



FY2021 RESULTS PRESENTATION

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# 2021

31 AUGUST 2021



A black and white close-up photograph of a woman's face and long, dark hair. She is looking down and to the left. Her hair is voluminous and styled. She is wearing a pearl earring. The lighting is soft, highlighting her features.

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FY2021 HIGHLIGHTS

# RECORD FINANCIAL RESULTS AT TOP END OF GUIDANCE

## Sales



- > Record Sales up 9.6% to \$213.7m (FY2020 - \$194.9m)
  - Online sales up 41.1% to \$61.2m
  - Above guidance range \$211m to \$213m
- > Online sales represented 28.6% of total revenue

## Earnings



- > NPAT up 68.3% to \$17.5m (FY2020 - \$10.4m)
  - Top end of guidance range (\$16.75m to \$17.5m)
- > No JobKeeper or Government wage subsidies received
- > Gross margin up 240bps to 44.3%
- > Cost control led to c110bps of operating leverage
- > NZ business delivered record profit contribution
- > EPS up 66.2% to 14.2 cps (FY2020 – 8.5 cps)
- > Cash EPS up 63.0% to 15.5 cps (FY2020 – 9.5 cps)

## Balance Sheet



- > Strong financial position
- > Net cash of \$7.4m at 30 June 21
  - Guidance range \$6.0m to \$8.0m
- > Clean stock position - average stock on hand per store \$150k at 30 June 21
- > Operating cash flow \$36.0m (AASB 16)

## Capital



- > Final dividend up 85% to 5.0 cents per share (fully franked)
- > Total FY21 dividends up 71% to 8.2 cents (FY2020 – 4.8 cents)
- > Continuing omni-retail investments driving increase in active customers
- > 4 full store refits completed in FY21
- > Acquired last 6 franchises for \$14.8m to become a fully corporate owned store network





# OPERATIONAL ACHIEVEMENTS

## Customer Service



- > NPS scores remain at, or near, all time highs
- > FY2021 in-store sales conversion up 9.0% to 43.25% in Australia
- > Increased investment in support office marketing and customer service role to support online sales growth
- > Safe & hygienic environment maintained in all stores

## Omni Retail



- > Segment leader – online and offline
- > Active customers up to 490,000 in FY21 (online only)
- > Opt-in email database now exceeds 800,000 customers
- > Recruited additional digital marketing resources to accelerate omni-channel initiatives
- > Live chat launched

## 100% Corporate Stores



- > Simplified operations and financials
- > More control over customer service and product range
- > Capture 100% of online sales
- > More flexibility on location strategy in key Sydney catchments

## Fulfilment



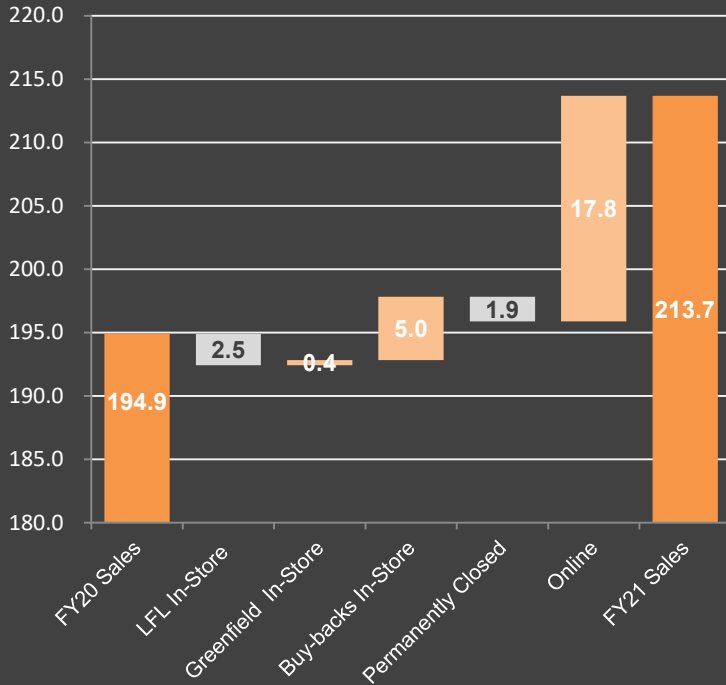
- > 97% of online orders picked and packed within 24 hours from order being placed (Aug' 21 MTD)
- > Centralised online order fulfilment facility continues to provide flexibility during peak trading periods

## Team

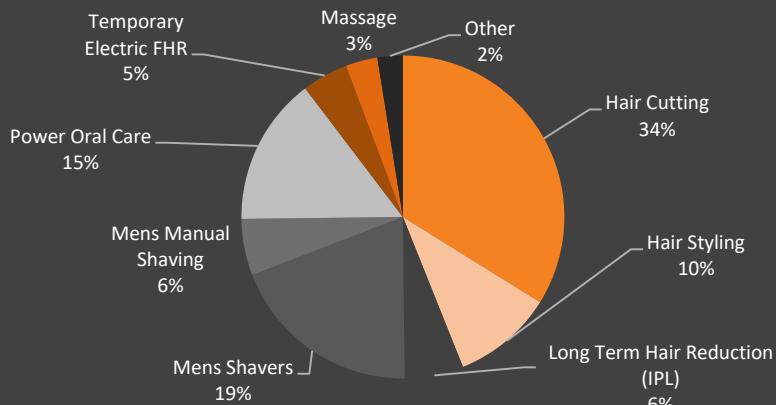


- > In-store teams have remained customer focused and resilient
- > Health and safety measures implemented and followed consistently across store network
- > Successfully managed through multiple short-term store closures and lockdowns

## Key revenue drivers (\$Am)



## Sales Contribution by Category



# STRONG REVENUE GROWTH

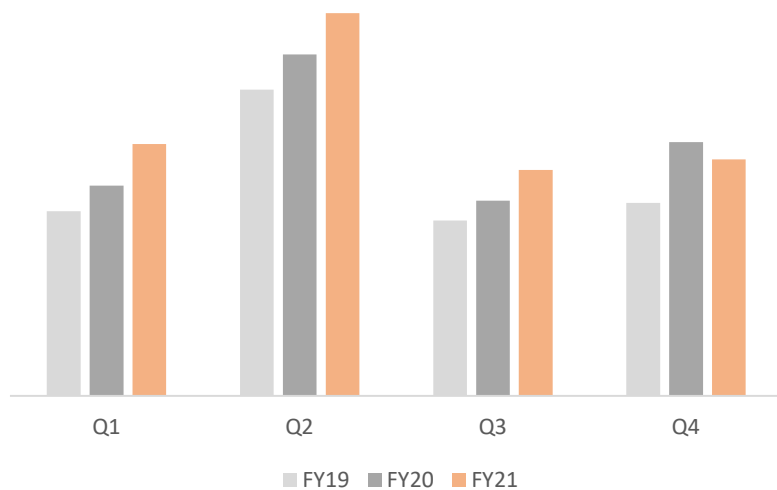
## Omni-retail strategy across online and in-store channels delivering sales growth

