

For personal use only

MYR

MY STORE

2022

ANNUAL
GENERAL
MEETING

HYBRID MEETING AT:

meetings.linkgroup.com/MYR22



Agenda

CEO UPDATE



JOHN KING

CEO UPDATE

Financial Highlights FY22 – Recap

STRONG SALES GROWTH

↑ 12.5%
Total sales¹
increase on FY21

Comparable Sales²
↑ 15.0%

ONLINE OUTPERFORMING

↑ 34.0%
Group online³ sales
increase on FY21

Online penetration
24.2%

SIGNIFICANTLY IMPROVED NPAT⁴

\$60.2m
NPAT up 103.8%
on adjusted⁴ FY21

Best 2nd half NPAT
result since 2H13

STRONGER BALANCE SHEET

\$186m
net cash

↑ \$74 million
on FY21

FINAL DIVIDEND DECLARED

2.5c
per share

Full Year dividend
yield of 6.3%, based
on closing share price
on September 14, 2022

¹ Revenue from sale of goods excluding concession sales and sales revenue deferred under customer loyalty program was \$2,340.6 million (FY21: \$2,116.5 million)

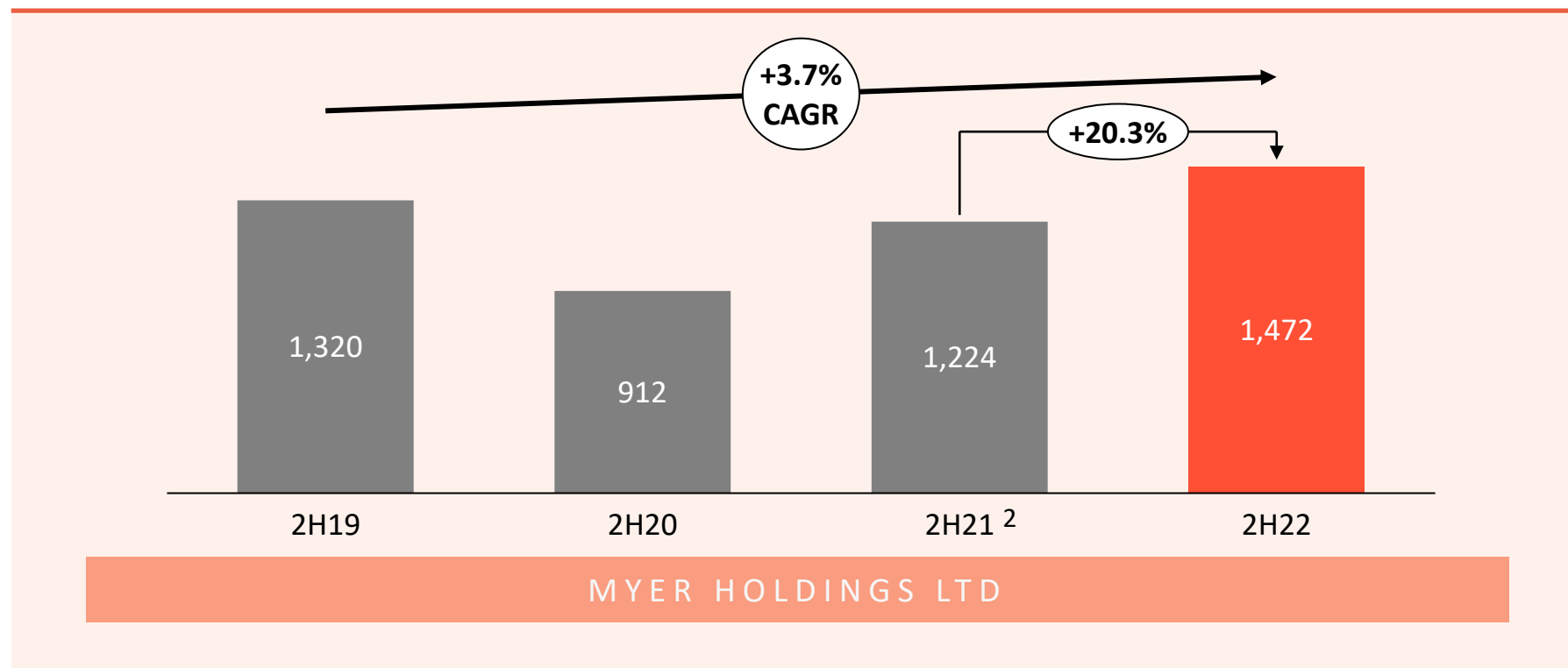
² In addition to the historical definition of comparable sales, stores closed during COVID-19 have been removed from both the current and previous year to obtain comparable sales. Where a store was closed mid-week, the week in which the store closed has been removed. On reopening, the store has been included from the first full week of trade. Comparable sales also excludes the 53rd week in 2021.

