



# 2023

## H1

### INVESTOR PRESENTATION

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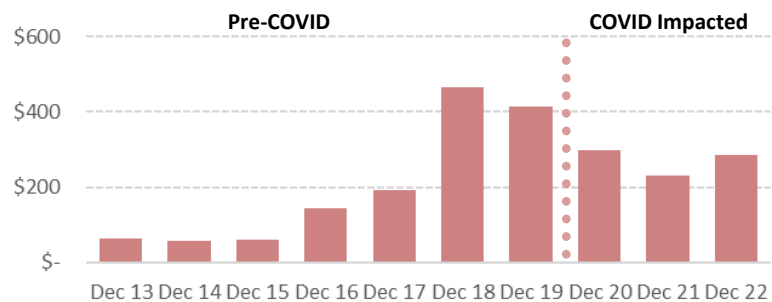


# TRADING UPDATE

## OVERVIEW

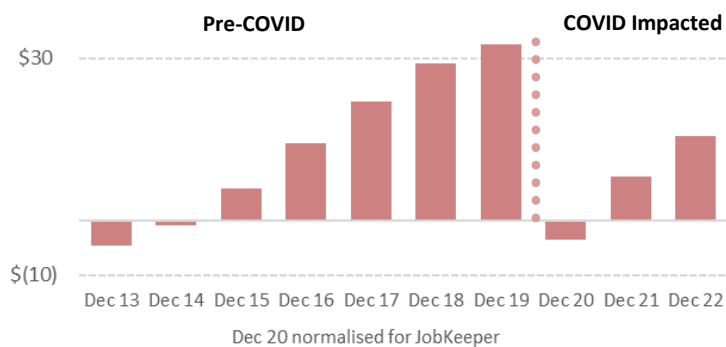
- All stores traded unimpeded – First time in 3 years
- Mosaic Sales\* up **+23%** delivering **\$267m** revenue

Revenue by half \$m (excl EziBuy)



- Group EBITDA grew **+195%** on last year to **\$15.8m**

Group EBITDA by half \$m

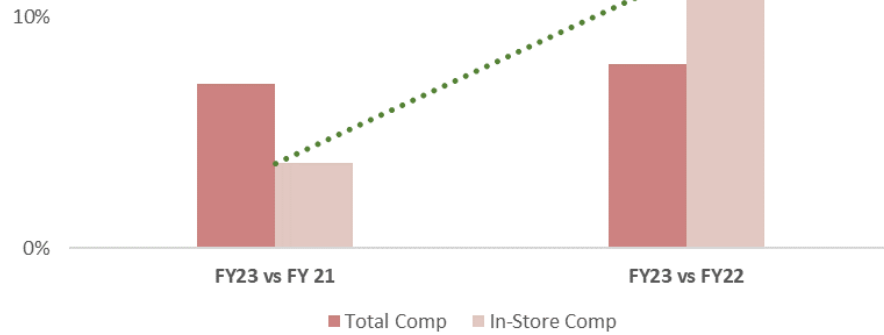


\*Figures exclude EziBuy

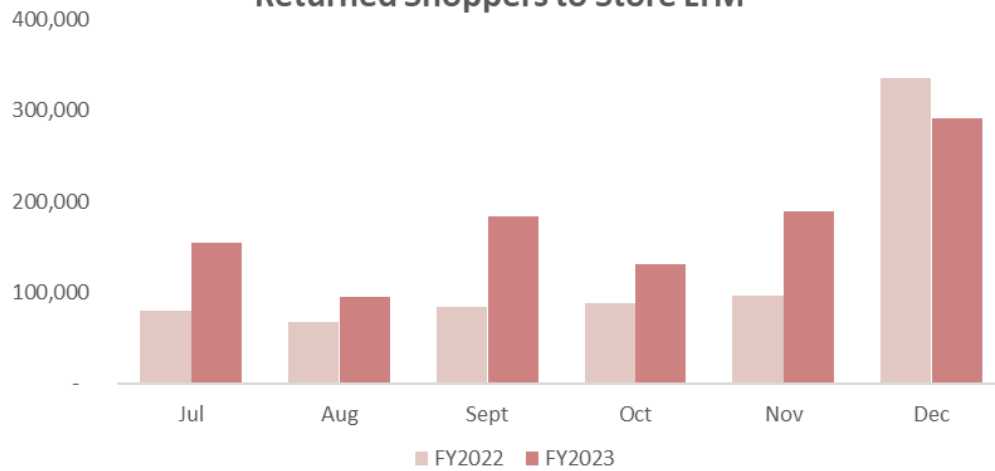
EBITDA is a non-AASB financial measure, defined for the purposes of this document as earnings before interest, tax, depreciation, amortisation, non-recurring income/expenditure and certain non-cash items such as share based payments and unrealised foreign exchange gains/losses and excludes restructure and acquisition costs and has been adjusted to normalise the impact of AASB16 accounting treatment.

