

TEMPLE &  
WEBSTER

# H1 FY23 Investor Presentation

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Mark Tayler CFO



# H1 FY23 Financial Highlights

Revenue

**\$207.1m**

EBITDA \$

**\$7.3m**

EBITDA Margin

*(incl The Build investment)*

**3.5%**

Within FY23 guidance range of 3-5%

Cash Balance at 31 Dec 2022

**\$102.4m**

Debt-free balance sheet leaves us well capitalised to take further market share and pursue inorganic opportunities

Australia's leading pure-play online retailer for furniture and homewares

Source: IBISWorld Online Home Furnishing Sales in Australia Industry Report and Online Household Furniture Sales in Australia Industry Report

# Margin and cost base initiatives led to a more profitable Q2 vs LY

## FY23 on track, H1 within target EBITDA range

- H1 FY23 EBITDA margin of 3.5% with The Build investment) or 4.7% without The Build investment
- Since Q4 FY22, TPW has been focusing on accelerating cost base initiatives and margin improvement programs. We believe this focus will ensure we win in any trading environment

## Cost management strategies on track

- 9% reduction in headcount (31 Dec 2022 vs 30 June 2022) through natural attrition, supported by productivity gains
- 24% reduction in marketing spend (H1 FY23 vs pcp) due to improved efficiency & ROI
- ~40% reduction in our investment into our Home Improvement start up The Build as we take a longer view of the significant market opportunity

## Roll out of margin improvement programs

- Gross margin improvement of 180bps to 46.5% (Q2FY23 vs pcp) due to strategic pricing initiatives and better sourcing
- Shipping recovery improvements due to more accurate pricing (now ~100% of costs recovered)

## More profitable Q2 despite revenue headwinds

- The effect of these programs can be seen in Q2 results
- Despite a 6% headwind to revenue, the Group delivered an improved EBITDA result (\$5.2m vs \$4.6m, Q2 FY23, up 11.8% vs pcp),
- Stripping out the investment in The Build, EBITDA improved to \$6.5m for the quarter, representing a 6.1% EBITDA margin (up from 4.0% vs pcp)

# We remain confident in our path back to double digit revenue growth

## B2C trading improved over the half; B2B trading remains strong

- H1 FY23 was going to be the toughest period for yoy comparisons due to the timing of lockdowns in FY22
- Q1 Revenue down 18% vs pcp; Q2 revenue down 6% vs pcp; Dec-22 up YoY
- Repeat customers have grown to 57% of the business; 7% increase in revenue per active customer
- Trade & Commercial and Home Improvement revenue up 17% and 12% respectively (H1 FY23 vs pcp)

## TPW's business model and price position are natural hedges for tougher trading environments

- 72% of sales have no inventory risk (drop-shipped products) allowing fast, risk-free movements in best sellers
- Less discretionary items such as bedroom furniture, plus value ranges are currently outperforming
- We have increased investment in entry-level product (landing Q4)
- TPW's customer proposition around affordable beauty is well suited to any further changes in the macro environment

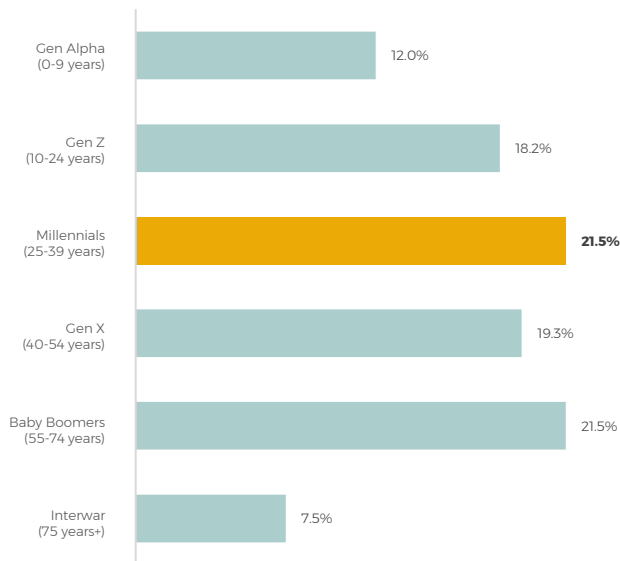
## Australian Furniture and Homewares ecommerce market is still in its infancy