- > Omni-retail strategy was critical for success in a dynamic year impacted by snap and long term lockdowns
- > In-store sales continue to be our largest sales channel
  - Total In-store sales including franchise buybacks \$152.2m (FY2020 - \$150.9m)
  - Lockdowns across VIC and other States in ANZ led to LFL store sales decline
- > Online sales increased 41.1% (or \$17.8m) to \$61.2m (corporate stores and central fulfillment only)
  - Online sales represented 28.6% of total corporate store sales (FY2020 – 22.3%)
- > 6 franchise buy-back stores in NSW have performed in-line with our expectations
- > 26 of top 30 selling products (by \$) were exclusive in FY2021
- > Relative category contributions consistent with FY2020
- > As our customers have switched shopping channels when required by COVID-19 restrictions, our multi-channel model has met their needs, and we believe we have again grown share in our segment of the market

# SALES TRENDS ACROSS FY2021

Quarterly total sales growth varied significantly vs FY20, however sales growth was consistently strong across all quarters compared to FY19 levels

Quarterly Total Sales



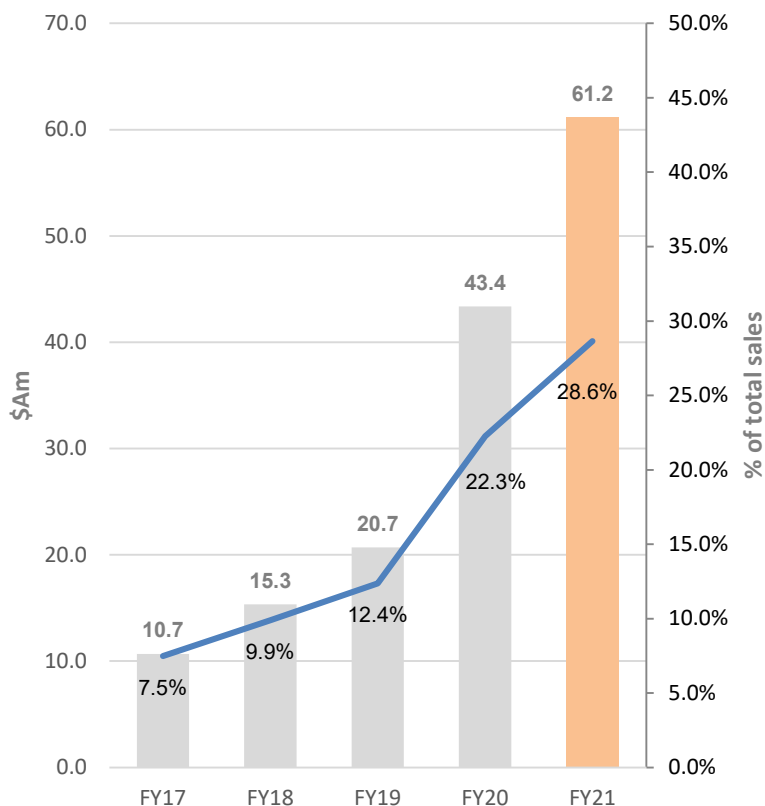
FY21 Quarterly Total Sales Growth %

	vs FY20	vs FY19
Q1	19.8%	36.4%
Q2	12.1%	24.9%
Q3	15.8%	28.7%
Q4	-6.8%	22.5%
<b>TOTAL</b>	<b>9.6%</b>	<b>27.6%</b>

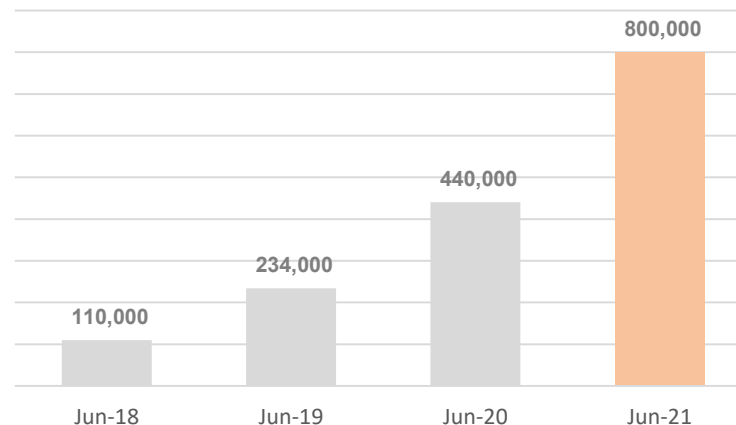
# ONLINE SALES REPRESENT 28.6% OF TOTAL SALES

Opt-in database almost doubles to 800,000 with active online customers increasing 122% to 490,000

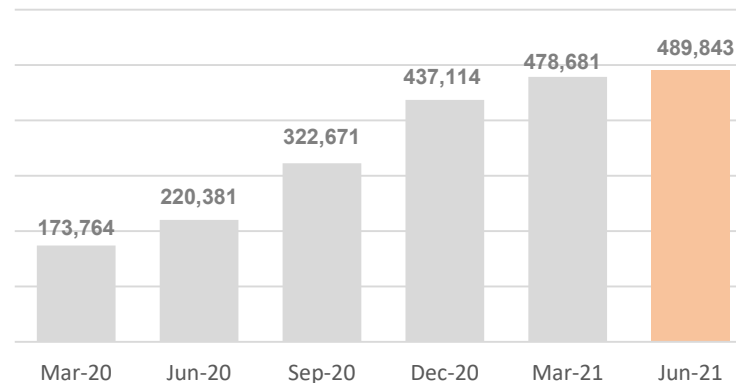
## Online Sales Growth (Corporate Stores)



## Opt-in Database Membership



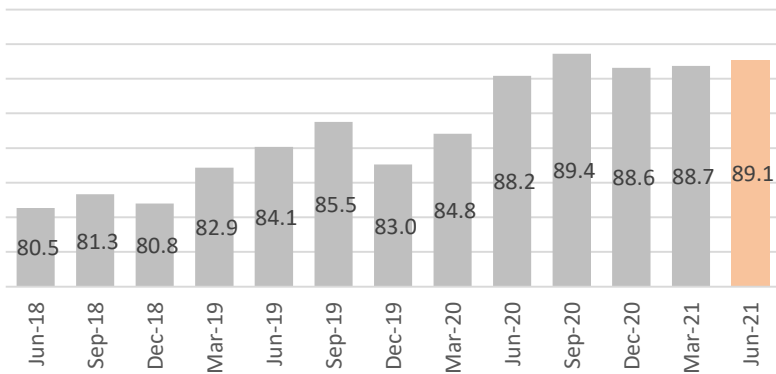
## Active Customers (online only)



