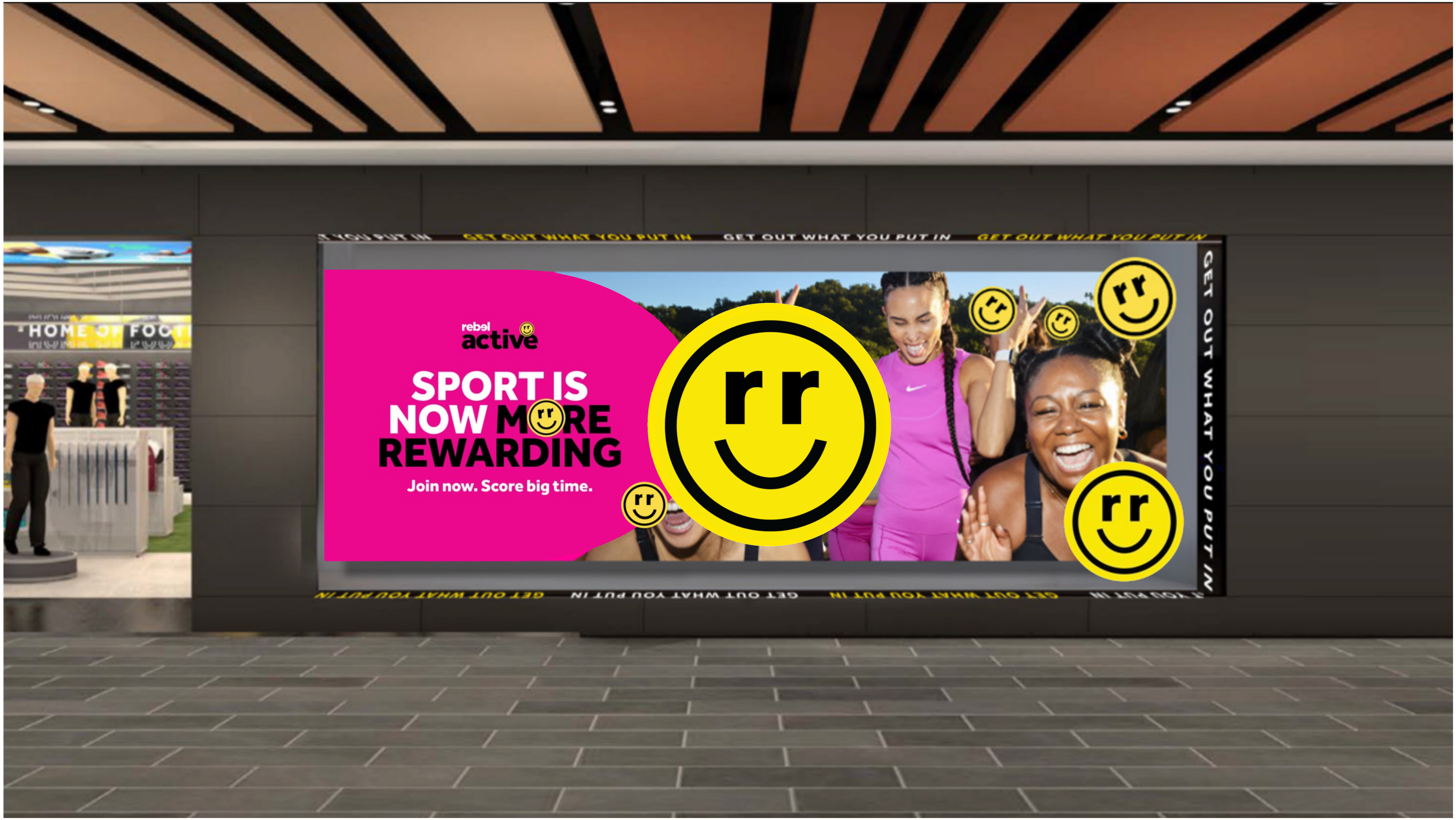
1. Based on FY23 targets


Kids


Health & Wellbeing

Mens


Womens


rebel active
SPORT IS NOW MORE REWARDING
Join now. Score big time.
GET OUT WHAT YOU PUT IN
HOME OF FOOT

rebel loyalty launch plan

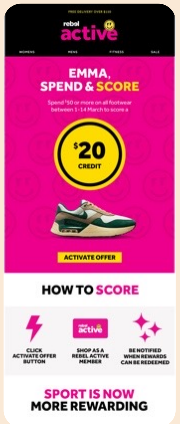
Exciting new changes coming to rebel's loyalty program, to deliver member growth and engagement

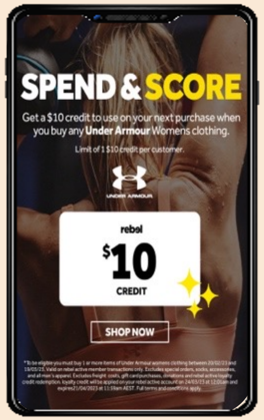
FY24 H1

- Major launch of rebel active program, with new member value proposition and branding
- Loyalty design linked to customer value position, with focus on showcasing product and experience
- Benefits linked to every transaction
- Expanded presence in store and online to seek to further grow member acquisition and engagement

FY24 H2

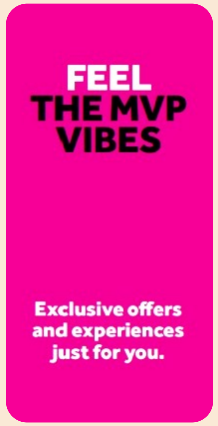
- "Test and learn" through targeted offers designed to grow incremental visitation and spend
- Expansion of trade partner offers within program
- rebel personalisation pilot
- In-store and online campaigns focused on member acquisition

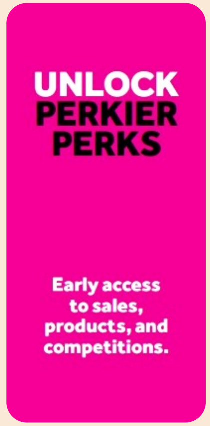




FY25 H1

- "Always on" testing approach embedded
- Review of proposition and consideration of tiering





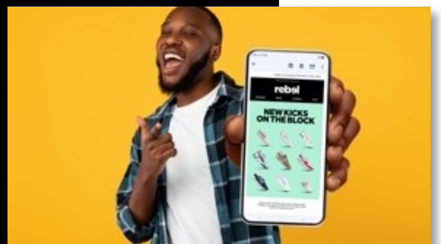
rebel

Key drivers of growth

Expand the store network – flagship stores and regional store roll out

Create a compelling loyalty offer – planned launch of new loyalty program in H1 of FY24

Win in key growth categories – football, basketball, womens and kids



Grow digital sales – increase online market share

Super Retail Group

GROW THE FOUR CORE BRANDS

Paul Bradshaw

Managing Director, BCF

BCF SNAPSHOT[1]

OVERVIEW

150	2.2M	17.3%	7.9%
STORES	ACTIVE CLUB MEMBERS	3 YEAR SALES GROWTH (CAGR)[2]	3 YEAR AVERAGE PBT MARGIN[2]

OUR CUSTOMER

- Enjoy their leisure time in the outdoors, on the land and in the water
- Active club members represent 88 per cent of sales
- Club member NPS 68
- Brand awareness 73 per cent[3]

MARKET LANDSCAPE

- COVID accelerated participation in the leisure category. BCF is maximising the ‘stickiness’ through right range in the right formats in the right location and through its loyalty strategy
- Online channel growth high through COVID. Mix now returning to normal
- Click & Collect represents 63% of online sales
- High competitive intensity in pricing, marketing and new store openings

KEY OPPORTUNITIES

- Right sizing stores in better locations across Australia
- Maximise sales density by addressing seasonality with apparel
- Grow share in key markets through extended offer in Superstore format
- Continued focus on new and exclusive product ranges tailored by region
- Online growth driven by extended and exclusive range, supported by our physical store network
- Maintaining our high active member base and increasing frequency of visit for active club members via loyalty and personalisation initiatives
- Continuing our sustainability journey in all pillars of our strategy