- Furniture & Homewares is a \$18+ billion market in Australia
- Ecommerce penetration in Australia for this market still significantly lags other markets such as the US and UK
- The underlying shift from offline to online is driven by demographics and technology (which are independent of macroeconomic factors)
- TPW's financial strength (both unit economics and balance sheet) should allow further market share gains especially as competitors weaken



# We are building a business that will resonate with the next wave of consumers

## Australian population by generation



- **Millennials are becoming the largest generation and are the first digital natives** to enter core furniture and homewares buying years.
- Millennials are one of our **fastest growing cohorts** on T&W.
- This generation is **accustomed to purchasing everything online** (fashion, travel, electrics, food, etc).
- Our **target market will grow** as this generation increasingly enters the 35-55 age group.
- **Work from home is now embedded** into the work lives of many Australians, creating a new market within the +18b furniture and homewares industry.

# Our strategy is based on range, inspiration and service

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## Our Core Belief

We believe everyone wants to live more beautifully.

## Our Vision

Our vision is to make the world more beautiful, one room at a time.

## Our Mission

Our mission is to deliver beautiful solutions for our customers' homes and work spaces, and for all of our other stakeholders, including suppliers and shareholders.

## Our Goal

We believe if we can deliver on our strategic pillars (below), Temple & Webster will become the first place Australians turn to when shopping for their homes and work spaces.

## Our Strategic Pillars

We want to be famous for having the best range in our category, the most inspirational content and services and the best delivery experience & customer service.

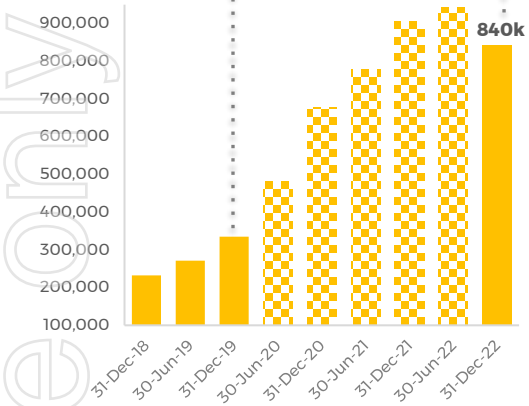
Our foundations are built on data-driven marketing, world-class technology and exceptional execution by an amazing team.



# Revenue growth supported by growing repeat customer base

## Active Customers

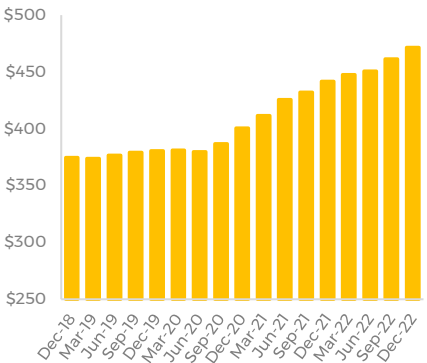
36% CAGR (pre Covid)



Covid impacted period

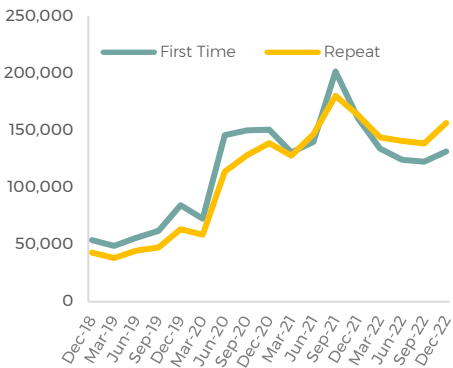
Active customers substantially larger than pre-Covid with a 36% CAGR from Dec-19

## Revenue per active customer up 7%



Driven by both Average Order Value ('AOV') growth and repeat orders

## 57% of orders are now from repeat customers



Orders from repeat customers continue to increase vs new customers which will increase returns on marketing spend