# TRADING UPDATE

## Mosaic Comparative Sales



## Returned Shoppers to Store LTM



Figures on this slide exclude EziBuy unless otherwise stated

H1 INVESTOR  
PRESENTATION



Millers · NONI B · W·LANE · KATIES · rockmans · crossroads · AUTOGRAPH · beme · EZIBUY



# DIGITAL SALES

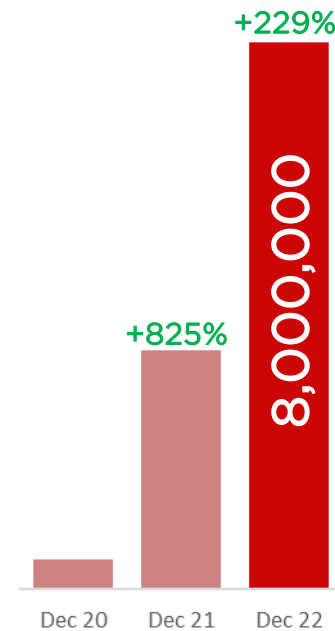
## Online Bucks Competitor Trends



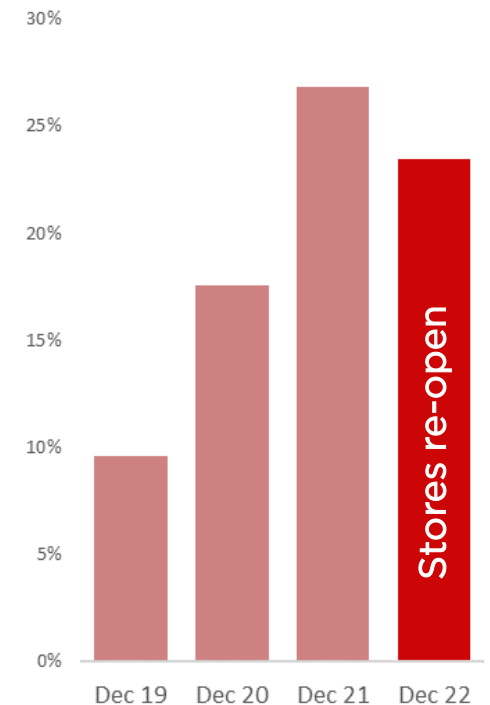
- Mosaic Online Sales\* **\$66,000,000** +0.3% on PCP
- 3<sup>rd</sup> Party Product Sales\* **\$13,000,000**
- **23%** of Total Revenue\*
- SKU Growth now **8,000,000** (+229% v PCP)
- **7,700,000** Members
- EziBuy sales down 51.5% in line with peer pureplay online retailers



Product (SKU) Growth\*



Online Contribution of Sales\*

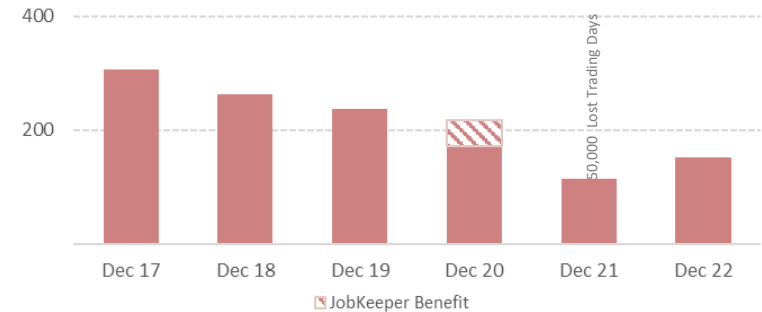


\*Figures exclude EziBuy

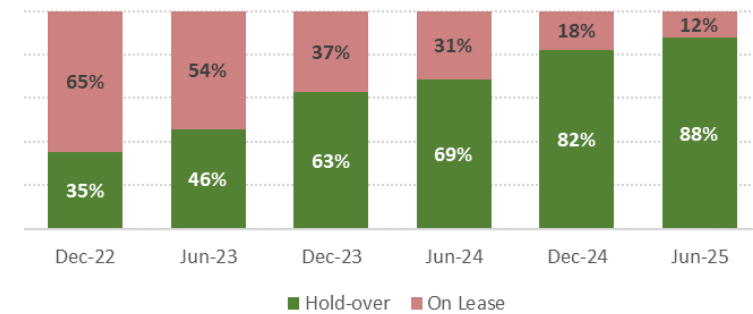
# OPERATIONAL OVERVIEW

- CODB% highlights successful cost out program enacted
- Closed **41** stores where landlords had pre-COVID expectations (net)
- Agile lease profile with 82% expiring within 2 years
- Opening clean inventory position for H2