1. Unless otherwise specified, all financial and operating data shown on this slide is for the 26-week period ended 31 December 2022
2. Based on period from 29 June 2019 to 2 July 2022. CAGR means compound annual growth rate
3. Source: Stellar Market Research Australia for quarter ended 31 March 2023

Areas of strategic focus

Creating a **sustainable** business for the future

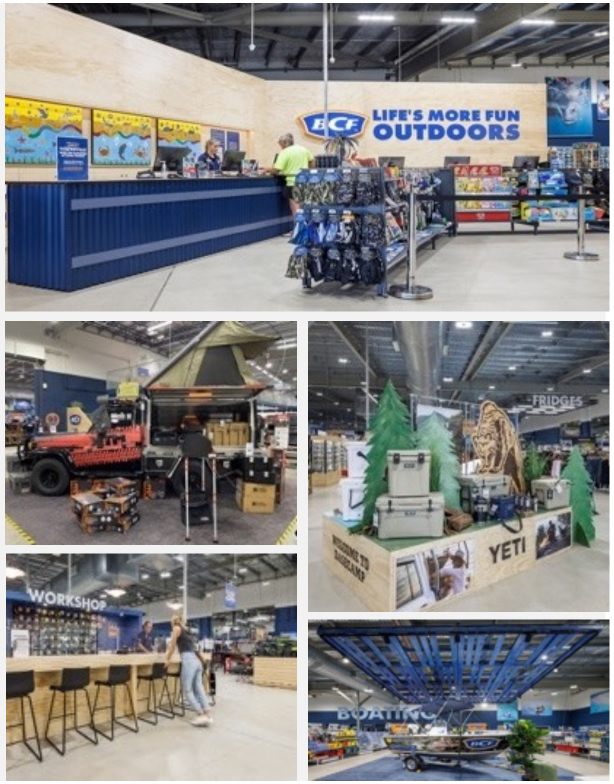
UNDERSTANDING OUR CUSTOMERS AND GIVING THEM THE RELEVANT RANGE	DELIVERING "GREAT QUALITY AT TRUSTED VALUE"	ENABLING OUR TEAMS TO PROVIDE CUSTOMERS WITH THE BEST CUSTOMER EXPERIENCE IN OUTDOOR / LEISURE ACROSS ALL CHANNELS	GROWING OUR OMNI-MARKET POSITION BY GIVING OUR CUSTOMERS WHAT THEY WANT, WHERE THEY WANT IT	ADDRESSING THE SEASONALITY CHALLENGE IN OUR BUSINESS BY BECOMING A YEAR ROUND DESTINATION FOR OUTDOOR SOLUTIONS

Introducing a new superstore format – BCF Townsville

What the right format can achieve

	FY20 (Pre COVID)	FY23 YTD[1]
SALES	$10.8m	+147%
NPS	64	+8 points
SKU COUNT	8010	+260%

OLD
NEW
TOWNSVILLE



<2 years payback

1. Based on trading performance in the first 24 weeks since the Superstore was opened in November 2022

Evolving our store format and offering

Reshaping the BCF network for right size in the right catchment

1. Opening small format stores in new regional locations, expanding customer reach
2. Rolling out the Superstore format to increase penetration in key markets
3. Developing a tailored range for each region by format to increase sales per sqm
4. Amplifying 4X4 range and expanding apparel offering (including Macpac)
5. Relocating weaker performing stores to more optimal locations and on more favourable lease terms

BCF STORE NETWORK

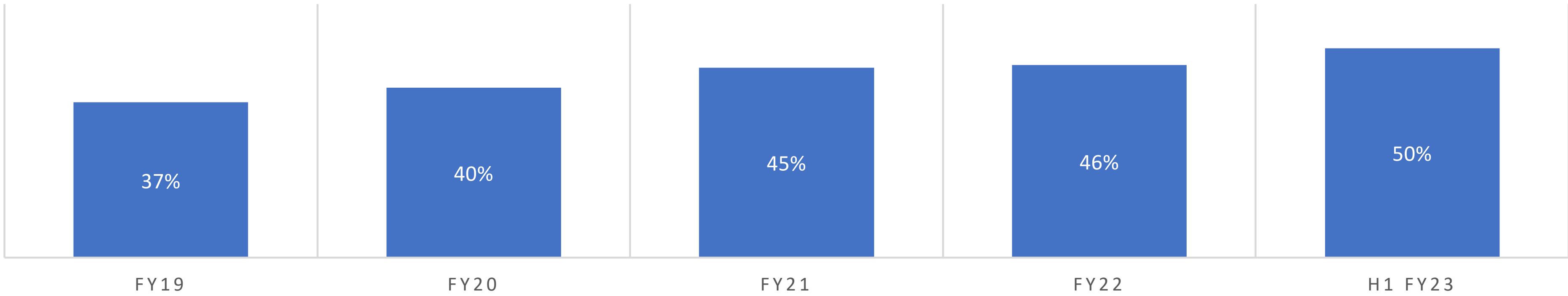
	JUN 19	DEC 22	JUN 26F[1]
Superstore	0	1	8
Fleet	126	131	135
Small	10	18	27
Total	136	150	170

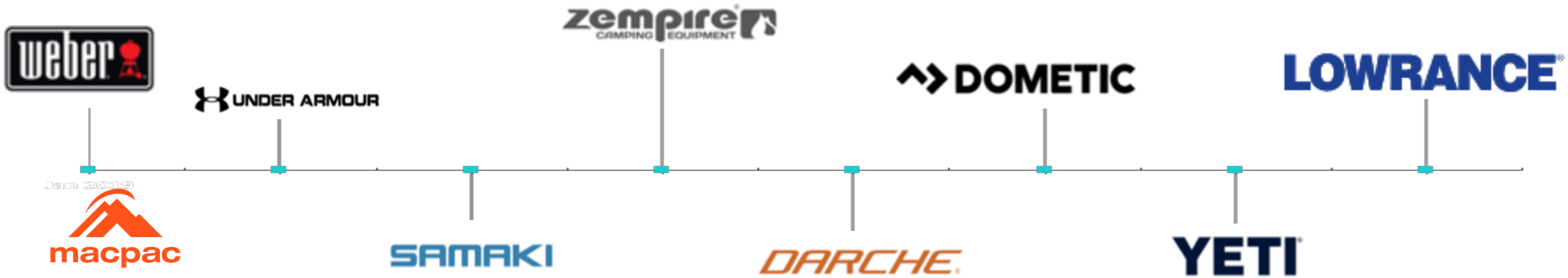
1. Based on targeted store openings between 31 December 2022 and 30 June 2026

Offering exclusive products to our customers – strategic brand strategy

Top tier brands align to our CVP: ‘Famous for Product’ and deliver differentiation from competitors

BCF EXCLUSIVE PRODUCTS - % OF TOTAL BCF SALES[1]





1. BCF exclusive products includes BCF private brands and big box exclusive products


BCF
A
Giving Australians an outdoor store that they trust, delivering range, quality, value and great service
B
To be the #1 outdoor store, obsessed with being locally relevant
43

Key drivers of growth

Right size the network – new store openings and rollout of Superstore format

Grow our exclusive range – through private label and strategic brand partnerships

Increase focus on loyalty – market relaunch planned in H2 FY24

Tailor our offering - increase sales intensity through localised range

Super Retail Group

GROW THE FOUR CORE BRANDS

macpac

Cathy Seaholme

Managing Director, Macpac

SUPERCHEAP AUTO rebel BCF macpac

macpac

SNAPSHOT[1]

OVERVIEW

87	0.7M	8.4%	8.9%
STORES	ACTIVE CLUB MEMBERS	3 YEAR SALES GROWTH (CAGR)[2]	3 YEAR AVERAGE PBT MARGIN[2]

OUR CUSTOMER

- Travels internationally, with an increased focus on adventuring better
- Active club members represent 74 per cent of sales
- Club member NPS 68
- NZ Brand awareness 90 per cent[3]

