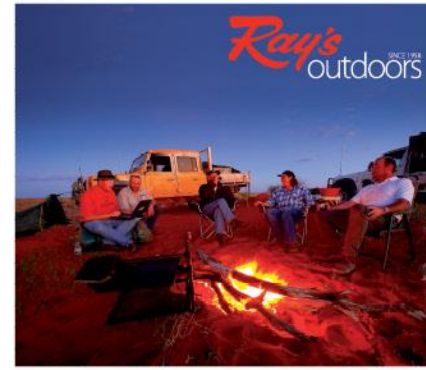


Results for the 52 weeks to 28 June 2014

Peter Birtles, Group Managing Director
David Burns, Chief Financial Officer
21 August 2014

Super Retail Group

Contents

2013/2014 Financial Results

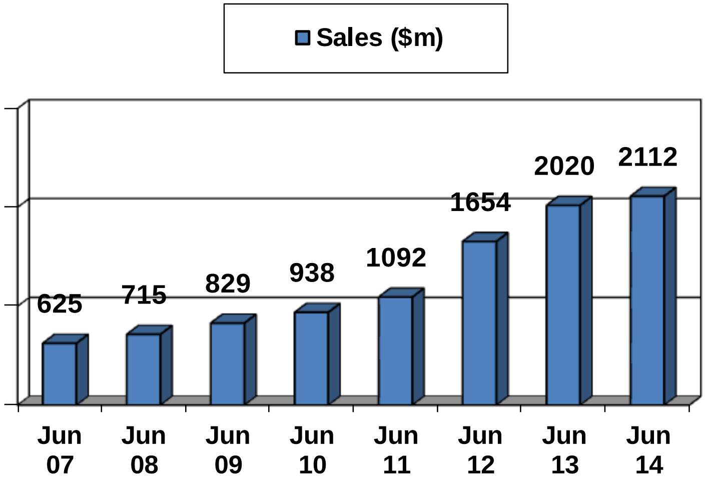
Group Highlights

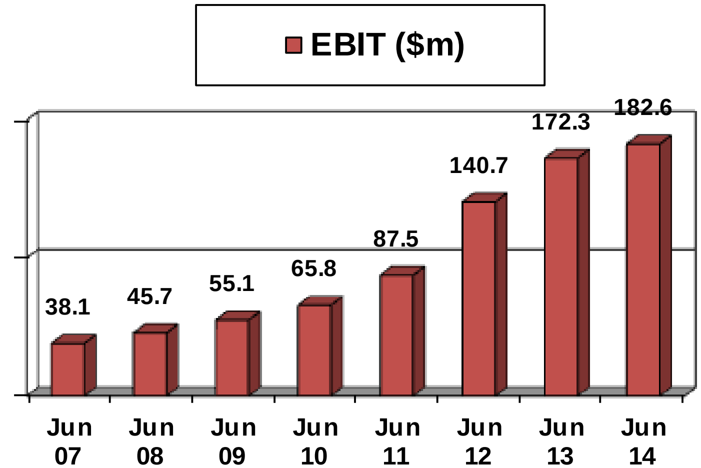
- Group NPAT up by 5.6%
- Group EBIT up by 6.0%
- Group Sales up by 4.6%
- Dividends up by 5.3%