³ Group online sales includes sass & bide and Marcs and David Lawrence. Excludes sales via in-store iPads

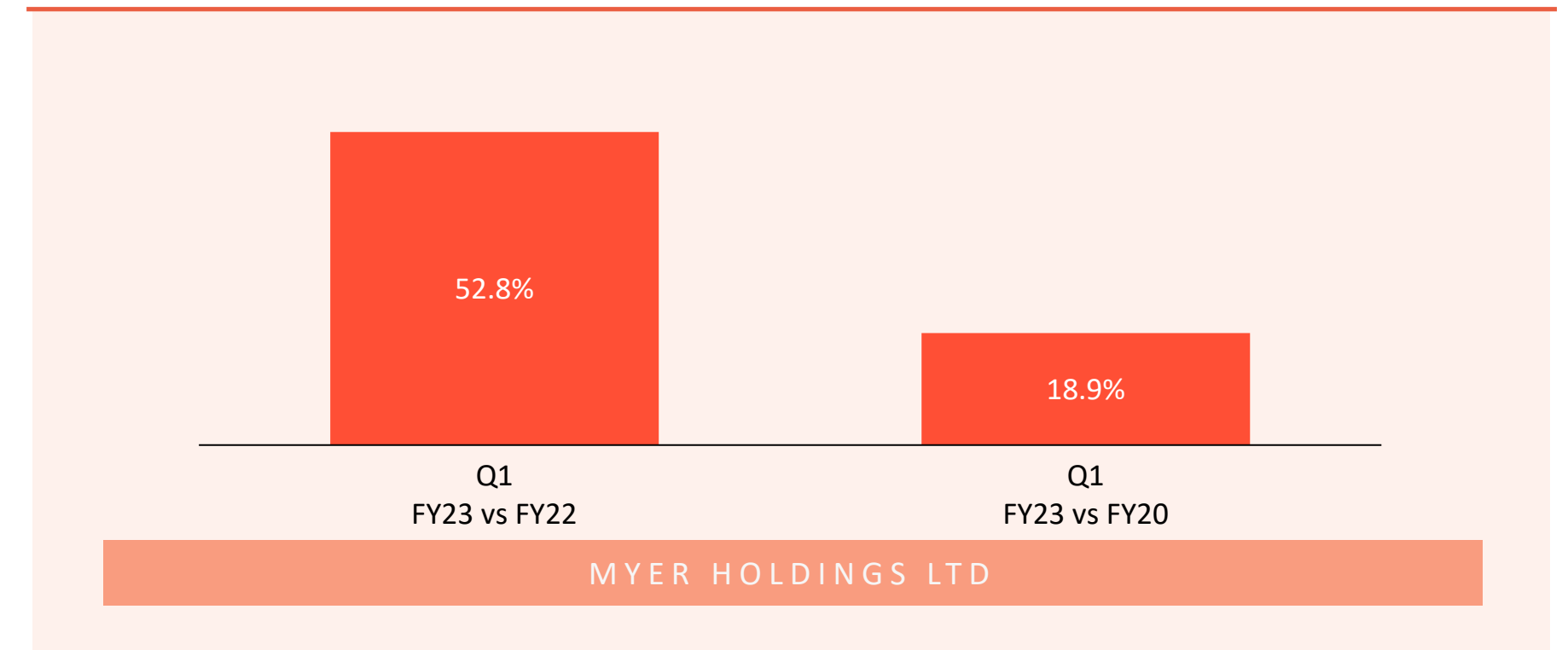
⁴ Excluding implementation costs and individually significant items, and after the removal of the net JobKeeper benefit in 1H21

We have sales momentum since lockdowns including our best sales start on record¹ for Myer in the first 13 weeks of FY23

2H22 SALES GROWTH



1Q23 SALES GROWTH



- ✓ 2H total sales +11.5% higher than the last pre-COVID period (2H19), representing 3.7% CAGR 2H19 – 2H22
- ✓ No mandated lockdowns in 2H22
- ✓ Myer gained market share³ relative to industry (+110bps in FY22)

- ✓ Trading in FY23 continues to build on the momentum seen in 2H22 across our store network

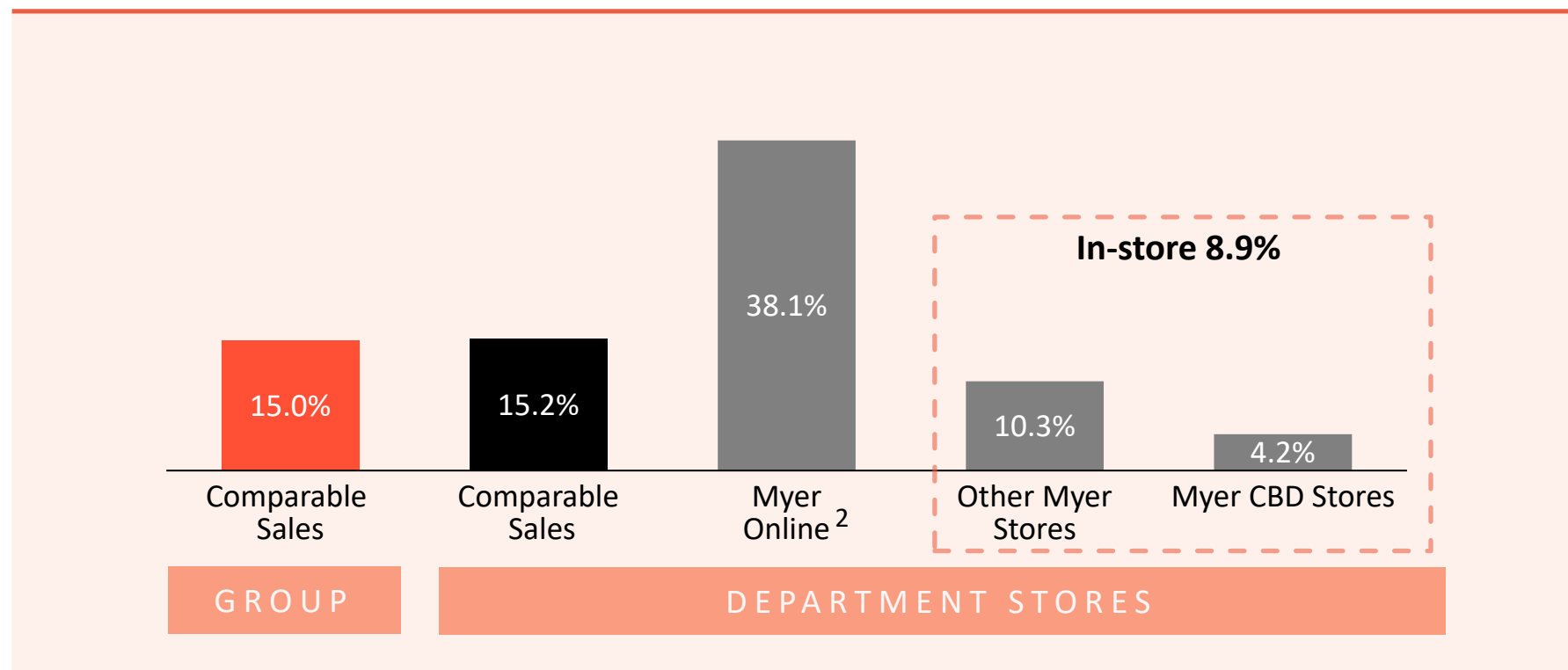
¹ Since FY04 when records are available in the financial system