MARKET LANDSCAPE

- Post COVID travel continues to rebound, supporting sales across all store formats and key travel categories
- Online the primary channel for research, before shopping in-store
- Macpac quality is highly regarded in the outdoor industry, and customers expect value in their quality products that perform and last

KEY OPPORTUNITIES

- Continue the better business journey and sustainability focus
- Decrease reliance on winter related product with enhanced seasonal ranging
- Grow brand awareness in Australia
- Expand online in untapped Australian markets
- Open more doors in Australia and enhance in-store experience

1. Unless otherwise specified, all financial and operating data shown on this slide is for the 26-week period ended 31 December 2022
2. Based on period from 29 June 2019 to 2 July 2022. CAGR means compound annual growth rate
3. Source: Stellar Market Research New Zealand for quarter ended 31 March 2023

Areas of strategic focus

To equip outdoor enthusiasts to adventure better

BE A FORCE FOR GOOD

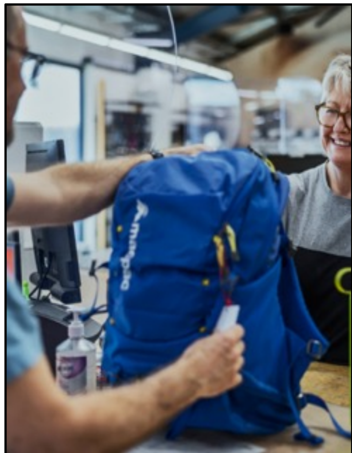
TOITŪ
CARBON REDUCE
ISO 14064-1 ORGANISATION

DELIVER DIFFERENTIATED GEAR WITH AN UNWAVERING COMMITMENT TO QUALITY

GROW BRAND AWARENESS

macpac
weather anything

EXCEL AS OMNI-RETAIL EXPERTS



OPTIMISE AND EXPAND THE STORE NETWORK

50 years of adventure since 1973

Differentiated gear with an unwavering commitment to quality

Arrowsmith Jacket – Alpine Series

Member Price: $639.99

- **Fill:** 800 loft RDS certified 90/10 HyperDry™ Goose Down
- **Fabric:** Ultralight Pertex® Quantum 100% recycled nylon main & lining fabrics — bluesign ® certified
- Longer boxed baffle body for extra warmth while belaying & packs into its pocket
- Designed, developed and tested in partnership with the New Zealand Alpine Team (NZAT)

Sundowner Jacket - Hiking

Member Price: $343.99

- **Fill:** 600 loft RDS certified 80/20 HyperDry™ Duck Down
- **Fabric:** Ultralight Pertex® Quantum 100% recycled nylon main fabric — bluesign ® certified
- Adjustable hood can be removed & packs into its pocket
- Designed for technical environments

Halo Jacket – Hiking & Everyday Lifestyle

Member Price: $239.99

- **Fill:** 600 loft RDS certified 80/20 Duck Down
- **Fabric:** 100% Recycled nylon main & lining fabrics — bluesign ® certified
- Lightweight & packs into pocket, adjustable hood, hem and cuffs
- Versatile outdoor down jacket

Evolving our store format and offering

Optimising and expanding the Macpac network across two core formats

1. **Macpac Explorer**
   - 300 - 400 sqm
   - Stocks full range of Macpac branded product and rationalised National Brand offer
   - Located in key shopping centres, with strong foot traffic and outdoor offer

2. **Macpac Adventurer Hub**
   - 600 - 800 sqm
   - Stocks full range of Macpac branded product and curated, extended National Brand offer
   - Supports brand online fulfilment ambitions
   - Located in established outdoor precincts

MACPAC STORE NETWORK

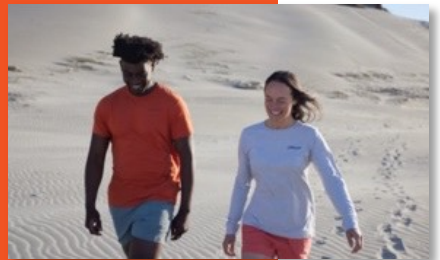
	JUN 19	DEC 22	JUN 26F[1]
Rays	9	0	0
Explorer	61	79	90
Adventurer Hub		8	15
Total	70	87	105

1. Based on targeted store openings between 31 December 2022 and 30 June 2026

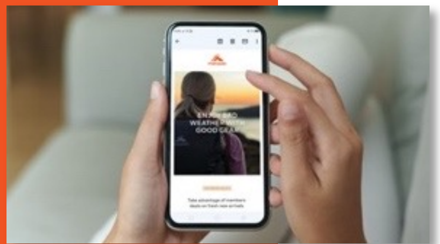
macpac

Key drivers of growth

Grow the store network – continue store rollout in Australia



Expand our product range – including summer seasonal offering



Increase digital sales – grow online market share

Promote our brand profile – lift our brand awareness in Australia

Super Retail Group

GROW THE FOUR CORE BRANDS

SUPERCHEAP AUTO

Benjamin Ward

Managing Director, SCA

ABN: 81 108 676 204

SUPERCHEAP AUTO rebel BCF macpac

SUPERCHEAP AUTO

SNAPSHOT[1]

OVERVIEW

330	3.5M	8.8%	13.2%
STORES	ACTIVE CLUB MEMBERS	3 YEAR SALES GROWTH (CAGR)[2]	3 YEAR AVERAGE PBT MARGIN[2]

OUR CUSTOMER

- Embracing the domestic vacation, road trip and outdoors
- Active club members represent 63 per cent of sales
- Club member NPS 66
- Brand awareness 90 per cent[3]

MARKET LANDSCAPE

- Auto aftermarket in positive growth
- Average age of the car parc in Australia has grown to 10.6 yrs[4]
- Key category of Auto Maintenance runs counter cyclical
- Supercheap Auto retains a unique position in the market with strong brand awareness

KEY OPPORTUNITIES

- Growing and aging car parc provides further market opportunity in core categories
- EV growth leads to unique opportunities from new product categories
- Category adjacencies continue to be tested and provide possibilities for further revenue growth
- Focusing on widening brand appeal to grow addressable market and customer base
- Growing demand for “do it for me” services – 380,000 in-store fitments in H1 FY23

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2. Based on period from 29 June 2019 to 2 July 2022. CAGR means compound annual growth rate
3. Source: Stellar Market Research Australia for quarter ended 31 March 2023
4. Australian Bureau of Statistics

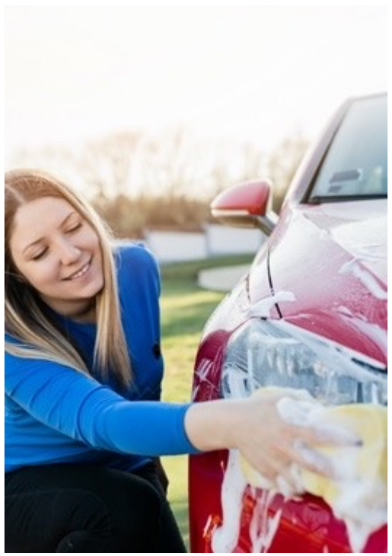
SUPERCHEAP AUTO

Areas of strategic focus

“Whoever you are, whatever you drive – make it SUPER”

A CULTURE THAT IS CUSTOMER OBSESSED AND SRG FOCUSED

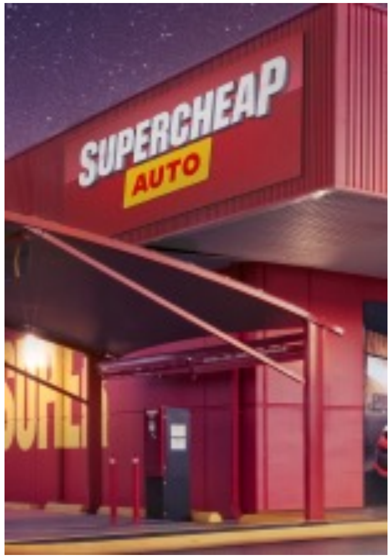
A BRAND THAT IS COMPELLING TO A DIVERSE CUSTOMER



AN INNOVATIVE AND LEADING RANGE OF AUTO PRODUCTS AT GREAT VALUE

A RANGE THAT CATERS FOR A WIDER CUSTOMER BASE AND CHANGING CAR PARC

EXCEL IN OMNI EXPERIENCE THROUGH RETAIL, ONLINE AND FITMENT



A brand that is compelling to a diverse customer base

MAKE IT SUPER

OLD
NEW

Evolving our store format and offering

Comprehensive refurbishment and new store program underway to deliver a further 150 stores in the next generation format

Key features of next generation stores

1. Increased dedicated floorspace for key growth categories like tools
2. Designated service zones for "do it for me" fitment services
3. Improved visibility and accessibility of Click & Collect
4. Improved lighting and signage
5. Modernised branding

SUPERCHEAP AUTO STORE NETWORK

	JUN 19	DEC 22	JUN 26F[1]
Generation 1	99	67	0
Generation 2	145	81	17
Generation 3	79	123	136
Generation 4		59	209
Total	323	330	362

1. Based on targeted store openings between 31 December 2022 and 30 June 2026

Enhanced SCA loyalty leveraging new group capability

New infrastructure and constant improvement will enhance our loyalty offer. Our goal is to drive higher visitation and/or spend per visit across our member base.