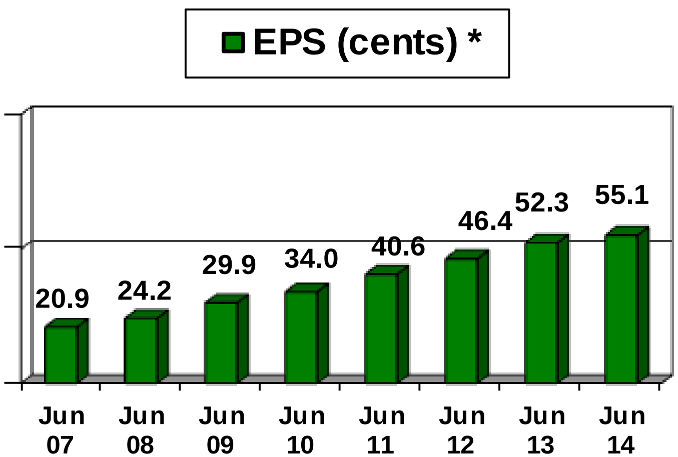
Sales LFL %	13/14	12/13	11/12	10/11	09/10	08/09
SCA	2.4%	2.3%	5.2%	3.5%	3.4%	6.1%
Leisure*	-0.2%	1.6%	2.8%	9.9%	1.5%	8.8%
Sports	2.6%	5.5%	8.3%	7.8%	* Leisure is BCF only until 11/12	

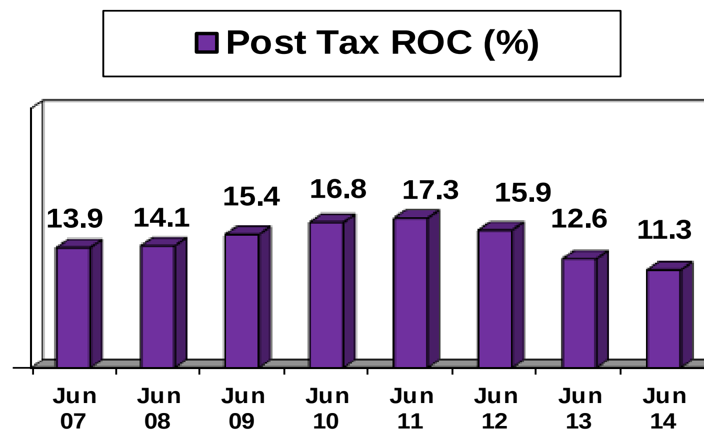
- Solid overall result but below our expectations
- Continued strong performance of Supercheap Auto
- Leisure impacted by LFL sales decline in BCF
- Sports profit result impacted by internal issues due to implementation of a new merchandise and supply management system
- Cost of doing business improved in Auto and Leisure due to strong cost control
- Tax review undertaken resulting in net profit benefit of $2.2 million
- Underlying NPAT decline of 7% after excluding current year tax benefit of $2.2m and prior year restructuring provisions of $11.3m
- $65.3 million invested in new and refurbished stores and a further $47.9 million invested in supply chain network and multi channel platforms
- Depreciation costs have increased from multi-channel investment
- Continued improvement in Team Member retention and engagement

Performance Trends









* - historical EPS adjusted to take into account the bonus element in the 2011 entitlement offer

Group Results

- Auto and Sports sales growth supported by both new store and LFL growth
- New stores have delivered sales growth for Leisure. LFL and gross margin performance below expectations in BCF impacting EBIT performance for Leisure
- Group underlying NPAT decline by 7% after excluding current year one off net tax receipts and pcp inclusion of restructuring provisions
- Strong cost control and cost efficiencies have mitigated increase in cost of doing business in the Auto and Leisure divisions
- Depreciation cost in the period has increased due to the impact of Group multi channel investment, benefits realising in future periods
- Operating Cash Flow of $167.2m, pcp included $75m trade payables benefit due to balance date timing versus payment cycle
- Net Debt increase to fund higher inventory position, capital structure remains conservative
- Full Year Dividend increased to 40.0cps, representing underlying 65% payout ratio

	2013/14 $m	**Change on pcp**
Sales	2,112.1	4.6%
EBITDA	237.5	8.7%
EBIT	182.6	6.0%
PBT	158.6	8.0%
NPAT	108.4	5.6%
Operating Cash Flow	167.2	-$57.9m
Net External Debt	382.6	+$53.3m
Dividend	40.0c	+2.0c