# CUSTOMER SERVICE EXCELLENCE

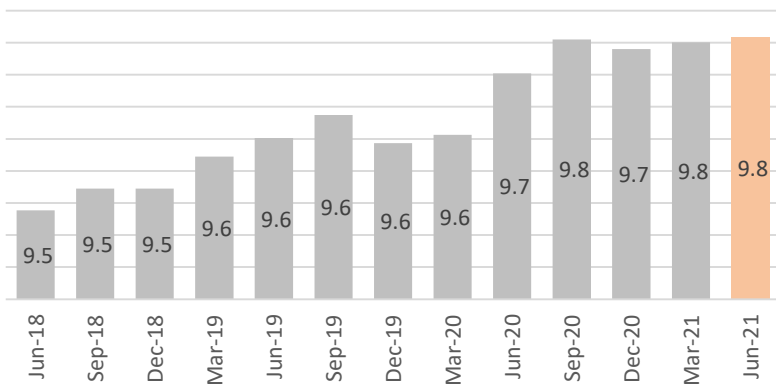
Shaver Shop customer satisfaction at or near all time highs reflects the passion of our store teams

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



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

## Customer Experience up to 9.8 out of 10





# HOW SHAVER SHOP CUSTOMERS AND WE ARE ADAPTING

- > Our customers have changed their work, education, leisure lifestyles and locations and in the process have adapted to new personal grooming needs and habits. For example:
  - Men are growing beards and stubble and need tools to manage the new look
  - Parents are adapting to cutting their children’s hair
  - Men and women are adapting to salon and barber shop closures
  - Demand has risen for DIY hair removal, massage, oral care
  - Shopping choices are reflecting emphasis on appearance in zoom meetings and on social media
- > Customers are now browsing online and willing to execute transactions online and in-store (when possible)
- > Customers are seeking out specialist and efficient retail experience to limit dwell times when in store
- > Customers have reallocated spending away from travel, events and traditional entertainment venues
- > Inventory has been difficult to secure consistently and deep supplier relationships are now more important than ever
- > Shaver Shop has adapted by editing our range, using “dark stores” to meet online demand and tailoring our offer to these changed customer needs

## PEOPLE ARE ADAPTING TO DIY PERSONAL CARE AND GROOMING AT HOME





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## FY2021 FINANCIAL RESULTS SUMMARY