# Canstar Blue awarded us the furniture retailer with the most satisfied customers in 2022



- Based on independent customer survey data, Temple & Webster was awarded the furniture retailer with the most satisfied customers by Canstar Blue in 2022
- Internally, our Net Promoter Score tracked to 64% (Q1) and 61% (Q2) (score ranges from -100% to 100%) which means the majority of our customers rate Temple & Webster 9 or 10 out of 10

| Rated brands     | Overall satisfaction* | Value for money | Customer service | Checkout experience | Product availability | Store layout and presentation | Website experience |
|------------------|-----------------------|-----------------|------------------|---------------------|----------------------|-------------------------------|--------------------|
| Temple & Webster | ★★★★★                 | ★★★★★           | ★★★★★            | ★★★★★               | ★★★★★                | N/A                           | ★★★★★              |
| Major Retailer 1 | ★★★★                  | ★★★★            | ★★★★             | ★★★★                | ★★★★                 | ★★★★                          | ★★★★               |
| Major Retailer 2 | ★★★★                  | ★★★             | ★★★★             | ★★★★                | ★★★                  | ★★★★                          | ★★★★               |
| Major Retailer 3 | ★★★★                  | ★★★★            | ★★★              | ★★★★                | ★★★★                 | ★★★                           | ★★★★               |
| Major Retailer 4 | ★★★★                  | ★★★             | ★★★★             | ★★★★                | ★★★★                 | ★★★★                          | ★★★                |
| Major Retailer 5 | ★★★                   | ★★★             | ★★★              | ★★★                 | ★★★                  | ★★★★                          | ★★★                |

- Of the top 6 retailers we were the only online-only retailer with the other 5 retailers predominantly store based
- Temple & Webster was the only retailer to receive 5 stars across all relevant important customer satisfaction drivers including:
  - Overall Satisfaction
  - Value for Money
  - Customer Service
  - Checkout Experience
  - Product Availability, and
  - Website experience



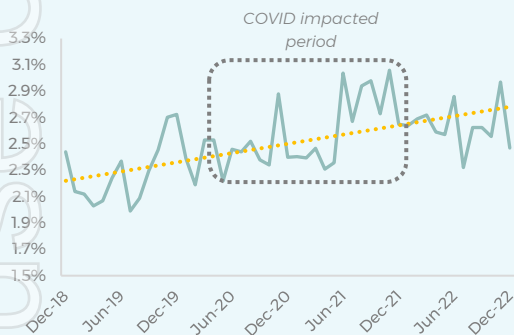
# Using data and AI to drive higher conversion rate and lower CODB

## Data is core to everything we do

We continue to expand our data capabilities:

- Expansion of our onshore Data & Analytics team
- Investment into an Israeli Artificial Intelligence start up specialising in the interiors space. We are the exclusive partner for Australia

### Conversion rate by month



Conversion rate = number of transactions divided by number of unique visitors (source: Google Analytics)

## AI Interior Designer

"Complete the Look" combines automatic labeling through deep-learning image recognition and AI-powered algorithms to match suitable items and make adjustments based on labels such as design, style, shape and color.



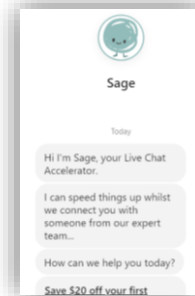
## Data-led optimisations

Improved customer engagement by deploying an AI-powered solution that leverages customer behaviour data to improve product recommendations and delivers a more relevant shopping experience.



## Meet Sage, our AI Chatbot

Customer support experience enhanced by leveraging AI and deploying an NLP-powered (Natural language processing) chatbot that seamlessly handles both pre-sale and post-order inquiries.