Divisional Results

	2013/14		2012/13	
	Sales $m	EBIT $m	Sales $m	EBIT $m
Auto Retailing	818.2	94.5	789.0	87.1
Leisure Retailing	552.5	33.0	522.5	33.2
Sports Retailing	734.0	62.8	703.5	63.4
Group & Unallocated	7.4	(7.7)	5.0	(11.4)
Total Group	2,112.1	182.6	2,020.0	172.3

- Leisure Retailing includes Ray's Outdoors restructuring provisions in 2012/13
- Sports Retailing includes trading losses for Goldcross Cycles standalone stores in both periods and Goldcross Cycles restructuring provisions in 2012/13
- Group & Unallocated includes net imported tax refund and revenue adjustments of $10.9 million in 2013/14

Auto Retailing

- Divisional result includes Supercheap Auto and Auto Trade Direct
- Sales growth delivered from both solid LFL sales growth and new stores.
- All categories have grown LFL sales with the exception of a subset of Tools and all states have grown with the exception of Tasmania
- Sales growth underpinned by increase in customer numbers and average transaction value
- Loyalty club membership now at over 1 million
- Gross margin expansion has been achieved in all categories driven by trading terms, overseas sourcing, own brand development and quality improvements
- Cost of doing business has improved due to general efficiency measures. Marketing costs have reduced year on year.
- 5 new stores, 2 closures, 12 stores refurbished including 7 as Superstores – 291 stores at 28 June

	2013/14 $m	**change on pcp**
Sales	818.2	3.7%
LFL sales growth		2.4%
Gross margin %	*44.5%*	*+0.7% pts*
EBITDA	115.7	10.6%
EBITDA margin %	*14.1%*	*+0.8% pts*
EBIT	94.5	8.5%
EBIT margin %	*11.5%*	*+0.5% pts*

Leisure Retailing

- Total sales growth driven by new stores in BCF and Ray's Outdoors stores
- BCF LFL sales decline has been driven by lower transactions due to new store cannibalisation and lower activity attributable to regional and mining service areas.
- BCF gross margins have increased in the second half compared to pcp.
- Rays Outdoors LFL sales growth has been achieved in key categories. Exit of Outdoors and BBQ products and lower winter apparel sales has tempered sales growth
- FCO repositioning has delivered 18% LFL NZD sales growth for the period. Strategy has increased customers and average transaction value. Repositioning strategy for FCO will continue over the next 18 months
- EBIT impacted by higher depreciation costs attributable to store rollout and investment in Group programs
- 9 new BCF stores and 3 new Ray's Outdoors stores opened and 1 closed during the period to bring total stores to 114 and 57 respectively. No new stores for FCO

	2013/14 $m	change on pcp
Sales	552.5	5.7%
LFL sales growth		-0.2%
Gross margin %	*44.8%*	*-0.9% pts**
EBITDA	47.9	-3.4%*
EBITDA margin	*8.7%*	*-0.8% pts**
EBIT	33.0	-15.8%*
EBIT margin	*6.0%*	*-1.5 %pts**

Excludes $6.0m Ray's Outdoors repositioning costs

Sports Retailing

- LFL sales growth driven by increased traffic and average transaction value. LFL sales performance has been weaker in second half in both Rebel and Amart Sports.
- Total sales growth supported by thirteen new stores opened in the year including two Rebel, ten Amart Sports stores and one Rebel Fit store. Two Rebel and one Amart Sports stores closed.
- Amart Sports brand continues to establish itself in Victoria and NSW through new store openings. EBIT contribution not yet meaningful
- Division converted onto the Group SAP platform in the period with disruption to operating performance
- Gross margin performance was below prior period, impacted by SAP transition
- Included in the result are Goldcross Cycles store losses prior to closure circa $1m (pcp circa $5m). All Goldcross standalone stores are now closed.
- Workout World acquired in late November, contributing trading loss of $2m
- December 2013 elevated stock levels from SAP implementation not reduced due to lower sales performance. Aged stock maintained below 5%