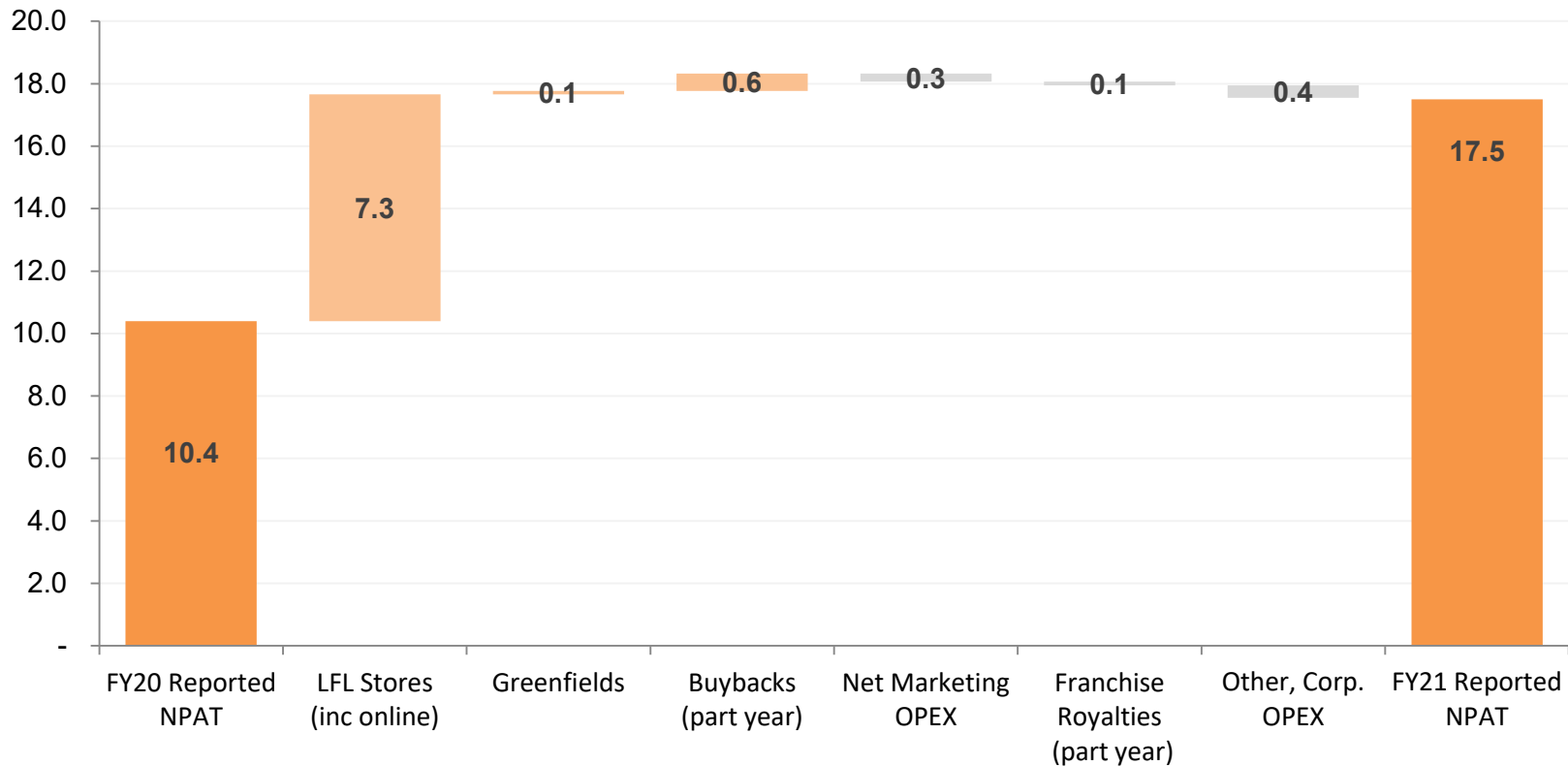
# RECORD SALES AND PROFITABILITY

Profit & Loss \$m	Reported FY2021	Reported FY2020	Variance (\$)	Variance (%)
<b>Sales</b>	<b>213.7</b>	<b>194.9</b>	<b>18.7</b>	<b>9.6%</b>
<b>Gross profit</b>	<b>94.7</b>	<b>81.6</b>	<b>13.1</b>	<b>16.0%</b>
<i>Gross margin %</i>	44.3%	41.9%	2.4%	5.8%
Franchise & other income	0.9	1.1	(0.2)	(15.6%)
Cost of doing business (CODB)	(55.1)	(52.3)	(2.8)	5.4%
<b>EBITDA</b>	<b>40.4</b>	<b>30.3</b>	<b>10.1</b>	<b>33.2%</b>
<i>EBITDA margin %</i>	18.9%	15.6%	3.4%	21.6%
Depreciation and amortisation	(14.1)	(13.5)	(0.6)	4.2%
<b>EBIT</b>	<b>26.4</b>	<b>16.8</b>	<b>9.5</b>	<b>56.5%</b>
<i>EBITmargin %</i>	12.3%	8.6%	3.7%	
Net finance costs	(1.6)	(2.1)	0.5	(21.7%)
Income tax expense	(7.3)	(4.4)	(2.9)	65.8%
<b>NPAT</b>	<b>17.5</b>	<b>10.4</b>	<b>7.1</b>	<b>68.3%</b>
<i>NPAT margin %</i>	8.2%	5.3%	2.9%	53.5%
<b>Basic EPS (cents) - weighted avg shares outstanding</b>	<b>14.2</b>	<b>8.5</b>	<b>5.6</b>	<b>66.2%</b>
Franchise buyback tax benefit	1.7	1.2	0.5	37.3%
<b>Cash NPAT (after adjusting for tax benefit of franchise licence termination costs - 5 year amortisation)</b>	<b>19.2</b>	<b>11.6</b>	<b>7.5</b>	<b>65.0%</b>
<b>Cash EPS (cents)</b>	<b>15.5</b>	<b>9.5</b>	<b>6.0</b>	<b>63.0%</b>

- > No JobKeeper or other wage subsidies
- > Record sales up 9.6% to \$213.7m
- > Gross profit margin up 240bps to 44.3% driven by:
  - Category mix – strong performance by Hair Cutting particularly in H1
  - Less aggressive promotional activity
- > CODB as a % of sales decreased by 110bps to 25.8%
  - Roster savings in H1 primarily driven by VIC lockdown
  - Rent abatements of \$0.8m (FY2020 - \$0.3m)
  - Partially offset by higher fulfilment and transactional costs from online sales growth
- > NPAT up 68.3% to \$17.5m (FY2020 - \$10.4m)
- > EPS up 66.2% (or 5.6 cents) to 14.2 cents
- > CASH EPS up 63.0% (or 6.0 cents) to 15.5 cents
- > We note that we have presented our financial results post AASB16 – Leases and after a change in accounting policy for cloud computing costs
- > Our EBIT and NPAT are immaterially different following the change in accounting policy for cloud computing costs regardless of presentation basis

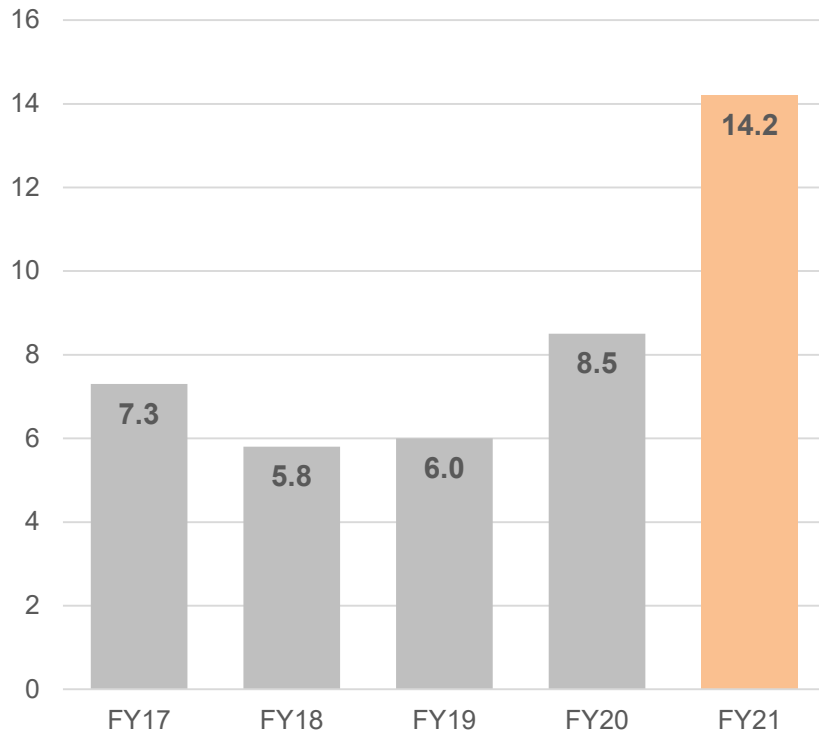
# NPAT UP 68.3% DRIVEN BY LFL STORE CONTRIBUTION

Key Drivers of NPAT Growth (\$Am)



# STRONG EPS GROWTH

BASIC EPS UP 66.2% TO 14.2 CENT PER SHARE



Note: FY17 to FY19 results are based on the old lease accounting standard (AASB117) and have not been restated to reflect the change in accounting policy related to cloud computing configuration and customisation costs. FY17 to FY19 EPS results have also been normalised for abnormal or one-off-times (e.g. IPO and/or due diligence costs) that do not reflect the underlying business performance. There were no normalisations in FY20 or FY21.