Work to Date

- Relaunched loyalty alongside brand replatform
- Removal of $5 membership fee
- Campaigns focused on member acquisition
- Launched exclusive offers for members
- New POS and simpler benefits messaging for consumers

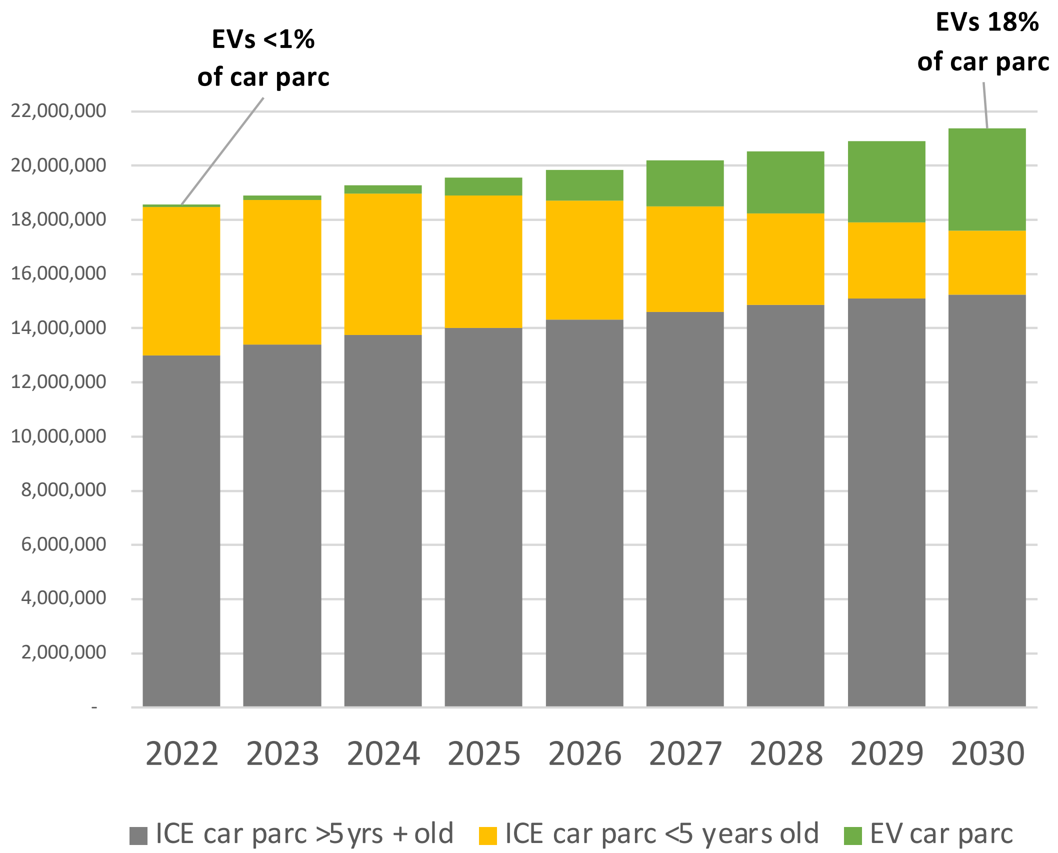
FY24 Plan

- Supercheap Auto personalisation pilot
- Re-platform Supercheap Auto club to new infrastructure
- In-store campaigns focused on member acquisition
- New capabilities built into Loyalty Platform
- New advertising drive to promote loyalty benefits

MAKE LOYALTY SUPER

Adapting to a changing car parc – what do electric vehicles mean for SCA?

Estimated 2030 Australian car parc mix[1]



- The size of the of >5-year-old ICE[2] car parc will be larger in 2030 than it is today. This will continue to create demand for DIY service and maintenance categories
- The aging ICE[2] car parc will also drive volume and value growth in these categories as customers spend more on maintaining an older vehicle
- ~70% of Supercheap Auto's revenue comes from categories which are independent to vehicle engine type. For example, accessories, tools and car care
- EV uptake presents an opportunity for SCA capture share in emerging profit pools such as EV charging cables, spare parts and accessories

SCA is well positioned to deliver continued growth in core categories whilst taking advantage of the opportunities presented by the EV transition

1. Sources: Energeia Australian Electric Vehicle Market Study, AAAA industry report, Australian Federal Government, Roy Morgan, IBIS world
2. ICE means internal combustion engine
3. car parc means the number of registered vehicles

SUPERCHEAP AUTO

Key drivers of growth

Expand product offering in adjacent categories – moving beyond the garage

Broaden the addressable customer base – make the brand more compelling to a wider range of customers

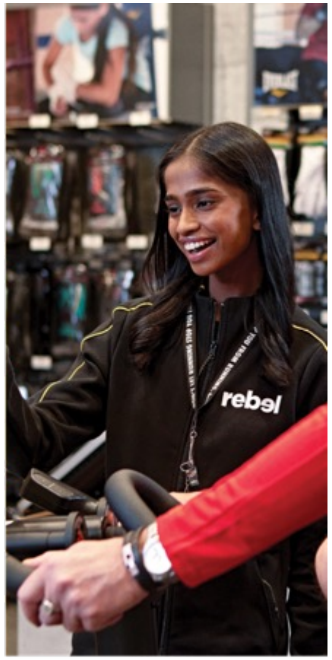
Complete brand modernisation – including conversion of fleet to next generation format

Continue refining the loyalty offer – build on and leverage the enhanced program with further improvement through FY24

Super Retail Group

CAPABILITIES

ABN: 81 108 676 204



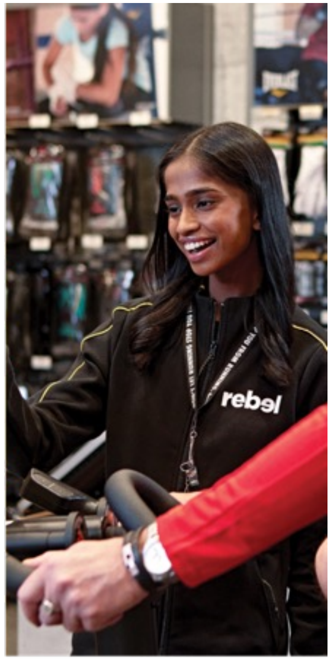
SUPERCHEAP AUTO rebel BCF macpac

Super Retail Group

SIMPLIFY THE BUSINESS

Workforce Planning

Jane Kelly
Chief Human Resources Officer



SUPERCHEAP AUTO rebel BCF macpac

Deploying workforce planning systems and processes to manage compliance, governance and complexity