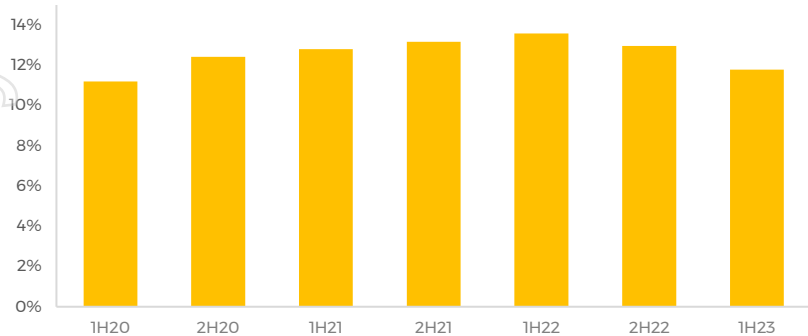
## ML Demand Planning

Inventory optimisation through a Machine Learning model that generates demand forecasts with increased accuracy, scalability, and granularity.



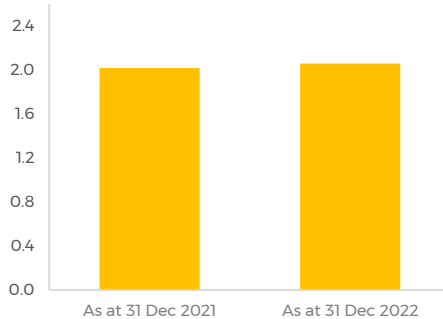
# Flexing marketing spend based on market conditions

## Marketing spend as % of revenue has been recalibrated



- Short-term recalibration of marketing spend, with shift to proven digital marketing channels
- H1 FY23 marketing spend was 11.8% of revenue vs 13.6% for pcip
- Despite a reduction in spend, aided brand awareness grew to 63%
- Return to focus on brand building from FY24 onwards

## 12-month marketing ROI



**\$69**

Customer  
Acquisition Cost  
(CAC)

CAC and marketing ROI has remained  
stable YoY

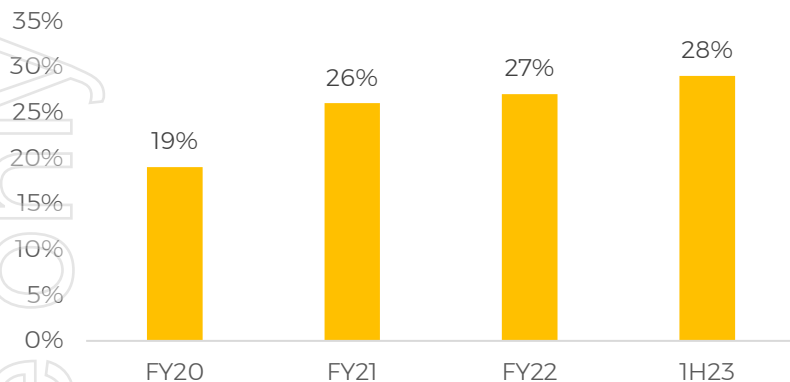
Marketing ROI = Margin \$ / CAC

Margin = Revenue per active customer as at 31 December 2022 x delivered margin % for CY22

CAC = Total marketing spend for CY22 x 73% (being the estimated percentage of marketing spent on new customer acquisition, i.e., excludes estimated spend on repeat customers) divided by the number of first-time customers during CY22, all metrics exclude The Build

# Private Label share continues to grow, supporting our goal of this becoming the best range in our category

## Private label (% of total sales)



**Private label contribution** increased to 28% in H1

The range offers **better price positions** relative to offline.

**Private label also generates higher margins** and enhances logistical efficiency by placing inventory closer to customers.

**Less discretionary items, such as bedroom furniture, will be a key focus area for private label** during weaker macro conditions

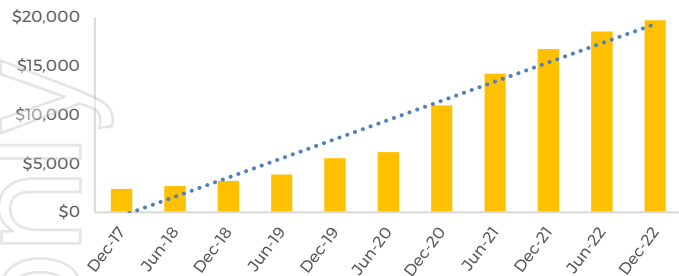
**We have increased our investment in entry-level products** (landing Q4) where we can see increases in customer demand

**Strong inventory position** across all categories heading into H2. The range is sourced and imported directly by Temple & Webster from more than 100 overseas suppliers.