	2013/14 $m	**change on pcp**
Sales	734.0	4.3%
LFL sales growth		2.6%
Gross margin %	*45.7%*	*-0.4%pts***
EBITDA	80.6	-6.8%*
EBITDA margin%	*11.0%*	*-1.3%pts**
EBIT	62.8	-14.7%*
EBIT margin %	*8.6%*	*-1.9%**

Excludes $10.2m to close GX standalone stores

*****PCP restated to reflect reallocation of back of store costs from cost of goods into operating costs***

Group & Unallocated

- Group and Unallocated includes Group public company costs, smaller business investments & new initiatives and Group costs not allocated to segments
- Multi-channel development & unutilised storage include DC space not being utilised and allocated to business units and costs relating to the Group multi-channel development initiatives
- Increase in Multi-channel development costs is due to the transition costs for the Sydney DC and the broader multi-channel program
- Commercial & other includes SRG Commercial, consolidated investment in Oceania Bicycles, equity accounted investment in Infinite Retail (formerly VBM Retail) and other Corporate Development projects
- A Group tax review has resulted in the net receipt of GST claims and other revenue adjustments. Offsetting this benefit is indirect tax expenses plus additional income tax adjustments totalling $7.7m included in the income tax expense line. Total net after tax benefit is $2.2m.

	2013/14 $m	**change on pcp**
Sales	7.4	48%
		$m
EBITDA	(6.7)	+3.0
EBIT	(7.7)	+3.7
Comprising:		
Public company	(5.8)	(1.3)
Multi channel development & unutilised storage	(9.8)	(4.2)
Commercial & other	(3.0)	(2.1)
Rebel acquisition costs	0.0	0.4
Net tax and Revenue adjustments	10.9	10.9

Group Cash Flow

- Operating cash flow performance has been sound.
- Elevated inventory levels to manage systems implementation risk in Sports Retailing have been carried forward from December due to lower sales performance
- PCP operating cash flow benefitted from timing benefits of year end creditor payments ($75m)
- New and refurbished store investment of $65.3m is fully funded out of operating cash flows
- Investment in new and refurbished store Capex is split:
  - $12.7 in SCA
  - $11.6 in Leisure
  - $21.3 in Sports
- Investment in other capital projects relates to DC network expansion (Sydney), inventory management capability (JDA) and IT projects including Sport SAP migration
- Business acquisition in the period is Workout World
- Related party loan to VBM Retail to fund recent growth

	Jun 14 $m	Jun 13 $m
Operating cash flow (pre store set up investment)	186.9	250.0
Store set up investment	(19.7)	(24.9)
Operating cash flow	**167.2**	**225.1**
Investing activities:		
- Store fitout	(45.6)	(43.6)
- Other capex	(65.0)	(59.8)
- Business Acquisition	(4.4)	(6.0)
- Loan to related party	(3.7)	0.0
Financing activities:		
- Dividends & interest	(105.6)	(95.4)
- Ext Debt (repayment)/proceeds	58.7	(45.7)
- Equity Issues	0.0	0.6
Net cash flow	**1.6**	**(24.8)**

Group Balance Sheet

- SCA average inventory per store is 2% higher than pcp due to increased use of trade partner funded inventory.
- Leisure average inventory per store is 7% lower than pcp achieved from inventory planning improvements including JDA
- Sports inventory increase to pcp is due to; addition of Workout World; increase in overseas sourcing; second half sales performance unable to clear higher weight from SAP implementation and ten net new stores. Aged inventory remains below 5%
- Trade Creditor funding of inventory increase less effective due to slowdown in sales performance in last quarter
- Increase in Plant & Equipment primarily as a result of ongoing capital expenditure in new and refurbished stores and the Sydney DC
- Increased investment in computer software due to SAP integration, multi channel software including Manhattan and JDA
- Increase in net debt to fund capex and net inventory investment
- *PCP Trade creditors restated to include offsetting receivables and consistent with 2014 calculation