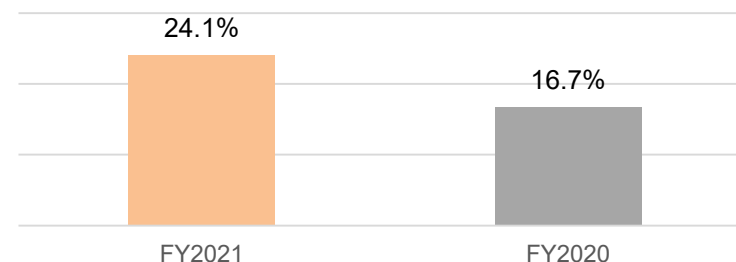


# STRONG BALANCE SHEET

\$m	AASB 16 30-Jun-21	AASB 16 30-Jun-20	Increase (Decrease)
Cash	7.4	12.6	(5.3)
Trade & other receivables	3.6	1.7	1.9
Lease receivables	-	2.2	(2.2)
Inventory	18.1	15.1	3.0
Plant & Equipment	10.6	11.0	(0.4)
Right of use assets	21.3	26.6	(5.4)
Goodwill & Intangibles	54.0	44.8	9.3
Other assets	7.8	5.6	2.2
<b>Total assets</b>	<b>122.8</b>	<b>119.6</b>	<b>3.2</b>
Trade payables	19.2	18.0	1.2
Interest bearing liabilities	-	-	-
Lease liabilities	26.4	37.0	(10.6)
Other liabilities	4.6	2.6	2.1
<b>Total liabilities</b>	<b>50.2</b>	<b>57.5</b>	<b>(7.3)</b>
<b>Net assets</b>	<b>72.6</b>	<b>62.0</b>	<b>10.5</b>

- > Net cash of \$7.4m – no debt (\$30m undrawn facility)
- > Stock levels up \$3.0m to \$18.1m due to:
  - Net increase of 4 stores across network
  - Replenishment of stock vs 30 June 2020 when stock levels were too lean
  - Optimal average stock per store remains c. \$170k to \$180k at 30 June (or c.\$21m)
- > Reduction in ROU assets and Lease Liability balances in part reflects renewal of store portfolio for shorter 2-3 year terms
  - 13 stores in holdover at 30 June 21
- > Increase in net assets is net of \$9.9m in dividend payments in FY2021

## Return on Invested Capital



# OPERATING CASH FLOW OF \$36.0 MILLION

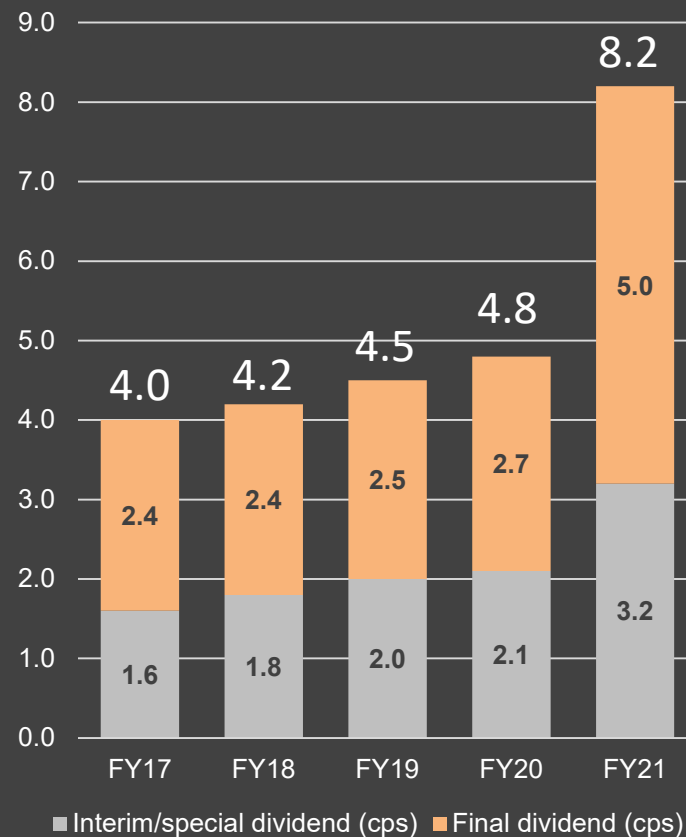
\$m	FY2021	FY2020	Variance
<b>NPAT</b>	<b>17.5</b>	<b>10.4</b>	<b>7.1</b>
Non-cash items:			-
Depreciation and amortisation expense	14.1	13.5	0.6
Change in working capital and other	4.5	15.0	(10.4)
<b>Net cash flow from operating activities</b>	<b>36.0</b>	<b>38.8</b>	<b>(2.8)</b>
Payments for franchise store buy backs	(14.8)	(2.9)	(11.9)
CAPEX (net of landlord contributions)	(1.6)	(3.0)	1.4
<b>Net cash flow before financing activities</b>	<b>19.6</b>	<b>32.9</b>	<b>(13.3)</b>
Dividends paid	(9.9)	(3.1)	(6.8)
Lease payments - principal	(15.0)	(10.9)	(4.1)
Borrowings drawdown / (repayment)	-	(10.3)	10.3
<b>Net cash flow</b>	<b>(5.3)</b>	<b>8.7</b>	<b>(13.9)</b>
<b>Opening Cash Position</b>	<b>12.6</b>	<b>3.9</b>	<b>8.7</b>
<b>Closing Cash Position</b>	<b>7.4</b>	<b>12.6</b>	<b>(5.3)</b>

- > Strong operating cash flow of \$36.0m in FY21 (FY2020 - \$39.2m) was used to:
  - Acquire last 6 remaining franchises for \$14.8m
  - Continue omni-retail investments - \$1.6m
  - Return capital via dividends - \$9.9m
- > Reduction in net cash position from \$41.1m at 31 Dec 20 reflects:
  - Normal seasonality due to extended trading terms for Christmas stock purchases (c. \$22.0m reduction in trade payables)
  - Franchise buy-back \$14.8m
  - FY21 Interim Dividend - \$4.0m

# DIVIDEND GROWTH

## FY21 dividends up 71% to 8.2 cents (fully franked)

- > Consistent history of dividend growth
- > FY2021 Final Dividend (100% franked) up 85% to 5.0 cents per share (FY2020 – 2.7 cents)
  - Record date – 9 September 21
  - Payment date – 23 September 21
- > Dividend payout represents c.55% of Cash EPS and c.60% of Basic EPS
- > Increased dividend payout reflects balancing:
  - Increased profitability and strong cash flow
  - Continuing uncertainty due to COVID
  - Omni-retail investments to drive growth
  - Preserving balance sheet strength and flexibility
  - Desire to sustainably increase dividends over time



\* H1 FY20 interim dividend (80% franked) was cancelled in March 2020 and subsequently replaced with an equivalent Special Dividend that was paid in July 2020





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## TRADING UPDATE & OUTLOOK



# FUTURE GROWTH

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## UNDERLYING TRENDS

- > Social media and desire for people to look and feel good every day
- > Trends towards DIY personal care and grooming
  - Shaver Shop estimated total addressable market - \$7.8B
- > Global suppliers are investing heavily in new product innovation
- > Men are becoming more like women in terms of the daily beauty and grooming regime
- > Growth of online shopping