² For the 26 week ended 24 July 2021

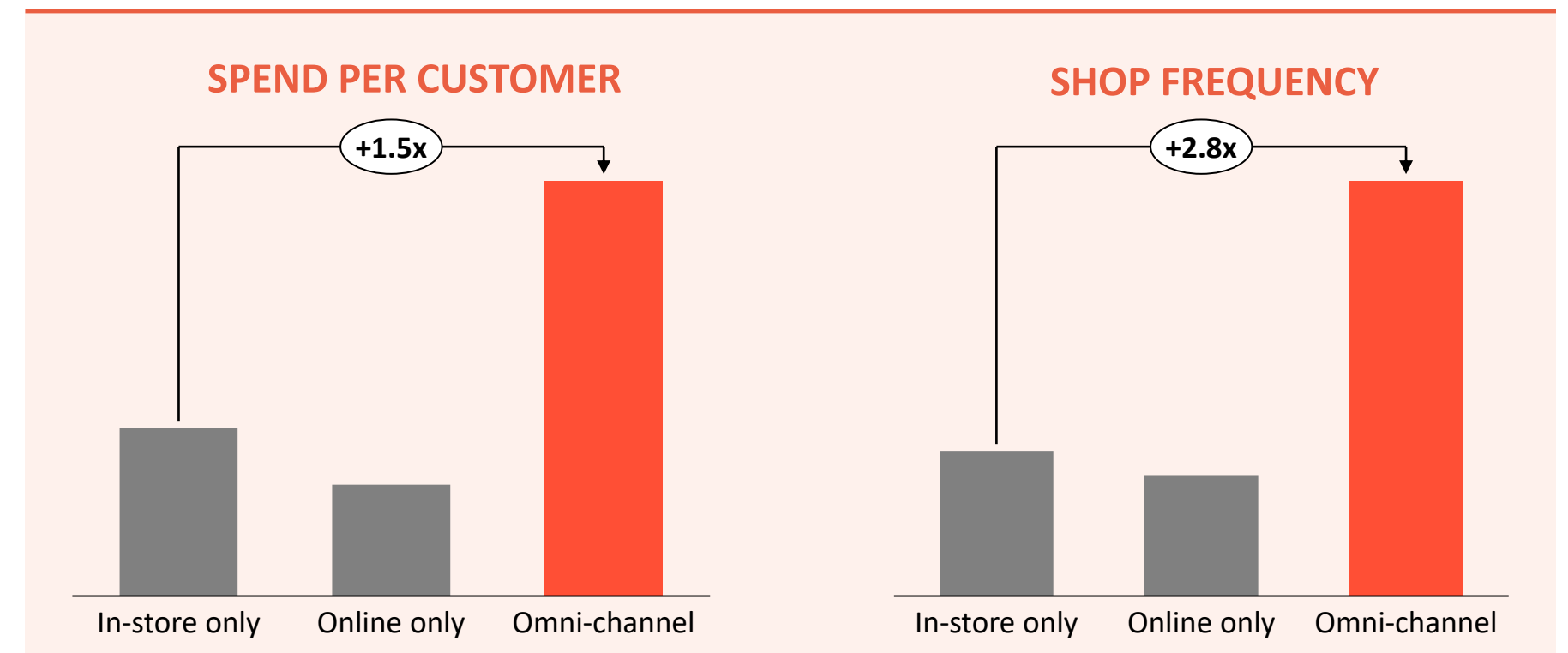
³ Based on analysis commissioned from Mastercard comparing Myer's performance against retail industry

Our multi-channel offer is our strength, with potential upside from CBD sales

FY22 COMPARABLE SALES¹



MULTI-CHANNEL CUSTOMERS DELIVER MORE VALUE



- ✓ Strong Group comparable sales growth of 15.0%
- ✓ Demand for in-store continues to strengthen with comparable sales growth of 8.9%, driven by stores outside CBD locations