	Jun 14 $m	**Jun 13 $m**
Inventory		
- Auto Retailing	173.7	168.4
- Leisure Retailing	159.8	162.2
- Sports Retailing	151.2	117.5
- Group & Unallocated	5.4	4.5
Total	490.1	452.6
(Trade creditors)	(278.8)	(260.2)
Net inventory investment	211.3	192.4
Plant, equipment & software	302.5	251.6
Net External Debt	382.6	329.3

Returns & Capital Ratios

- EPS increase is aligned with improved profit performance
- The Group debt facility has been modified. The total facility limit increased to $600m, tenor increased. All ratios are well within covenant levels
- Average net debt increased as a result of the investment in capital expenditure and increase in Sports inventory
- Return on Capital remains below target level, but remains above the WACC
- Effective FX rate for the period was 0.91, down from 1.02 in pcp. Based on existing hedge position, 2014/15 full year FX rate expected to be around 0.90
- Effective tax rate for the period was 31.6% due to significant one-off items following tax review. Effective rate expected to remain around 30% in the future.
- *^Adjusted capital includes leases capitalised into debt at 6x annual charge*

	2014	**2013**
EPS – reported	55.1c	52.3c
Fixed charge cover	1.97x	1.93x
Average Net Debt	$420m	$400m

	2014	**2013**
Net debt : capital		
- Headline	33.5%	31.0%
- Adjusted^	67.2%	66.1%
Annualised post tax ROC		
- Headline	11.3%	11.5%
- Adjusted^	11.5%	12.1%

2014/2015 Outlook

Looking Forward

Auto Retailing

- LFL sales growth in the first 6 weeks of 14/15 circa 3%
- SCA store development: 6 new stores, 50 refurbishments, extensions and relocations (including 2 super stores)
- Full year EBITDA margin is expected to be in line with last year

Leisure Retailing

- LFL sales growth in the first 6 weeks of 14/15 circa negative 9%, which is cycling last years Ray’s Outdoors clearance activity
- Revised promotional tactics delivering stronger gross margins
- Plan to open 6 new stores and complete 5 BCF super stores
- Full year EBIT margin expected to be ahead of last year’s reported margins

Sports Retailing

- LFL sales growth in the first 6 weeks of 14/15 circa 2.5%
- Plan to open 15 new stores and refurbish up to 20 stores
- Full year gross and EBIT margins expected to improve and be ahead of last year’s reported margins

Net Debt

- Planned full year capital expenditure circa $90m
- Net debt expected to be circa $350m at June 2015

Group Strategy

Our Vision	INSPIRING YOU TO LIVE YOUR PASSION
Our Mission	TO PROVIDE SOLUTIONS AND ENGAGING EXPERIENCES THAT ENABLE OUR CUSTOMERS TO MAKE THE MOST OF THEIR LEISURE TIME

Our Goals

- To be one of the 5 largest Australasian retail companies
- To achieve the highest Team Member engagement across the retail industry
- To achieve higher customer engagement ratings than our competitors
- To provide returns to our shareholders That exceed the ASX 200 by 5%

Our Focus

- Understanding our Customers
- Engaging Customers across all channels
- Innovative and Relevant Ranging
- Leading Private and Exclusive Brands
- Optimising our Supply Chain
- Engaging and Developing our Team

Our Values

- Passion
- Openness
- Integrity
- Care
- Discipline

How are we going to win?

Understanding our Customers	Developing a clear understanding of our customer's leisure passions, their search patterns, their buying behaviour and their opinion of our offer Customer relationship management increasingly driving our store and website design, ranging, pricing, promotions and marketing
Engaging Customers across all Channels	Providing a consistent engaging and inspiring experience that reflects our brand personality for our customers across all channels and interactions
Innovative and Relevant Ranging	Consistent new product introduction. Tailoring the range at a store level Extended ranging available on line through working with trade partners
Leading Private and Exclusive Brands	Designing, developing and marketing a strong portfolio of private and exclusive brands that can compete with international branded product on features and benefits but provide protection against direct price competition
Optimising our Supply Chain	Agile, cost efficient supply chain supporting growth in international sourcing of 3rd party and private branded product and growth in on-line business Optimised inventory management across the Group
Engaging and Developing our Team	Developing and maintaining a culture that is consistent with our brand values, facilitates a solutions focus and attracts and engages motivated team members who share our customer's leisure passions