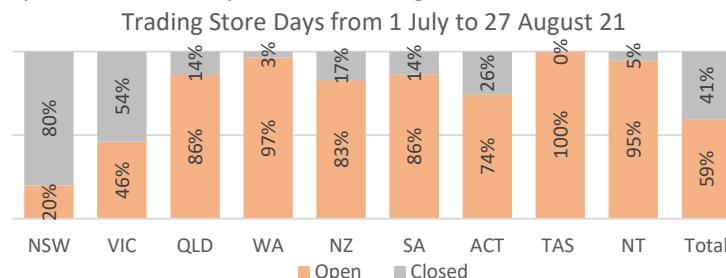
## STEPS TO INCREASE MARKET SHARE FURTHER

- > Investing in our online channel and related skills and tools
- > Securing access to new and innovative products
- > Expansion into new categories and suppliers
- > Continuing focus on female category growth
- > Increasing channel switching opportunities (e.g. increasing use of DIY IPL vs laser clinics)
- > Leveraging our growing customer database
- > Greenfield site opportunities (particularly in NZ)
- > Continued investment in staff training and customer service excellence

# TRADING UPDATE & OUTLOOK

- > Year to date (YTD) trading in FY22 has been volatile and heavily impacted by government mandated lockdowns across NSW, VIC, QLD and now NZ
- > We have lost 2,844 in-store trading days (or c.41% of available in-store trading days) from 1 Jul 21 to 27 Aug 21 due to government trading restrictions (FY21 –c10.4% or 793 days lost from 1 July 20 to 27 Aug 20) associated with COVID-19
- > In that context, Shaver Shop provides the following FY22 YTD sales update for the period from 1 July 2021 to 27 August 2021

	vs FY21	vs FY20
Total sales growth*	-7.3%	+15.8%
Like for like <sup>1</sup> sales growth (inc online sales)	+0.5%	+28.7%
Online sales growth	52.8%	+368.1%



\* YTD total sales are down 7.3% vs FY2021, which equates to approximately -\$2.3 million and YTD total sales are up 15.8% vs FY2020, which equates to approximately +\$4.0 million vs FY2020.

- > Comparative trading performance in July and August 2020 was very strong. We cycled LFL sales growth in pcp of 29.6%
- > Recent sales trends in NSW and VIC from mid to late August are analogous to our experience at the start of the pandemic with increasing demand for DIY hair removal and personal care solutions as lockdowns have extended
- > Category mix and promotional plan are supporting healthy gross profit margins (albeit lower than comparative result in FY21 but higher than FY20 comparative)
- > Where stores have re-opened following lockdowns, trading performance has been pleasing reflecting the benefits of our multi channel retail model. As lockdowns extend, we see online sales accelerate as customers adjust to associated DIY requirements
- > We expect demand for DIY hair removal and personal care products to remain elevated and for Shaver Shop to capture more of that demand as our stores open in due course
- > FY22 sales and earnings will reflect the full period contribution of the 6 franchise buybacks acquired in Feb' 21
- > Given the uncertainty due to COVID-19 and associated government imposed trading restrictions, as well as the importance of Christmas and Boxing Day sales to our annual financial results, it is not appropriate to provide FY22 sales or profit guidance for Shaver Shop at this time

<sup>1</sup> Like for like sales are sales for those stores that were owned and operated by Shaver Shop for all of FY20 and FY21. It therefore excludes any franchise buy-backs, new stores or stores that were permanently closed in FY20 or FY21. Where any like for like stores were temporarily closed for in-store trading (e.g. due to COVID restrictions) for any day in FY20, FY21 or FY22, the in-store sales (if any) and any online sales for those days have been excluded from like for like sales in all periods.



# INVESTMENT SUMMARY

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- ✓ Segment leader both online and offline
- ✓ Large and growing market driven by changing consumer preferences and new product innovation
- ✓ COVID-19 has accelerated DIY personal care adoption and introduced new customers to Shaver Shop
- ✓ Differentiated & resilient specialty retail business model
  - Service excellence and unparalleled product knowledge
  - Product exclusivity
  - Competitive pricing
- ✓ Significant potential to further increase market share
- ✓ Strong brand awareness in Australia (NZ still low)
- ✓ Proven and highly profitable omni-retail model
- ✓ Franchise buybacks completed in Feb '21 should deliver \$1.5m to \$1.6m of NPAT in a full year of operation.
- ✓ Clean balance sheet – no debt – with strong cash conversion
- ✓ Experienced management team
- ✓ Strong focus on investing for growth and improving total shareholder returns
- ✓ Attractive dividend yield



# 04

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## APPENDICES



# KEY METRICS

Comparable Accounting (AASB 16)	Reported FY2021	Reported FY2020
Number of corporate stores	121	117
Number of franchise stores	-	6
Total stores	121	123
Corporate store sales (\$m)	213.7	194.9
Franchise store sales (\$m)	9.9	15.8
Total network sales (\$'000)	223.6	210.7
Corporate store LFL* sales growth %	8.6%	13.9%
Corporate store total sales growth %	9.6%	16.4%
Gross profit margin %	44.3%	41.9%
Employee benefits expense as a % of sales	15.0%	15.0%
Occupancy expenses as % of sales	1.2%	1.6%
Marketing and advertising expenses as % of sales	3.4%	3.6%
Operational expenses as % of sales	4.6%	4.6%
Other expenses as % of sales	1.7%	2.2%
EBITDA margin (post AASB16)	18.9%	15.6%
EBIT margin (post AASB 16)	12.3%	8.6%
NPAT margin	8.2%	5.3%

\*Like for like sales are sales for those stores that were owned and operated by Shaver Shop for all of FY20 and FY21. It therefore excludes any franchise buy-backs, new stores or stores that were permanently closed in FY20 or FY21. Where any like for like stores were temporarily closed for in-store sales (e.g. due to COVID restrictions) for any day in FY20 or FY21, the in-store sales (if any) and any online sales for those days have been excluded from like for like sales in both FY20 and FY21.