# Opportunity in Trade & Commercial beginning to materialise

## Revenue

\$'000s.



## First time & repeats



Revenue based on checkout revenue which is pre accounting adjustments (deferred revenue, refund provision)

**Our trade and commercial division continued to deliver a solid contribution despite challenging macro conditions.**

- +17% revenue growth YoY with a focus on margin growth
- New customer acquisition continues to be a focus in specific sectors
- The launch of a dedicated Design & Projects team to focus on design, procurement and smooth delivery of large-scale projects
- Trade and commercial (B2B) is a large market with attractive fundamentals; no household brands, relationship based, lack of technology, fragmented market and high margins



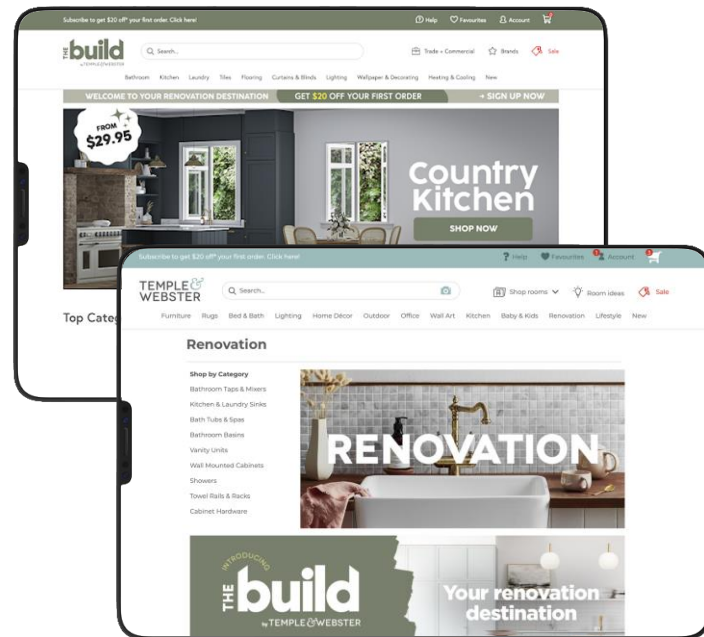
# Good progress with Home Improvement, with a more prudent investment approach

Attractive growth horizon and complementary revenue stream

More prudent investment approach to The Build

Small existing position with beachhead into strong market

- Home improvement (across T&W and The Build) up 12% and represents ~6% of the Group
- Large \$16b addressable market which lags furniture and homewares in terms of online penetration <5%
- Opportunity to maximise share of spend in the home and cross-sell into our core furniture and homewares business
- Strategic decision made to lower overall investment in The Build (people, marketing, working cap) whilst the opportunity is still nascent
- This will moderate the short-term rate of growth for The Build but will lower level of investment required to ~\$6m vs previously disclosed \$10m
- Well placed to deliver a compelling online customer value proposition in the consumer renovations space; leveraging our deep expertise, audience & brand reach, and strengths across our core furniture & homewares offering





# H1 FY23 Financial Results



# H1 result within our 3-5% target range, despite revenue headwinds

As foreshadowed, revenue declined 12% YoY for the half as a result of **comparing against periods in the prior year impacted by lockdowns**

This presented the Group with an opportunity to **leverage investments** made during FY21/22 with a **focus on improving margin and cost base metrics**

H1 actions included

- **focusing on proven ROI marketing channels,**
- shifting \$\$ from marketing into a **higher level of promotional activity** to drive higher conversion and
- **moderating the rate of long-term investments** (i.e. headcount, The Build etc.)