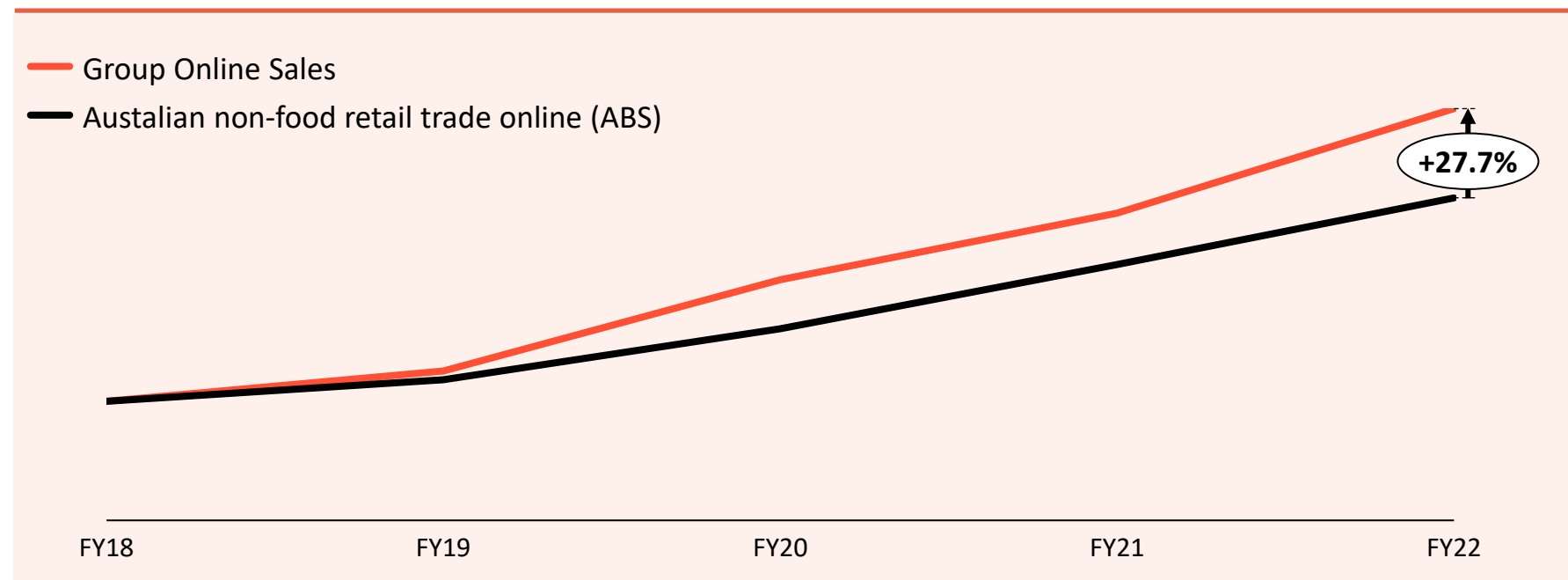
- ✓ **Spend per Customer:** Myer omni-channel customers spend at least 1.5x more than those in a single channel per annum
- ✓ **Shop Frequency:** Myer omni-channel customers shop 2.8x more frequently than in-store only shoppers per annum

¹ In addition to the historical definition of comparable sales, stores closed during COVID-19 have been removed from both the current and previous year to obtain comparable sales. Where a store was closed mid-week, the week in which the store closed has been removed. On reopening, the store has been included from the first full week of trade. Comparable sales also excludes the 53rd week in 2021.

² Myer Online sales excludes sass & bide and Marcs and David Lawrence

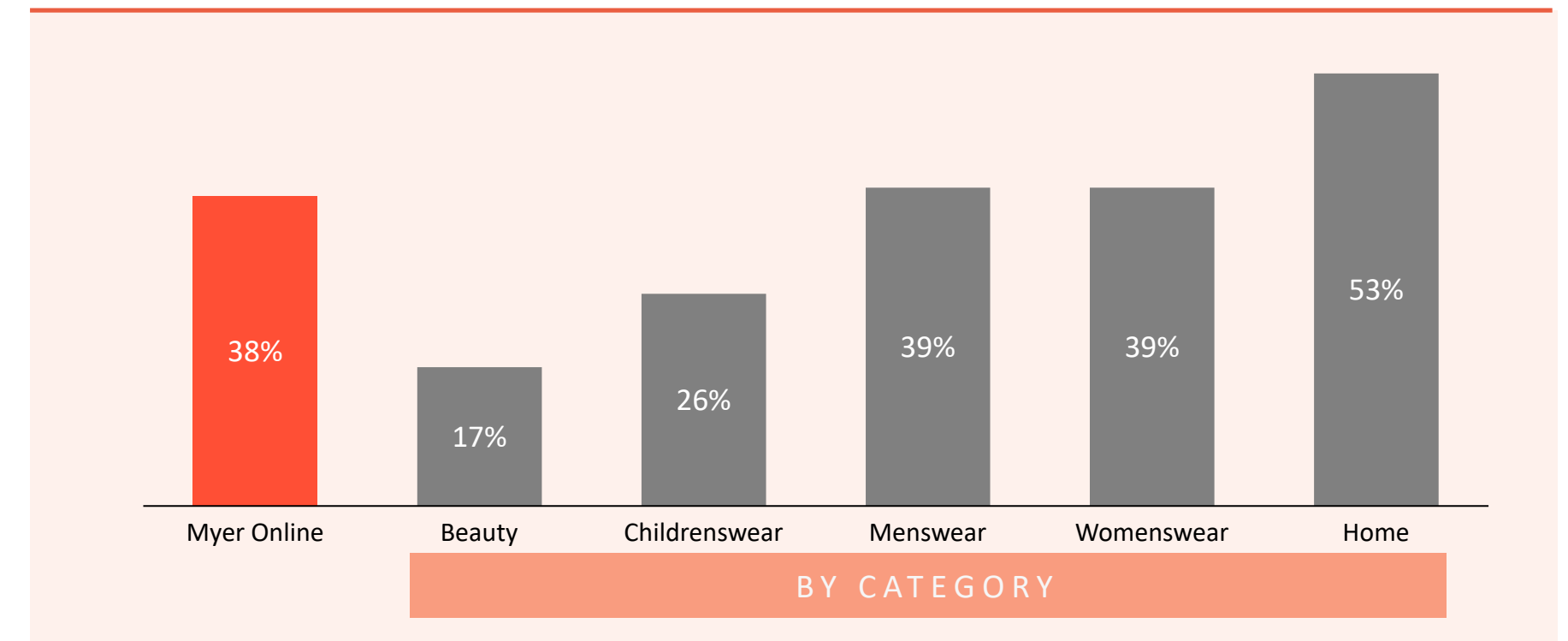
Online sales growth has outperformed peers at a total and category level