# PROFIT & LOSS – AASB16 TO AASB117 RECONCILIATION

\$Am	Reported FY2021	Reversal of	Recognition of	Pro Forma AASB 117 FY2021	Reported FY2020	Reversal of	Recognition of	Pro Forma AASB 117 FY2020
		AASB16 Lease Amortisation and Interest	AASB 117 Operating Lease Expense			AASB16 Lease Amortisation and Interest	AASB 117 Operating Lease Expense	
<b>Sales</b>	<b>213.7</b>			<b>213.7</b>	<b>194.9</b>			<b>194.9</b>
Cost of goods sold	(119.0)			(119.0)	(113.3)			(113.3)
<b>Gross profit</b>	<b>94.7</b>		-	<b>94.7</b>	<b>81.6</b>		-	<b>81.6</b>
<b>Gross margin %</b>	<b>44.3%</b>			<b>44.3%</b>	<b>41.9%</b>			<b>41.9%</b>
<b>Franchise and other revenue</b>	<b>0.9</b>			<b>0.9</b>	<b>1.1</b>			<b>1.1</b>
Employee benefits expense	(32.0)			(32.0)	(29.2)			(29.2)
Occupancy expenses	(2.5)		(13.5)	(16.0)	(3.1)		(12.9)	(16.0)
Marketing and advertising expenses	(7.3)			(7.3)	(6.9)			(6.9)
Operational expenses	(9.8)			(9.8)	(8.9)			(8.9)
Other expenses	(3.6)			(3.6)	(4.2)			(4.2)
<b>Overhead expenses</b>	<b>(55.1)</b>	-	<b>(13.5)</b>	<b>(68.6)</b>	<b>(52.3)</b>	-	<b>(12.9)</b>	<b>(65.2)</b>
<b>EBITDA</b>	<b>40.4</b>	-	<b>(13.5)</b>	<b>26.9</b>	<b>30.3</b>	-	<b>(12.9)</b>	<b>17.4</b>
<b>EBITDA margin</b>	<b>18.9%</b>			<b>12.6%</b>	<b>15.6%</b>			<b>8.9%</b>
Depreciation and amortisation	(2.1)			(2.1)	(2.2)			(2.2)
Depreciation - right of use assets (leases)	(11.9)	11.9		-	(11.3)	11.3		-
<b>EBIT</b>	<b>26.4</b>	<b>11.9</b>	<b>(13.5)</b>	<b>24.8</b>	<b>16.8</b>	<b>11.3</b>	<b>(12.9)</b>	<b>15.2</b>
Net finance costs - borrowings	(0.2)			(0.2)	(0.4)			(0.4)
Net finance costs - lease liabilities	(1.4)	1.4		-	(1.7)	1.7		-
<b>Profit before income tax</b>	<b>24.7</b>	<b>13.4</b>	<b>(13.5)</b>	<b>24.6</b>	<b>14.8</b>	<b>12.9</b>	<b>(12.9)</b>	<b>14.8</b>
Income tax expense	(7.3)	(4.0)	4.1	(7.2)	(4.4)	(3.9)	3.9	(4.4)
<b>NPAT</b>	<b>17.5</b>	<b>9.4</b>	<b>(9.5)</b>	<b>17.4</b>	<b>10.4</b>	<b>9.1</b>	<b>(9.0)</b>	<b>10.4</b>
<b>Basic EPS (cents) - weighted avg shares outstanding</b>	<b>14.2</b>	<b>7.6</b>	<b>(7.7)</b>	<b>14.1</b>	<b>8.5</b>	<b>7.4</b>	<b>(7.4)</b>	<b>8.5</b>

# CLOUD COMPUTING CONFIGURATION COSTS

## Reconciliation of impact of change in accounting policy on statement of profit & Loss

IFRS Interpretations Committee provided updated guidance re: capitalisation of configuration and customisation costs for cloud based software (SaaS). As a result of this update, SSG has updated its accounting policy leading to the expensing of previously capitalised customisation and configuration costs for SaaS platforms

\$Am	Reported FY2021	Expensing of cloud software config. costs		Comparative FY2021	Reported FY2020	Expensing of cloud software config. costs		Comparative FY2020
		Reversal of cloud software amortisation				Reversal of cloud software amortisation		
<b>Sales</b>	<b>213.7</b>			<b>213.7</b>	<b>194.9</b>			<b>194.9</b>
Cost of goods sold	(119.0)			(119.0)	(113.3)			(113.3)
<b>Gross profit</b>	<b>94.7</b>		-	<b>94.7</b>	<b>81.6</b>		-	<b>81.6</b>
<b>Gross margin %</b>	<b>44.3%</b>			<b>44.3%</b>	<b>41.9%</b>			<b>41.9%</b>
<b>Franchise and other revenue</b>	<b>0.9</b>			<b>0.9</b>	<b>1.1</b>			<b>1.1</b>
Employee benefits expense	(32.0)			(32.0)	(29.2)			(29.2)
Occupancy expenses	(2.5)			(2.5)	(3.1)			(3.1)
Marketing and advertising expenses	(7.3)			(7.3)	(6.9)			(6.9)
Operational expenses	(9.8)			(9.8)	(8.9)			(8.9)
Other expenses	(3.6)	0.7		(2.8)	(4.2)	0.9		(3.3)
<b>Overhead expenses</b>	<b>(55.1)</b>	<b>0.7</b>	-	<b>(54.4)</b>	<b>(52.3)</b>	<b>0.9</b>	-	<b>(51.4)</b>
<b>EBITDA</b>	<b>40.4</b>	<b>0.7</b>	-	<b>41.1</b>	<b>30.3</b>	<b>0.9</b>	-	<b>31.3</b>
<b>EBITDA margin</b>	<b>18.9%</b>			<b>19.3%</b>	<b>15.6%</b>			<b>16.0%</b>
Depreciation and amortisation	(2.1)		(0.8)	(2.9)	(2.2)		(0.6)	(2.8)
Depreciation - right of use assets (leases)	(11.9)			(11.9)	(11.3)			(11.3)
<b>EBIT</b>	<b>26.4</b>	<b>0.7</b>	<b>(0.8)</b>	<b>26.3</b>	<b>16.8</b>	<b>0.9</b>	<b>(0.6)</b>	<b>17.2</b>
Net finance costs - borrowings	(0.2)			(0.2)	(0.4)			(0.4)
Net finance costs - lease liabilities	(1.4)			(1.4)	(1.7)			(1.7)
<b>Profit before income tax</b>	<b>24.7</b>	<b>0.7</b>	<b>(0.8)</b>	<b>24.7</b>	<b>14.8</b>	<b>0.9</b>	<b>(0.6)</b>	<b>15.1</b>
Income tax expense	(7.3)	(0.2)	0.2	(7.2)	(4.4)	(0.3)	0.2	(4.5)
<b>NPAT</b>	<b>17.5</b>	<b>0.5</b>	<b>(0.5)</b>	<b>17.4</b>	<b>10.4</b>	<b>0.6</b>	<b>(0.4)</b>	<b>10.6</b>
<b>Basic EPS (cents) - weighted avg shares outstanding</b>	<b>14.2</b>	<b>0.4</b>	<b>(0.4)</b>	<b>14.2</b>	<b>8.5</b>	<b>0.5</b>	<b>(0.4)</b>	<b>8.7</b>