Group Strategic Initiatives

DIVISIONAL INITIATIVES

Customer Relationship Mgt
Multi Channel Development
Category Management
Private Brand Management

CUSTOMER ANALYTICS

Customer Analytics

SUPPLY CHAIN MANAGEMENT

Supply Chain Management
Inventory Management

CULTURE AND TEAM

Team Engagement and Development

FUTURE ORGANISATION

Management Systems
Business Analysis

Auto Retailing – Key Strategic Initiatives

(5 year goal)

NETWORK EXPANSION (325 STORES)	LFL SALES GROWTH (> 3% PA)	EBIT MARGIN (12%)	PRE TAX ROC (> 40%)

Understanding our Customers	• SCA club + membership now at 1 million – target 1.5 million plus • Understanding and meeting needs of 2 new customer types 'Alex' and 'Kathy' representing a significant market opportunity • Use of customer analytics to drive marketing and ranging
Engaging Customers across all Channels	• Rollout of store of the future at 50 stores per annum • Further development of on line offer and content • Development of services in store and out of store • Continued move from traditional media to direct marketing • Trials of trade offers
Innovative and Relevant Ranging	• Maintaining 25% of range being refreshed each year • Rollout of JDA planning and replenishment system • Targeting inventory turns of 3x
Leading Private and Exclusive Brands	• Targeting up to 50% of the range being private and exclusive brands • Continued move to category specific private brands

Leisure Retailing – Key Strategic Initiatives

(5 year goal)

NETWORK EXPANSION (225 STORES)	LFL SALES GROWTH (> 3% PA)	EBIT MARGIN (11%)	PRE TAX ROC (> 30%)

Understanding our Customers	• BCF / Rays club membership now at 2.5 million • Developing Rays Outdoors/FCO offer to meet the needs of the conflicting demands from their customers – the 'Traditionalist' vs the 'Adventurer' • Use of customer analytics to drive marketing and ranging
Engaging Customers across all Channels	• Rollout of store of the future – pace to be determined • Further development of on line offer and content • Continued move from traditional media to direct marketing
Innovative and Relevant Ranging	• Maintaining 25% of range being refreshed each year • Development of camping, travel, caravanning and apparel ranges • Leveraging JDA planning and replenishment system • Targeting inventory turns of 3x
Leading Private and Exclusive Brands	• Targeting up to 25% of the range being private and exclusive brands • Continued move to category specific private brands rather than generic house brands

Sports Retailing – Key Strategic Initiatives

(5 year goal)

NETWORK EXPANSION (250 STORES)	LFL SALES GROWTH (> 4% PA)	EBIT MARGIN (11%)	PRE TAX ROC (> 21%)

Understanding our Customers	• Rebel / Amart club membership now at 2.1 million • Relaunch of loyalty programs • Use of customer analytics to drive marketing and ranging
Engaging Customers across all Channels	• Amart store rollout and Rebel store refurbs • Testing new formats – Rebel Fit and Amart local • Further development of on line offer and content – targeting 10% of sales • Continued move from traditional media to direct marketing
Innovative and Relevant Ranging	• Development of athletic footwear, football, training apparel, supporter wear, cycling and fitness • Implementation of JDA assortment planning system • Targeting inventory turns of 3x
Leading Private and Exclusive Brands	• Targeting up to 25% of the range being private and exclusive brands • Focus on private brands in equipment and fitness and exclusive brands in footwear and apparel

Commercial

(5 year goal)

B2B INTERFACE	SALES TARGET $50M +	PRE TAX ROC (> 21%)