GROUP ONLINE¹ SALES OUTPERFORMING THE MARKET



- ✓ Group online¹ sales growth has outperformed the market by +27.7% since FY18
- ✓ Myer is gaining online market share² relative to industry (+191bps in FY22)
- ✓ Myer Group online¹ sales penetration of 24.2% in FY22

MYER ONLINE³ SALES GROWTH DRIVEN BY KEY CATEGORIES (52 WEEK COMPARISON⁴)



- ✓ Myer online³ growth is outperforming peers at a category level
- ✓ Significant online presence with 195m website³ visits in FY22
- ✓ Increasing NPS³ driven by enhanced user experience and product range

¹Group online sales includes sass & bide and Marcs and David Lawrence. Excludes sales via in-store iPads

²Based on analysis commissioned from Mastercard comparing Myer's performance against retail industry

³Myer Online excludes sass & bide and Marcs and David Lawrence

⁴For the 52 weeks ending 30 July 2022 compared to the 52 weeks ending 24 July 2021

For personal use only

CEO UPDATE

MYER HOLDINGS LTD : 2022 AGM

The introduction of our National Distribution Centre (NDC) in 2H23 will significantly change our future profitability and performance

- Backbone of our Factory 2 Customer Operations and leveraging state of the art technology
- **Benefits for Stores** - driving better inventory management leading to higher sales, lower discounting and therefore improved margins
- **Benefits to Online** - more efficient and lower cost fulfilment, improving margins
- Expected to be fully operational in Q4 FY23



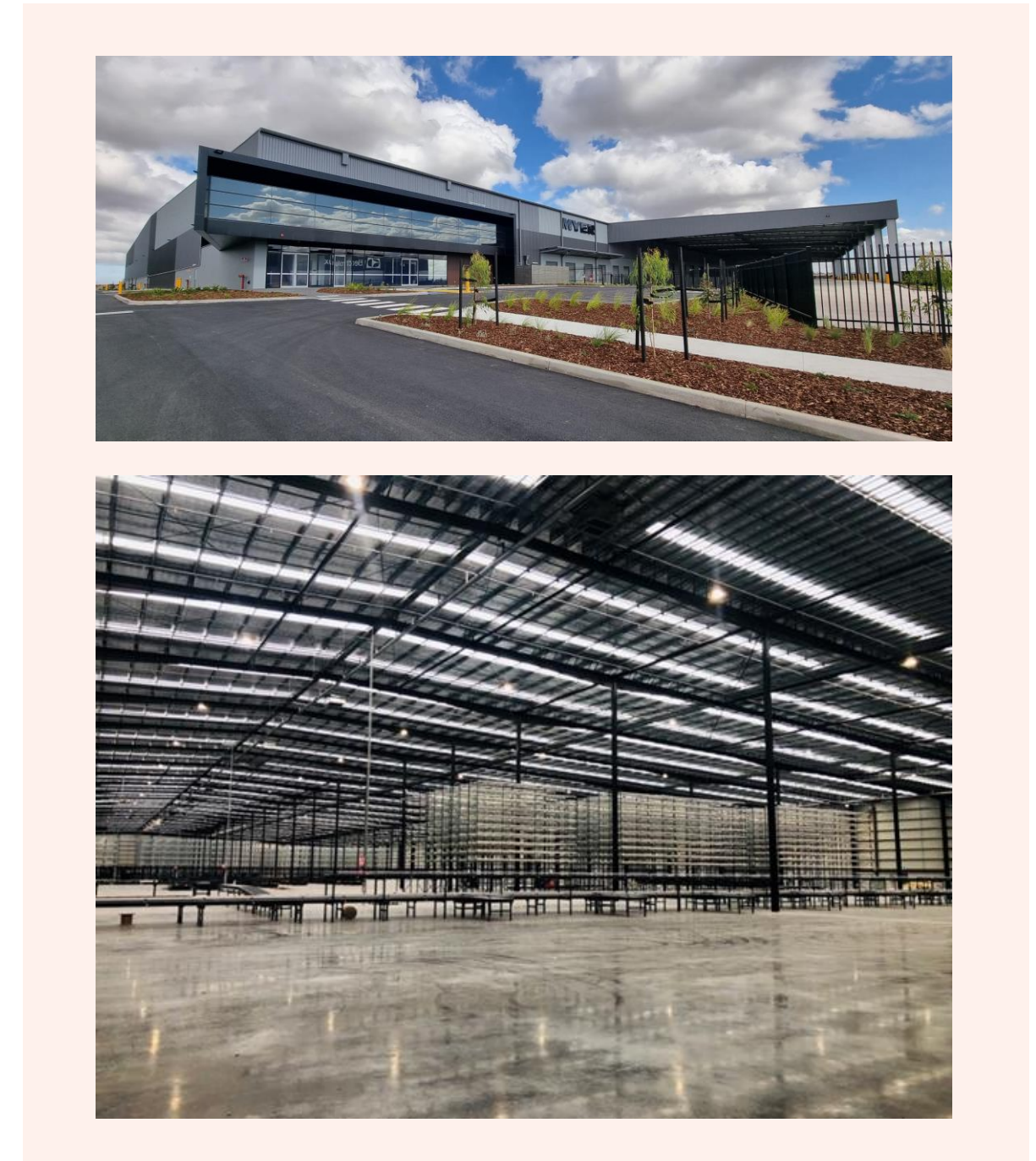
Geek+ P800



Geek+ Pedestal Robot



Geek+ RS8 Shuttle



Growth is underpinned by an accelerating MYER one program and partnerships approach