5 Industrial rule sets

17K Rule combinations

4 Brands 6 DCs Deployed

1.7M Shifts allocated

15.6M Hours worked

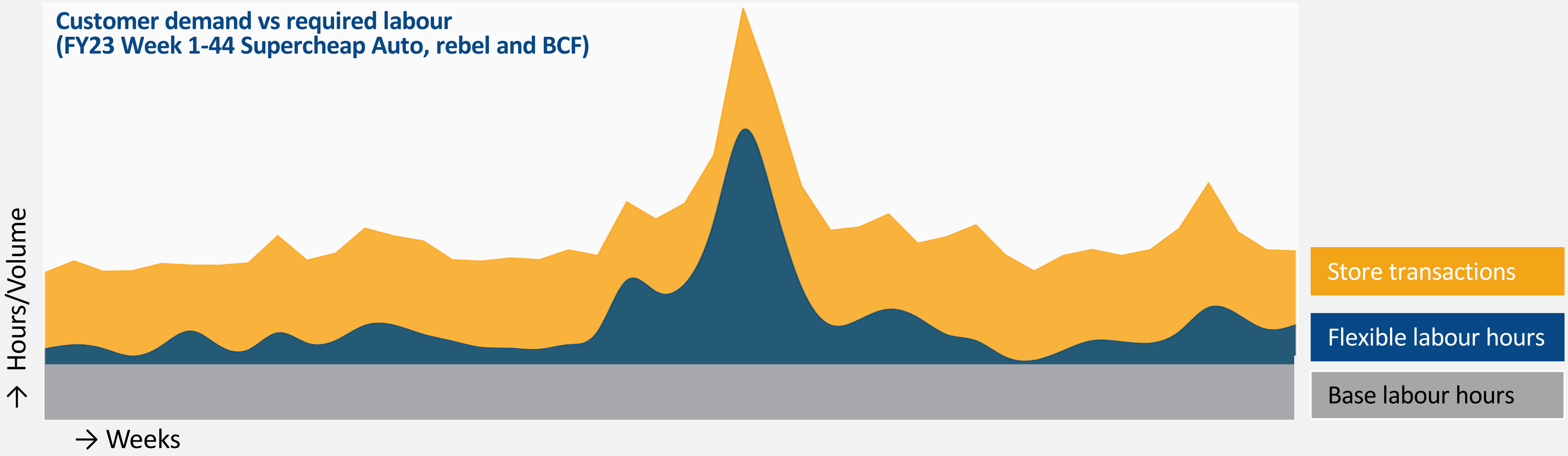
14K Team members

- Improved organisational systems and governance to manage compliance and complexity
- One Group-wide data engine that enables rostering and labour optimisation

Smart rostering

using advanced analytics to better understand and align labour to customer demand

- Base rosters developed to ensure we have the right team members with the right skills all year round, with the ability to forecast and flex up our permanent team and determine the required amount of flexibility for a successful seasonal event
- Better management of costs by choosing where and when we pay the variable costs and which team members are rostered
- Reduction in wasted effort, better alignment of team members to customer traffic and more effective and efficient rosters



Managers are now supported with tools to determine the right amount of labour, and to roster the right team on the right day

Intuitive dashboards

Aligning team members to customer demand

Delivering sustainable benefits

- ✅ Data engine delivers a forecast of customer and stock volumes by day of week
- ✅ Team member preferred hours and leave automatically included in the roster
- ✅ Tools to make sure the roster meets the rule requirements
- ✅ Data and insights align cost-effective rosters to customer demand

Note: Data in charts is illustrative only

Super Retail Group

EXCEL IN OMNI-RETAIL EXECUTION

Sustainability

Kevin Figueiredo
General Manager, Health, Safety & Sustainability

SUPERCHEAP AUTO rebel BCF macpac

Our 2030 Sustainability Framework

Our new framework outlines our commitment, driven by our vision and connected to our stakeholders. It has five focus areas: team, community, responsible sourcing, circular economy and climate

These focus areas have 12 goals, linked to measurable targets.

Goals to 2030

1. Invest in the health, safety and wellbeing of our team
2. Create an inclusive and diverse team
3. Support our team with purpose-led career development
4. Invest in community programs that support our customers' and team's passions
5. Improve transparency and disclosure of high-risk supply chains
6. Invest in sustainable supply chains through strategic partnering
7. Source materials and products more responsibly and sustainably
8. Design and procure durable products, with a circular mindset
9. Reduce waste and unnecessary packaging
10. Repair, reuse or recycle our products
11. Develop a decarbonisation roadmap for our operations and customer offering
12. Enhance climate-related disclosures

We are making solid progress against our agenda and it is being recognised

GOVERNANCE

- TCFD – enhancing climate-related disclosures through stronger alignment with TCFD
- Upweighting investment in risk, cyber and privacy

PEOPLE

- Over 2,500 team members participate in the **"I Am Here" mental health program**
- Developed national partnerships with **First Nations organisations** Clontarf and Stars for BCF
- Community donations of **$3.2m**[1] such as Red Cross Flood appeal, Lifeline, Beyond Blue and OzFish

PLANET

- Macpac NZ achieved **carbonreduce® certification** with Toitū
- **APCO Report** FY22 improved performance within the rating of Advanced
- **16.9% reduction in GHG emissions** in FY22 (Scopes 1 & 2) from FY17 base year
- Our recycling rate in FY22 was 58%
- 4,566,744L recycled oil[1]
- 328,351 recycled car batteries[1]
- 105,523 recycled pairs of shoes[1]

First retailer to achieve the **WGEA citation** and now held for the 3rd year

WGEA Employer of Choice for Gender Equality

S&P Global

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

MSCI ESG RATINGS
AA
CCC | B | BB | BBB | A | AA | AAA

MONASH University

Modern Slavery Statement ranking
Top 18 of ASX 300 companies

MACQUARIE

Macquarie's 2022 ESG Ratings Report –
top quintile

Australian Council of Superannuation Investors **'Comprehensive' Rating**

Baptist World Aid – **top quintile result for Macpac**

1. Based on period from 29 June 2019 to 2 July 2022

You can expect to see us focus on these areas

We are prioritising our efforts based on materiality in our business and those areas where our focus can have the greatest impact

TEAM MEMBER HEALTH, SAFETY & WELLBEING

- Team wellbeing
- H&S Maturity
- TRIFR performance
- Diversity, Equity and Inclusion - 40:40:20

RECONCILIATION ACTION

- Progressing our reconciliation approach
- Virtual Yarn planned to listen to our team to inform our actions

RESPONSIBLE SOURCING

- Factory risk segmentation
- Responsible Sourcing Policy and Code
- Enhance KPIs to monitor effectiveness of program