Wholesale	• Opportunities across all Group categories • Centred around Group's private label products
Insurance	• $15m opportunity • Providing gift cards or replacement products to major insurers to assist in claims settlement
Petrol and Convenience	• $100m accessible market • Targeting 25% market share • Ramp up of BP pilot
Rewards and Incentives	• Providing gift card solutions for corporates developing reward and incentive programs • Benefits in results of brand issuing the gift cards

Customer Analytics

(5 year goal)

- Effective loyalty programs across all businesses underpinned by an efficient CRM
- Increased understanding of customers at a micro level
- Increased use of targeted marketing and promotion leading to a reduction in mass media advertising as a % of sales

Understanding our Customers	• Relaunch of Sports and Leisure loyalty programs • Development of CRM analytics
Engaging Customers across all Channels	• Development of direct marketing driven by customer analytics • Development of automated customer response marketing

Supply Chain and Inventory Management

(5 year goal)

- Support the brands inventory optimisation initiatives
- Clarity of supply chain cost drivers and ability to select appropriate supply method
- Efficient flow of inventory to reduce logistics costs as a % of sales by 1%
- Enhanced integration between promotion planning, forecasting and replenishment processes to increase promotional effectiveness
- Improved Sales & Operations Planning process
- Implementation of multi-channel fulfilment capability

Innovative and Relevant Ranging	• Roll-out of JDA forecasting & allocations • Clear, time-phased inventory reduction targets as part of enhanced S&OP planning process
Optimising our Supply Chain	• Implementation of common replenishment system to facilitate multi-user DC's • DC network strategy implementation – full multi-user DC network • Supply methods including integrated offshore logistics hubs • Enhanced management systems for inventory and supply chain to provide greater visibility of performance in these areas

Supply Chain and Inventory Management

	FY14	FY15	FY16	FY17
Logistics Investment	Sydney DC developed	Brisbane DC developed	New network implemented	Network optimised
Systems Development	Sports SAP implemented WMS developed	Sports SAP optimised WMS rollout		
Trade Partner engagement	Leisure DTS New Zealand	Leisure DTS Sydney	Leisure DTS Australia Primary Freight Sports 3PL migration	Freight optimisation Sports exclusive & private label
Inventory Planning JDA	F&R rollout Leisure & pilot in Auto	F&R rollout in Auto & allocation in Sports	JDA all modules implemented all brands	JDA fully supporting S&OP
P&L cost (Program & excess DC)	$10m	$11m	$8m	$8m
Net working capital $ per store reduction	Leisure 10%	Leisure 10% Auto 10% Sports 10%	Leisure 10% Auto 5% Sports 5%	

DTS – Direct to store; WMS – Warehouse management system; S&OP – Sales and Operational Planning;
F&R – Forecasting and Replenishment ; 3PL – Third Party Logistics; DC – Distribution Centre

Future Organisation

(5 year goal)

- Reduce cost of doing business by $40 million (including supply chain and inventory carrying costs that result from the supply chain program)
- Effective change management
- More flexible and efficient reporting and analytics
- Development of management systems to support the delivery of key business functions and objectives

Supporting Capabilities	• Store productivity • Change management • IT services review • Procurement framework deployment • Business Analysis and Reporting development • Management Systems Development

Culture and Team

(5 year goal)

- Sustain team member retention at 75%
- 70% of management positions filled internally
- Team Member engagement above 70%
- Time to fill retail vacancies below 4 weeks
- LTIFR – 35% improvement over 3 years
- 40% of Board and senior management positions to be held by females

Engaging and Developing our Team	• Attraction: Group wide opportunities, remuneration structures, social media, cultural • Engagement: Engagement survey actions, reward and recognition, communication • Safety: Active leadership, risk management, reporting, education, wellbeing program • Capability and Succession: learning and development programs, performance management and succession planning systems, learning management system • Diversity: recruitment, flexibility, internal development • Aligned Culture: Aligning team culture to retail brand