MYER ONE CONTINUES TO DELIVER CUSTOMER GROWTH AND DEEPER ENGAGEMENT

	<p>6.6m Digitally contactable members (+13.5% YoY)</p>	<ul style="list-style-type: none"> The program is one of Australia's largest retail loyalty programs
	<p>3.7m Active Members¹ in last 12 months</p>	<ul style="list-style-type: none"> With one of the largest unique active customer bases in the country
	<p>593k New Members (+29.9% YoY)</p>	<ul style="list-style-type: none"> Acquisition has been aggressively building, particularly against the 20-35 demographic
	<p>71.3% Tag Rate (+160bps YoY)</p>	<ul style="list-style-type: none"> The tag rate for all purchases in-store and online is now at its highest levels since public listing

NEW AND EXPANDED PARTNERSHIPS TAPPING INTO GREATER OPPORTUNITY



- New Source of customer growth, acquisition and revenue streams for both in-store and online as customers convert their points plus pay across Myer online and in-store
- Provides customers with greater opportunity to leverage their other points programs at a time when Australians are looking for greater value via our unique offer of online scale and national store footprint
- Provides strong strategic platform for deeper partnership with both Commbank (15m+ members) and Virgin (10m+ members)
- Further enhances our loyalty offer, customer brand preference and cementing Myer as the ultimate one-stop shop

¹ MYER one members who have shopped in the 12 month period

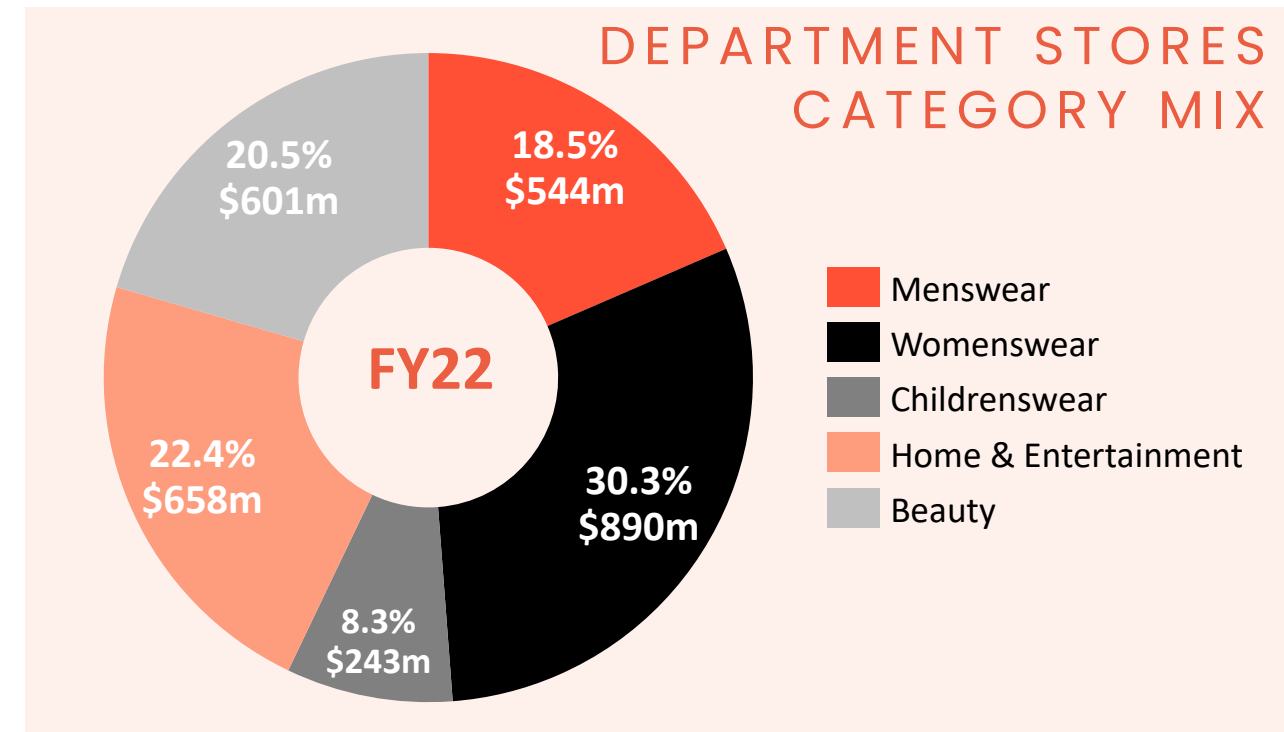
We are the destination for brands in Australia with more to come

For personal use only



Making our big brands bigger

- Category growth, inventory health, newness
- Cementing strong, strategic relationships with our key brand partners