CLIMATE RISK MANAGEMENT

- Climate related disclosures (TCFD)
- Scope 3 emissions

IMPROVEMENTS IN PACKAGING WASTE

- APCO’s 2025 targets
- Recycling capacity and capability

Super Retail Group

CONNECTED OMNI-RETAIL SUPPLY CHAIN

Supply Chain

Darren Wedding
Chief Supply Chain Officer

SUPERCHEAP AUTO rebel BCF macpac

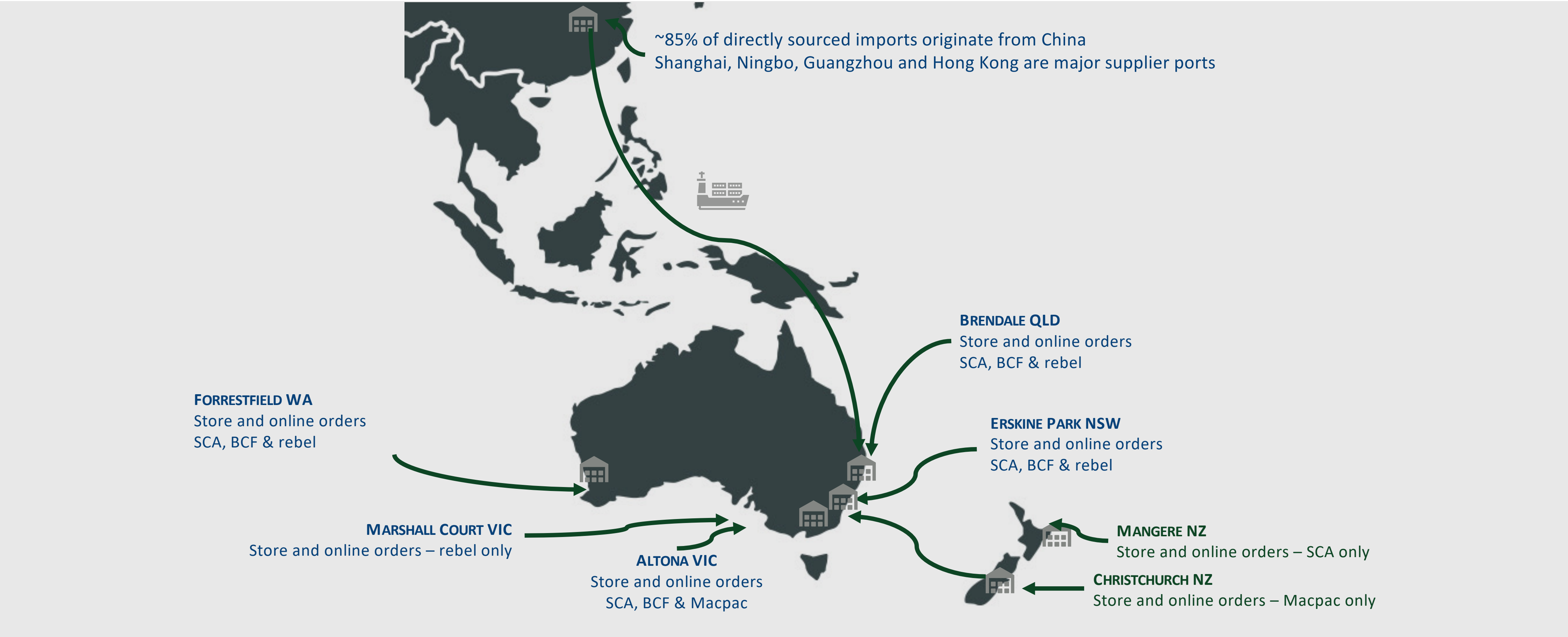
Supply chain normalising

Sourcing	Shipping	Inventory	Domestic Ops
Lead times reducing	Lead times reducing	Flows improving	Labour costs increasing
Cost reducing	Cost reducing	Aged stock levels reducing	Transport costs and availability challenges
			Pallet supply constrained

Global Sourcing Team

- **Optimised sourcing** – supported a material reduction in COGS
- **Sustainability** – the team are actively driving our transition to reduce waste in packaging

Our current supply chain



Investment in supply chain

Home delivery

- Deployment of enhanced order management technology
- 41% reduction in split deliveries from H1 FY20 to H1 FY23
- Online NPS improved by 27% from H1 FY20 to H1 FY23

International shipping

- Transition to new global freight forwarder prior to COVID
- New partnership was instrumental in maintaining supply during challenges created by COVID-19 pandemic
- Focus on optimising freight terms has delivered savings

DC operations

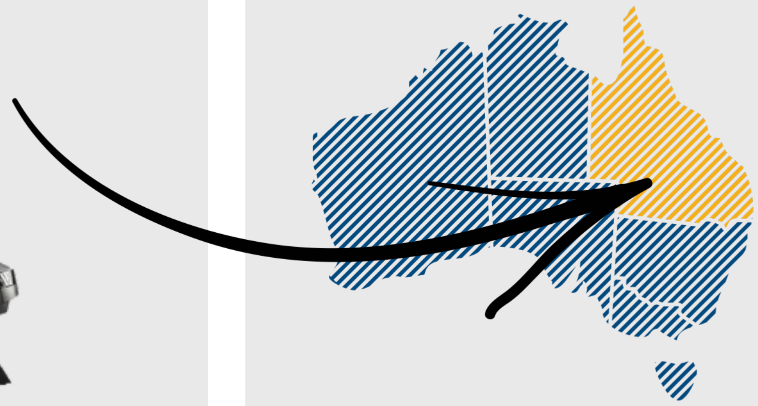
- Simplified our WMS landscape to a single WMS solution (excluding Macpac)
  - Standardises processes, improves performance and minimises risk
  - Productivity benefits expected to be realised from FY24

Our next strategic transition

Bulkies

Item larger than 40x40x40cm

Total weight more than 17kg

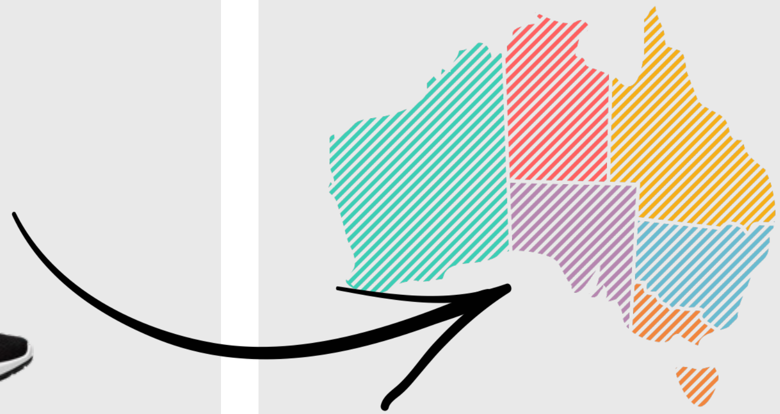


Regional Supply

Totables

Box/carton 40x40x40cm able to fit four items

Total weight less than 17kg

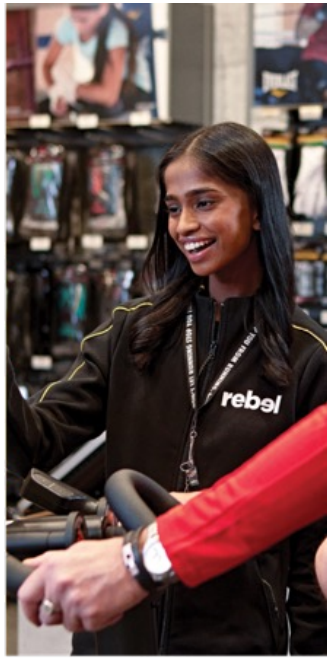


National Supply

Super Retail Group

FINANCIAL PERFORMANCE

David Burns
Chief Financial Officer



SUPERCHEAP AUTO rebel BCF macpac

Delivering on our strategy – strong financial performance

Financial performance

Sales growth has been robust over the last 3 years

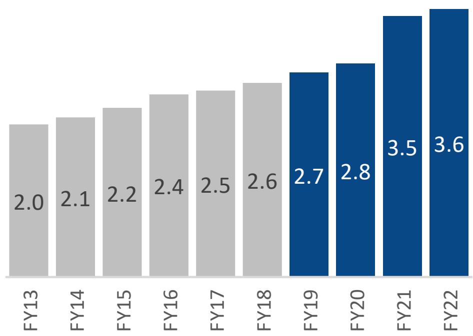
Reported Segment PBT growth driven by sales and margin expansion

EPS increased in FY21 after the $203m capital raising supported investment in the business

SALES ($b)

3 yr CAGR 9.4%

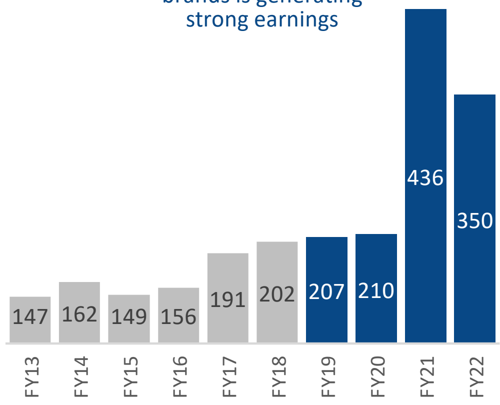
The Group has a track record of revenue growth throughout the economic cycle



REPORTED SEGMENT PBT ($m)