# HALF YEARLY PERFORMANCE OVER LAST 5 YEARS

	AASB 117 1H FY17	AASB 117 2H FY17	AASB 117 1H FY18	AASB 117 2H FY18	AASB 117 1HFY19	AASB 117 2H FY19	AASB 16 1H FY20	AASB 16 2H FY20	AASB 16 1H FY21	AASB 16 2H FY21
Normalised Results (\$ millions)	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
<b>Sales</b>	<b>78.5</b>	<b>64.1</b>	<b>93.4</b>	<b>61.5</b>	<b>95.7</b>	<b>71.7</b>	<b>107.5</b>	<b>87.4</b>	<b>123.6</b>	<b>90.0</b>
Cost of goods sold	(45.6)	(38.0)	(55.0)	(36.9)	(55.3)	(41.3)	(63.1)	(49.7)	(68.4)	(50.6)
<b>Gross profit</b>	<b>32.9</b>	<b>26.0</b>	<b>38.4</b>	<b>24.7</b>	<b>40.4</b>	<b>30.4</b>	<b>44.4</b>	<b>37.8</b>	<b>55.3</b>	<b>39.4</b>
<b>Gross margin %</b>	<b>41.9%</b>	<b>40.6%</b>	<b>41.1%</b>	<b>40.1%</b>	<b>42.2%</b>	<b>42.4%</b>	<b>41.3%</b>	<b>43.2%</b>	<b>44.7%</b>	<b>43.8%</b>
<b>Franchise and other revenue</b>	<b>2.0</b>	<b>1.6</b>	<b>1.3</b>	<b>0.7</b>	<b>0.9</b>	<b>0.7</b>	<b>0.8</b>	<b>0.3</b>	<b>0.8</b>	<b>0.1</b>
Employee benefits expense	(10.0)	(10.9)	(11.5)	(11.2)	(13.7)	(13.5)	(15.3)	(13.9)	(15.6)	(16.4)
Occupancy expenses	(6.1)	(6.4)	(7.1)	(7.1)	(7.7)	(7.8)	(1.6)	(1.4)	(1.2)	(1.3)
Marketing and advertising expenses	(5.7)	(2.0)	(5.7)	(2.1)	(4.7)	(2.3)	(3.8)	(3.7)	(4.3)	(3.0)
Operational expenses							(4.1)	(4.8)	(5.4)	(4.4)
Other expenses	(3.1)	(3.4)	(3.8)	(3.4)	(4.2)	(5.0)	(1.6)	(2.6)	(1.7)	(1.9)
<b>Overhead expenses</b>	<b>(24.9)</b>	<b>(22.8)</b>	<b>(28.0)</b>	<b>(23.9)</b>	<b>(30.3)</b>	<b>(28.6)</b>	<b>(26.5)</b>	<b>(26.4)</b>	<b>(28.3)</b>	<b>(26.9)</b>
<b>EBITDA</b>	<b>10.0</b>	<b>4.8</b>	<b>11.7</b>	<b>1.5</b>	<b>11.0</b>	<b>2.5</b>	<b>18.7</b>	<b>11.6</b>	<b>27.8</b>	<b>12.6</b>
<b>EBITDA margin</b>	<b>12.8%</b>	<b>7.6%</b>	<b>12.5%</b>	<b>2.4%</b>	<b>11.5%</b>	<b>3.5%</b>	<b>17.9%</b>	<b>13.7%</b>	<b>22.6%</b>	<b>22.6%</b>
Depreciation and amortisation	(0.7)	(0.7)	(1.0)	(1.0)	(1.1)	(1.2)	(1.1)	(1.1)	(1.1)	(1.0)
Depreciation - right of use assets (leases)	-	-	-	-	-	-	(5.8)	(5.4)	(5.8)	(6.2)
<b>EBIT</b>	<b>9.4</b>	<b>4.1</b>	<b>10.7</b>	<b>0.5</b>	<b>9.9</b>	<b>1.3</b>	<b>11.7</b>	<b>5.1</b>	<b>20.9</b>	<b>5.5</b>
Net finance costs	(0.2)	(0.2)	(0.3)	(0.2)	(0.2)	(0.4)	(0.2)	(0.2)	(0.1)	(0.1)
Net finance costs - lease liabilities	-	-	-	-	-	-	(0.9)	(0.8)	(0.8)	(0.7)
<b>Profit before income tax</b>	<b>9.1</b>	<b>3.9</b>	<b>10.4</b>	<b>0.3</b>	<b>9.7</b>	<b>0.9</b>	<b>10.7</b>	<b>4.1</b>	<b>20.1</b>	<b>4.6</b>
Income tax expense	(2.8)	(1.1)	(3.2)	(0.2)	(2.9)	(0.3)	(3.2)	(1.2)	(5.8)	(1.5)
<b>NPAT</b>	<b>6.3</b>	<b>2.8</b>	<b>7.2</b>	<b>0.0</b>	<b>6.8</b>	<b>0.6</b>	<b>7.4</b>	<b>2.9</b>	<b>14.3</b>	<b>3.2</b>
Basic shares outstanding (# millions)	125.1	125.1	125.0	124.2	121.8	121.8	121.8	121.8	123.3	123.3
<b>Basic EPS (cents)</b>	<b>5.0</b>	<b>2.2</b>	<b>5.8</b>	<b>0.0</b>	<b>5.5</b>	<b>0.5</b>	<b>6.1</b>	<b>2.4</b>	<b>11.6</b>	<b>2.6</b>
Franchise buy-back tax benefit	0.6	0.9	0.9	0.9	0.8	0.8	0.6	0.6	0.4	1.2
<b>Cash NPAT</b>	<b>6.9</b>	<b>3.7</b>	<b>8.1</b>	<b>0.9</b>	<b>7.6</b>	<b>1.4</b>	<b>8.1</b>	<b>3.6</b>	<b>14.7</b>	<b>4.4</b>
<b>Cash EPS (cents)</b>	<b>5.5</b>	<b>3.0</b>	<b>6.5</b>	<b>0.7</b>	<b>6.2</b>	<b>1.2</b>	<b>6.6</b>	<b>2.9</b>	<b>11.9</b>	<b>3.6</b>

NB. FY17 to FY19 are normalised results that exclude the impact of one-off items that are not considered part of underlying business performance. Please see respective Directors Reports in those periods for a full explanation of the normalisation adjustments made. FY20 and FY21 are based on the new lease accounting standard AASB16 (Leases) and have been adjusted to reflect the change in accounting policy related to Customisation and Configuration Costs for Cloud Software systems following the IFRS Interpretations Committee decision in March 2021. No prior period adjustments have been made in the figures above in FY17 to FY19 for the change in accounting policy.

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

THANK YOU

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