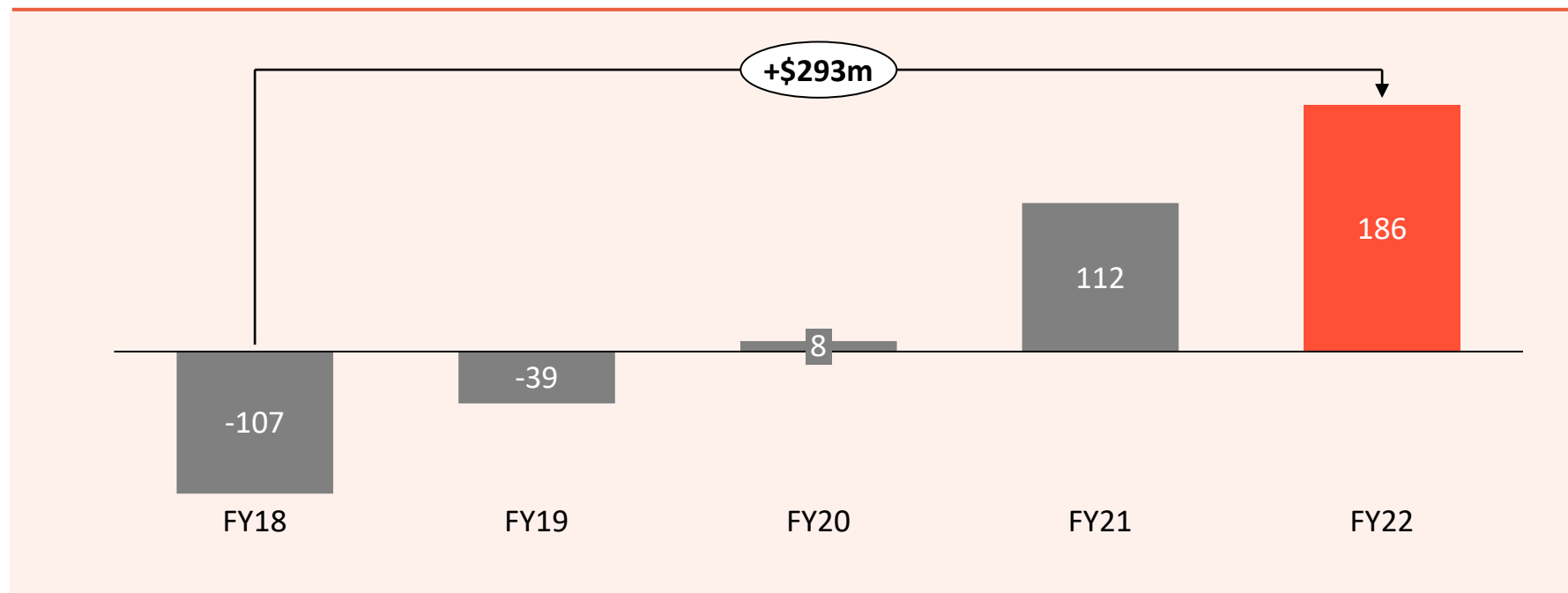
The destination for brands

- Myer is the destination for new brands to Australian Market, and local favourites

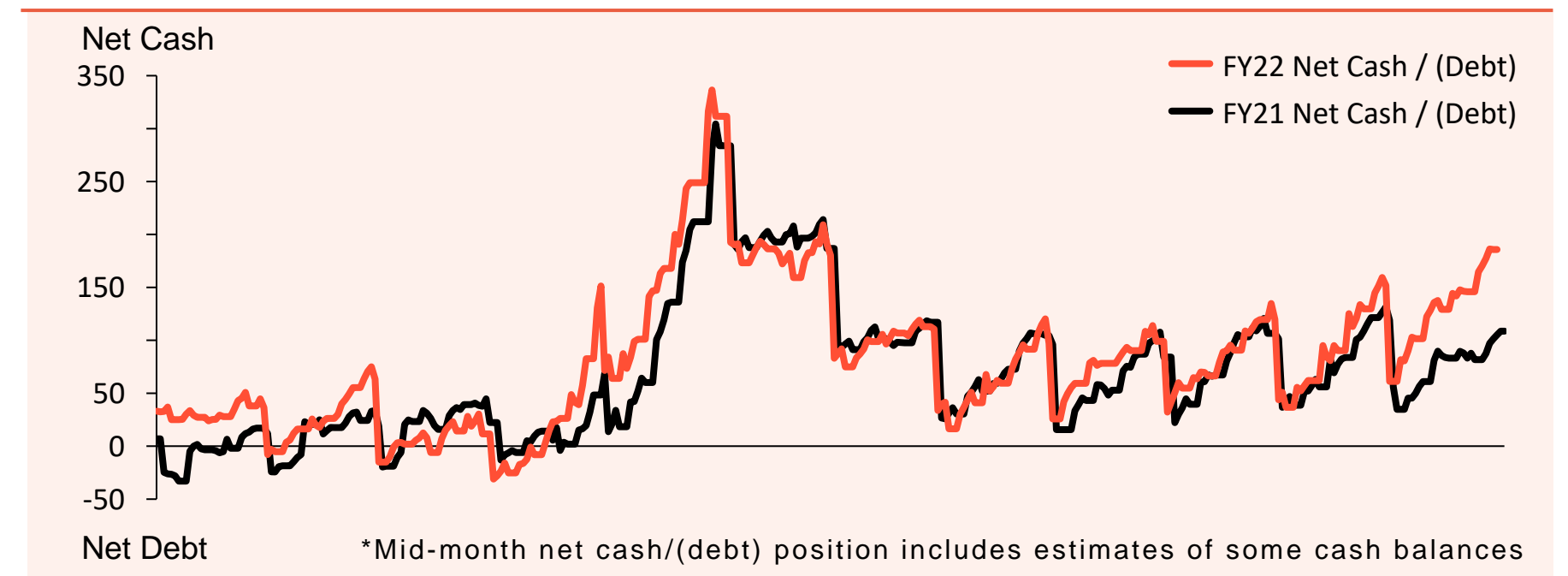


Strong liquidity position supports execution of the Customer First Plan and return to dividend