3 yr CAGR 19%

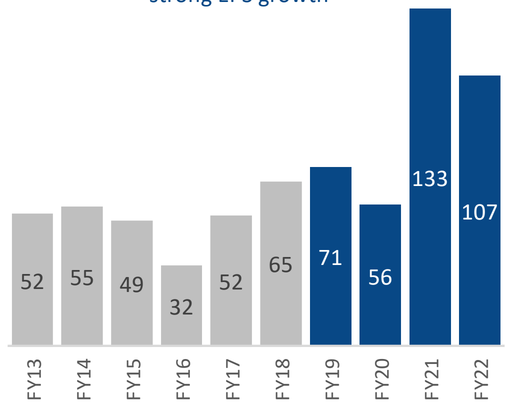
Investment in four core brands is generating strong earnings



BASIC EPS (CENTS)

Uplift in EPS

The Group has achieved strong EPS growth



Strong financial performance

	JUN 19	JUN 22		JUN 19	JUN 22
SALES	**$2.1b**	**$3.6b**	BASIC EPS (CENTS)	**70.6**	**106.8**
REPORTED SEGMENT PBT	**$207m**	**$350m**			

Delivering on our strategy – strong financial performance

Financial performance

Gross Margin peak in FY21 was expected to moderate as trading activity normalises

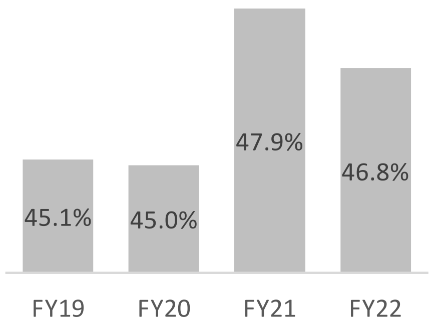
Cost of Doing Business lower due to sales leverage, inflation pressures to be managed

Group PBT margin improvement has moderated

GROUP GROSS MARGIN

170 bps increase

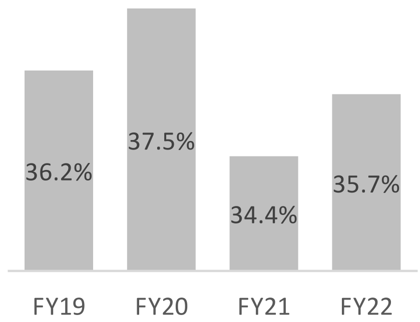
Gross margin remains above pre COVID-19 levels



GROUP CODB AS A % OF SALES[1]

50 bps decrease

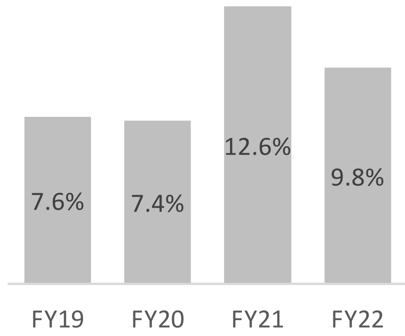
CODB as a % of sales is being well managed



GROUP PBT MARGIN

Over 200 bps increase

Delivering improvements in PBT margin



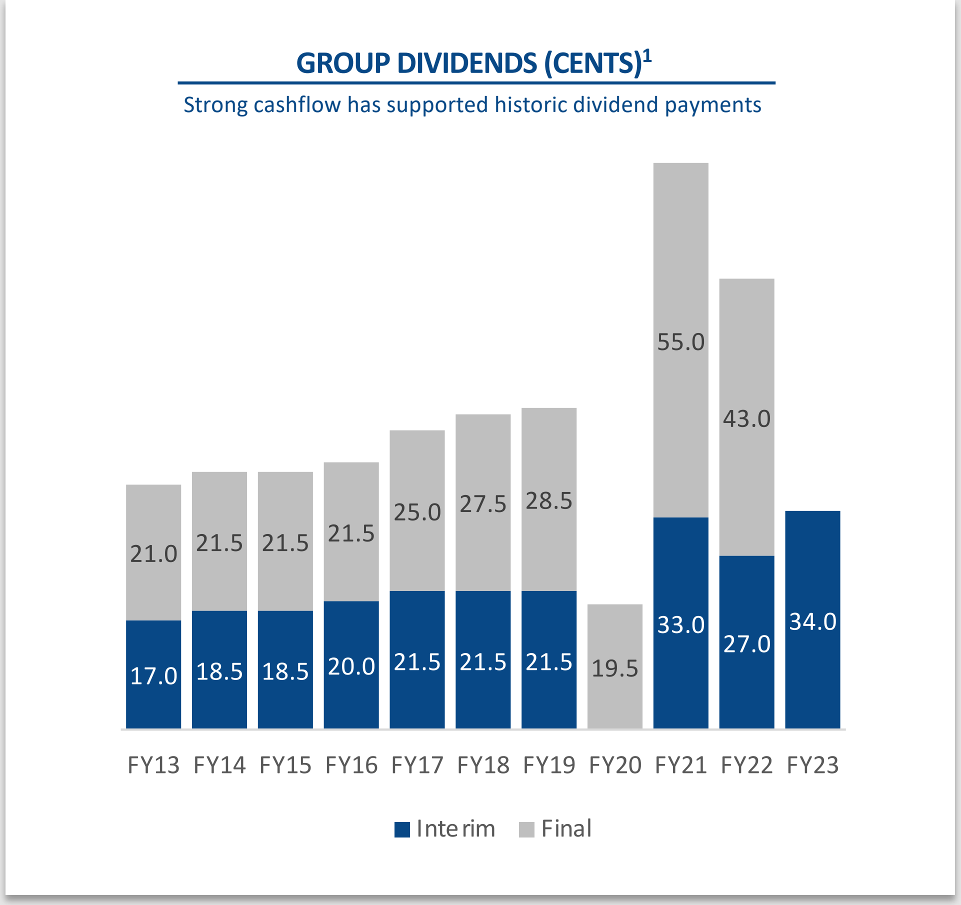
Strong financial performance

	JUN 19	JUN 22		JUN 19	JUN 22
GROSS MARGIN	**45.1%**	**46.8%**	PBT MARGIN	**7.6%**	**9.8%**
COST OF DOING BUSINESS	**36.2%**	**35.7%**			

1. CODB means cost of doing business. CODB comprises selling and distribution, marketing, occupancy and distribution expenses. CODB includes depreciation and amortisation but excludes finance costs

Balance sheet, cashflow and capital management

- The Group has a portfolio of highly cash generative businesses. Earnings growth and strong cash flow generation has enabled the Group to:
    - Invest capital for growth
    - Maintain a consistent dividend payout ratio
    - Maintain a positive cash balance following $203 million equity raising in July 2020
- Ordinary dividend payout policy of 55% to 65% of underlying NPAT, fully franked
- Capital expenditure historically focused on two primary areas:
    - Investment in digital and omni-retail capability
    - Growth and refurbishment of the store network
- Balance sheet targeting conservative credit metrics – net debt to EBITDA (pre AASB16) of zero to 0.5 times
- The strength of the Group's balance sheet provides the capacity to support organic growth and flexibility, including future capital management initiatives such as special dividends and/or market buy backs
- Liquidity capacity supported by $500m committed core debt facility with tenor extending out from 2025 to 2027



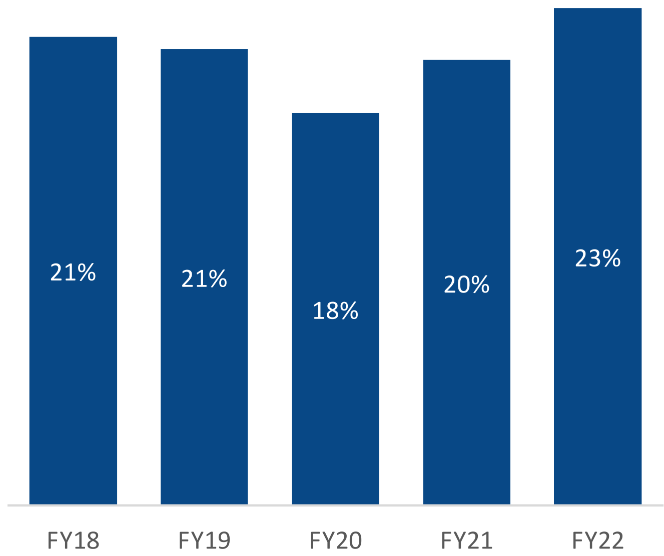
1. FY20 interim dividend was cancelled following the outbreak of the COVID-19 pandemic