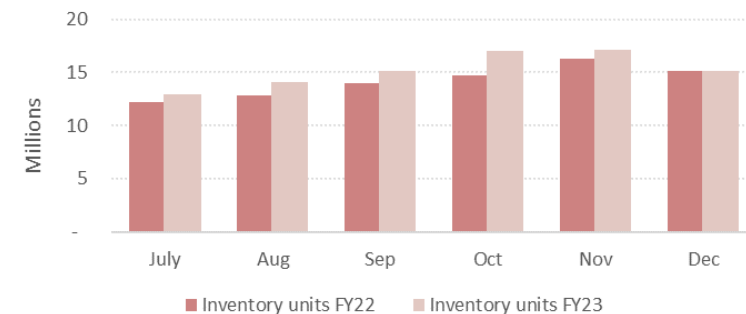
CODB by Half \$m (excl EziBuy)



Agile Lease Profile



Clean Stock Holding



# BIG STRATEGY

## BIG DIGITAL

 SKU EXPANSION

 CATEGORY EXPANSION

 INTERNATIONAL

## BIG STORES

 LARGER FORMAT STORES

 BIG BOX  
BIG BRANDS

 BIG EXPERIENCE

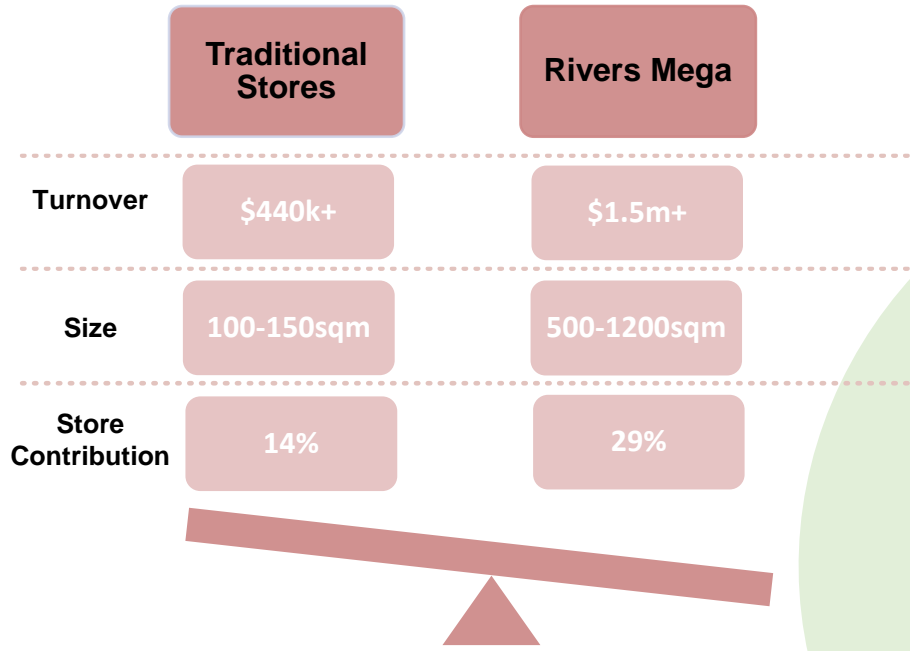
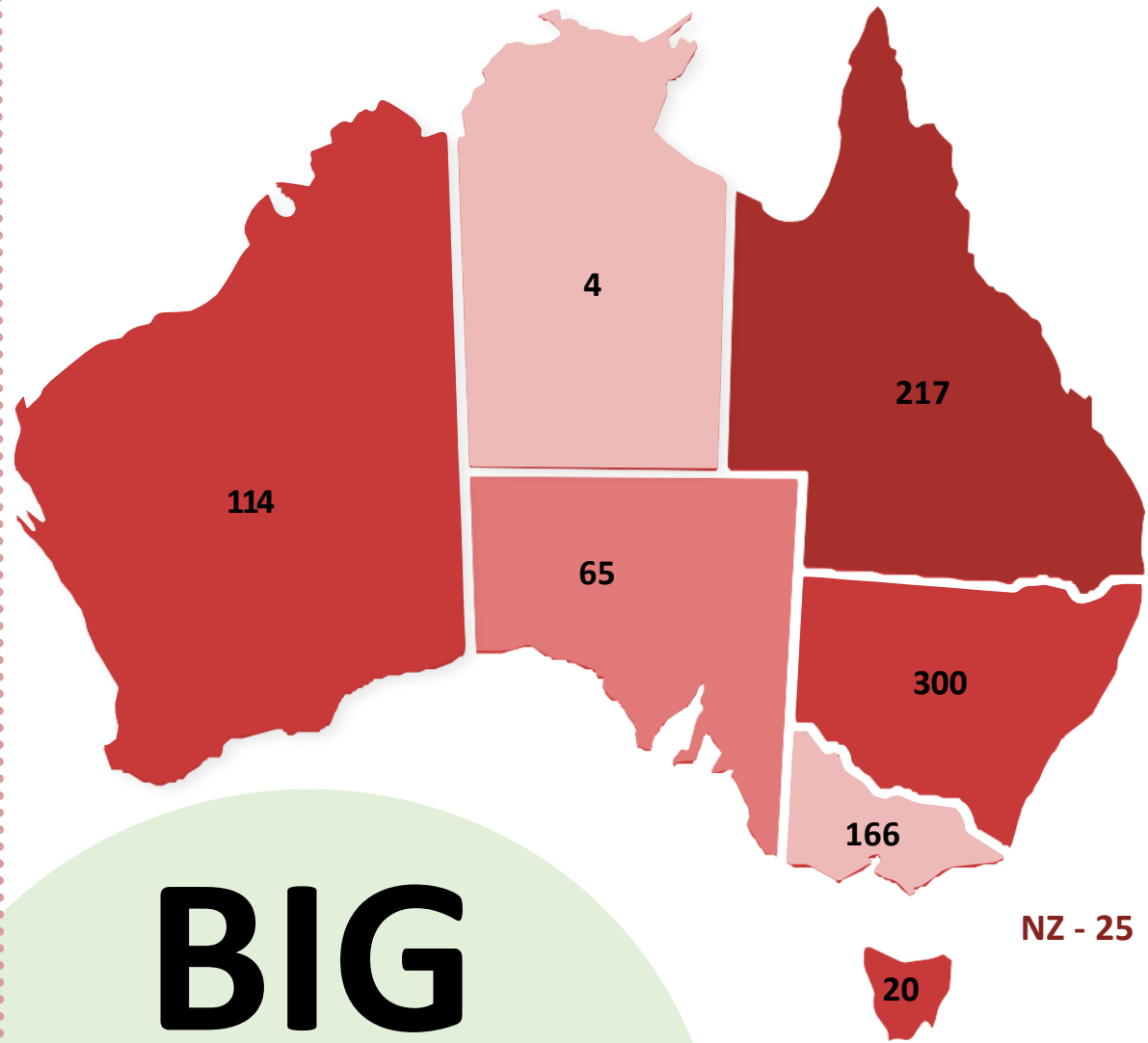
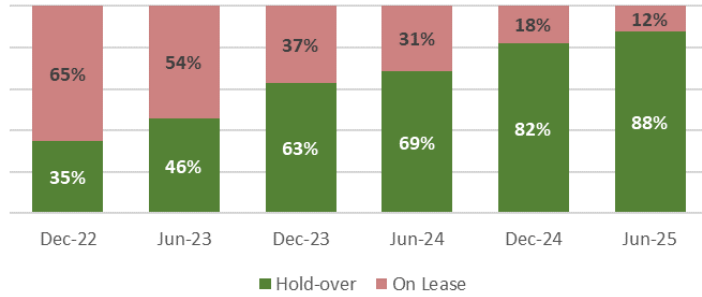
## BIG BRANDS

**Portfolio**



	NOW	FY24	FY25
Traditional Stores	906	1000	1100
Mega Stores	5	45	75

**Agile Lease Profile**



**BIG**  
STORE  
STRATEGY



# BIG DIGITAL STRATEGY



	Pre-Covid	NOW	5 Years
SKU GROWTH	150,000	8,000,000	20,000,000
CATEGORY EXPANSION	12	32	60
GLOBAL EXPANSION	1 COUNTRY	3 COUNTRIES	6 COUNTRIES