NET CASH / (DEBT) \$M – FY18 TO FY22



NET CASH / (DEBT) PROFILE (\$M) – FY22 BY DAY



- Remained in a net cash position for the majority of FY22
- ABL (Asset Based Loan) announced Nov-21, provides an appropriate structure for peak funding requirements during first half, that are now much lower than historical levels

For personal use only

CEO UPDATE

MYER HOLDINGS LTD : 2022 AGM

Customer First Plan progress means Myer is well placed to drive significant value creation for all shareholders

	ACCELERATE ONLINE	FACTORY TO CUSTOMER	IN-STORE EXPERIENCE	RE-FOCUS MERCHANDISE	RATIONALISE PROPERTY/OVERHEADS
Progress	<ul style="list-style-type: none"> Built a high growth, large scale business on the way to our aspiration of \$1b+ annual revenue 	<ul style="list-style-type: none"> Re-envisioning our supply chain with the introduction of NDC to underpin profitability and ongoing development of multiple online fulfilment options to support customer choice 	<ul style="list-style-type: none"> Improved experiences in-store, new customer events and uplifted experience supported by comprehensive store re-layering and refurbishment program 	<ul style="list-style-type: none"> Healthy inventory profile, improved stock turn, reweighted to ensuring we create new and bigger brand footprint 	<ul style="list-style-type: none"> Re-sizing our store space portfolio with strategic reduction of floors and stores and improved productivity of overhead costs
Strengths	 <ul style="list-style-type: none"> Our MYER one program provides a strong value proposition for our customers with greater rewards making it a driver of choice for shopping at Myer versus our competitors 		 <ul style="list-style-type: none"> Our Omni-channel offer allows our customer to shop from anywhere at any time 	 <ul style="list-style-type: none"> Strength of Balance Sheet allows investment and execution of the plan 	

We are well prepared for Christmas peak

- We have commenced FY23 strongly, with our record¹ sales result for the first 13 weeks +52.8% on LY and 18.9% on pre-COVID levels, demonstrating good momentum with our customer
- We have a healthy inventory position with all Christmas stock in place, with lower levels of aged stock meaning customers will continue to shop newness
- Our Christmas program is one of our strongest to date underpinned by:
 - Exciting Australian first partnership with Disney 100 years celebration being launched through our iconic Melbourne Christmas Windows
 - A strong promotional program leading into and beyond Black Friday period
 - A strong and distinctive Christmas marketing program designed to cut through and resonate with our changing customer profile
- We are leveraging our successful MYER one program and unique financial services partnerships to reach new and engaged audiences

¹ Since FY04 when records are available in the financial system



Conclusion

- Our Customer First Plan has been, and continues to be, the right Plan and has underpinned our growth and momentum in FY22 and the record¹ sales start to FY23
- The ability to reinstate dividend is a direct result of the momentum of this Plan and the resilience and strength of our business
- We are focused, well prepared and have a clear plan to capitalise on the Christmas peak trade and the remainder of the year despite the uncertain economic outlook
- We have an experienced management team, working harmoniously with the board, that have developed and delivered a clear plan for profitable growth and continue to return value to all shareholders

¹ Since FY04 when records are available in the financial system



For personal use only

20
22

ANNUAL
GENERAL
MEETING

Important Information

The information in this document is general only and does not purport to be complete. It should be read in conjunction with Myer's other periodic and continuous disclosure announcements. Investors or potential investors should not rely on the information provided as advice for investment purposes, and it does not take into account their objectives, financial situation or needs. Investors and potential investors should make their own assessment and take independent professional advice in relation to the information and any action taken on the basis of the information.

Myer, its related bodies corporate, officers and employees do not warrant the accuracy or reliability of the information in this document and do not accept responsibility or liability arising in connection with the use of or reliance on this document.

This document may contain "forward-looking statements". Forward-looking statements can generally be identified by the use of words such as "may", "will", "expect", "intend", "plan", "estimate", "project", "should", "could", "would", "target", "aim", "forecast", "anticipate", "believe", "continue", "objectives", "outlook", "guidance" or other similar expressions, as well as indications of and guidance on future earnings and financial position and performance.

Forward-looking statements are not guarantees or predictions of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are outside Myer's control, and which may cause actual results or performance to differ materially from those expressed or implied in this document. As such, undue reliance should not be placed on any forward-looking statements.

Subject to law, Myer assumes no obligation to update, review or revise any information contained in this document, whether as a result of new information, future events or otherwise. Past performance cannot be relied upon as a guide to future performance.

Myer uses certain measures to manage and report on its business that are not recognized under Australian Accounting Standards (non-IFRS information), including, without limitation, total sales, OGP margin, CODB, EBITDA, total funds employed, net debt, working capital, operating cash flow and free cash flow. These measures are used internally by management to assess the performance of Myer's business segments, make decisions on the allocation of Myer's resources and assess operational management. Non-IFRS information has not been subject to audit or review, and should not be considered an indication of, or an alternative to, an IFRS measure of profitability, financial performance or liquidity.

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.