Inventory

- Total inventory investment was increased during the COVID-19 pandemic to accommodate disruptions to supply chain
- Domestic supply chain remains disrupted, however offshore supply chain has normalised
- In hindsight, management believes store inventory pre-COVID-19 was underweight. The Group sees an opportunity to increase sales intensity by maintaining higher levels of inventory in store
- Brand strategies targeting localised ranging is expected to partially mitigate increased inventory investment
- Inventory levels are now expected to begin to normalise towards historic levels (~21 per cent of sales)

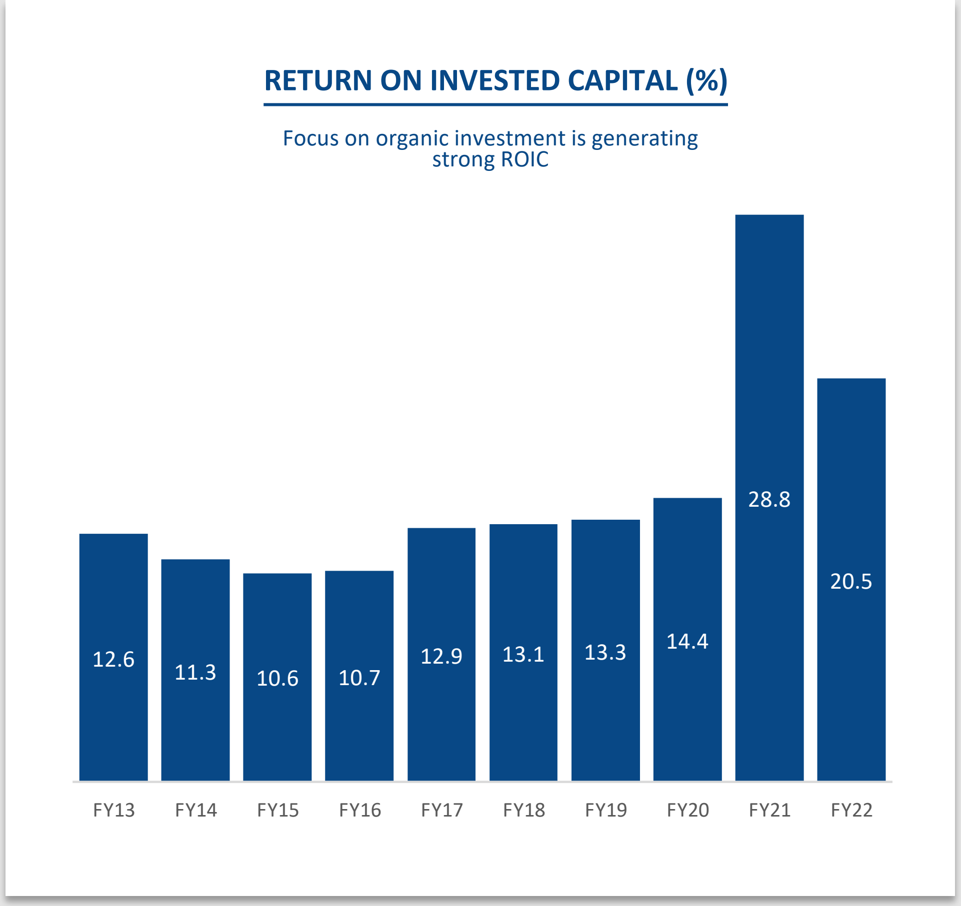
GROUP INVENTORY ($) AS A % OF ANNUAL SALES

Inventory levels are expected to normalize following supply chain disruption during the COVID-19 pandemic



Return on invested capital (ROIC)

- The Group has an organic growth strategy
- Targeting investment towards stores, omni-retail and customer loyalty
- Investment in stores has increased from $29 million in FY19 to $59 million in FY22 and is expected to remain above these levels
- Store investment comprises both new stores and improved store experience, through new formats and refurbishments
- New stores deliver the strongest payback, followed by store size extension
- Loyalty investment has been significant and will deliver value over the coming years
- All investments are assessed against 15% after tax return on capital



Super Retail Group

Conclusion

Anthony Heraghty
Group Managing Director
& Chief Executive Officer

SUPERCHEAP AUTO rebel BCF macpac

ABN: 81 108 676 204

Performance dashboard – achievements to date

Successfully delivering on our business strategy

Grow the four core brands

	JUN 19	DEC 22
TOTAL STORES	**690**	**722**
STORE FORMATS	**4**	**8**
ANNUAL STORE CAPEX	**$29m**	**$59m**
SCA NEXT GENERATION STORES	**0**	**59**
REBEL RCX STORES	**0**	**13**
BCF SUPERSTORES	**0**	**1**

Leverage closeness to our customer

	JUN 19	DEC 22
ACTIVE CLUB MEMBERS	**6.1M**	**9.7M**
CLUB MEMBER % OF SALES	**56%**	**72%**
CLUB MEMBER SALES[1]	**$1.5b**	**$2.7b**
CLUB MEMBER NPS	**59.6**	**66.0**
COMMENCED PERSONALISATION PROGRAM	X	✓

Connected omni- retail supply chain

	DEC 19	DEC 22
ORDER MANAGEMENT SYSTEM	X	✓
SPLIT ORDERS	**26%**	**15%**
INVENTORY % OF SALES	**43%**	**45%**
DISTRIBUTION CENTRE TRIFR[2]	**63.3**	**13.6**

Simplify the business

	JUN 19	DEC 22
BRANDS	**8**	**4**
SMART ROSTERING	X	✓
QUANTITATIVE PRICING	X	✓
CLOUD BASED CRM	X	✓
CENTRALISED ASIAN SOURCING	X	✓

Excel in omni-retail execution

	JUN 19	DEC 22
DIGITAL SALES[1]	**$201m**	**$448m**
DIGITAL % OF TOTAL SALES	**7%**	**12%**
ONLINE NPS	**53.8**	**62.4**
CLUB MEMBERS WHO ARE OMNI CUSTOMERS	**6%**	**17%**
CLICK & COLLECT % OF DIGITAL SALES[1]	**43%**	**49%**

Key financial metrics

	JUN 19	JUN 22
SALES[1]	**$2.7b**	**$3.6b**
GROSS MARGIN	**45.1%**	**46.8%**
CODB % OF SALES	**36.2%**	**35.7%**
ROIC	**13.3%**	**20.5%**
BASIC EPS (CENTS)	**70.6**	**106.8**

1. Sales in last 12 months
2. TRIFR is total recordable injury frequency rate

Key areas of focus for strategic execution in 2024 and 2025

	CORE FOUR BRANDS	CUSTOMER LOYALTY AND PERSONALISATION	OMNI-RETAIL SUPPLY CHAIN	SIMPLIFYING THE BUSINESS	OMNI-RETAIL EXECUTION
	• Execute brand strategies for four core brands • Targeting to open over 80 new stores by 2026[1] • Continue roll out of new store formats and store refurbishment program • Develop strategic brand partnerships	• Planned launch of new rebel loyalty program in 1H FY24 • Planned launch of new BCF loyalty program in 2H FY24 • Continue personalisation trials in BCF & Supercheap Auto	• Undertake review of national distribution network to consider potential for automation • Continued investment in Online Order Management to deliver improved customer outcomes • Complete warehouse management system integration	• Ongoing optimisation of workforce management and smart rostering • Negotiate new Employment Agreement • Ongoing Macpac integration • Strategic review of our ERP and technology architecture • Optimise cost base for macro conditions	• Profitably grow online sales • Enhance online customer experience • Improve fulfilment by implementing upgrades to facilitate customer choice and information flow
KPI's	• Sales & like-for-like sales growth • Market share • ROIC	• Active club membership • Club member sales • Club member NPS	• Gross Profit • Gross Margin Return On Investment	• Operating expenses	• Digital sales • Online market share • Online NPS

1. Based on targeted store openings between 31 December 2022 and 30 June 2026

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