This led to **improved contribution margin levels** (+15%) and a moderation in fixed cost growth resulting in an **EBITDA result of 3.5%** or 4.7% excluding The Build investment of \$2.3m

*Adjusted EBITDA excludes share-based payments*

*EBIT includes the impact of depreciation of right-of-use asset representing long term leases in line with AASB16 Leases, including depreciation for dedicated warehousing space which started in Mar-21.*

*EBITDA result of 4.7% excludes The Build investment of \$2.3 and excludes The Build's revenue contribution*

| A\$m   | H1FY22       | H1FY23       |
|--|--------------|--------------|
| <b>Revenue</b>                               | <b>235.4</b> | <b>207.1</b> |
| Cost of Sales                                | (129.7)      | (112.7)      |
| <b>Gross Margin</b>                          | <b>105.7</b> | <b>94.4</b>  |
|  | 44.9%        | 45.6%        |
| Distribution                                 | (34.0)       | (32.6)       |
| <b>Delivered Margin</b>                      | <b>71.7</b>  | <b>61.8</b>  |
|  | 30.5%        | 29.9%        |
| Advertising & Marketing                      | (32.0)       | (24.4)       |
| Customer Service & Merchant Fees             | (7.3)        | (6.1)        |
| <b>Contribution Margin</b>                   | <b>32.4</b>  | <b>31.2</b>  |
|  | 13.8%        | 15.1%        |
| Wages  | (13.2)       | (15.0)       |
| Other  | (6.4)        | (7.8)        |
| <b>Adjusted EBITDA</b>                       | <b>12.7</b>  | <b>8.5</b>   |
|  | 5.4%         | 4.1%         |
| Share Based Payments                         | (0.7)        | (1.2)        |
| <b>EBITDA Group</b>                          | <b>12.0</b>  | <b>7.3</b>   |
|  | 5.1%         | 3.5%         |
| Depreciation & Amortisation                  | (1.5)        | (2.3)        |
| <b>EBIT</b>                                  | <b>10.6</b>  | <b>5.0</b>   |
|  | 4.5%         | 2.4%         |
| <b>EBITDA excluding The Build investment</b> | <b>12.0</b>  | <b>9.6</b>   |

# Q2 metrics are even better with YoY growth in EBITDA

Unit economics continue to improve despite YoY revenue headwinds, **leading to an EBITDA result of \$5.2m, up 11.8% vs Q2 FY22**

**Supplier inventory levels remain elevated**, providing us with an opportunity to assist in clearing this stock and we continue to see **signs of pricing deflation** which should support CY23 margins

**Strong positions with suppliers assisted with negotiating better margin outcomes** (despite increases in local shipping costs) and **optimisation of marketing channels** helped achieve a strong contribution margin outcome

Importantly, **revenue growth has trended in a positive direction post comping lockdown periods** with Q1 down 18%, Q2 down 6% and Dec-22 up vs Dec-21

*Adjusted EBITDA excludes share-based payments  
EBIT includes the impact of depreciation of right-of-use asset representing long term leases in line with AASB16  
Leases including depreciation for dedicated warehousing space which started in Mar-21.*

| A\$m   | Q2FY22       | Q2FY23       |
|--|--------------|--------------|
| <b>Revenue</b>                               | <b>114.5</b> | <b>108.0</b> |
| Cost of Sales                                | (63.4)       | (57.8)       |
| <b>Gross Margin</b>                          | <b>51.1</b>  | <b>50.2</b>  |
|  | 44.7%        | 46.5%        |
| Distribution                                 | (16.5)       | (17.3)       |
| <b>Delivered Margin</b>                      | <b>34.6</b>  | <b>33.0</b>  |
|  | 30.2%        | 30.5%        |
| Advertising & Marketing                      | (15.5)       | (12.8)       |
| Customer Service & Merchant Fees             | (3.9)        | (3.0)        |
| <b>Contribution Margin</b>                   | <b>15.3</b>  | <b>17.2</b>  |
|  | 13.4%        | 16.0%        |
| Wages  | (6.7)        | (7.1)        |
| Other  | (3.6)        | (4.3)        |
| <b>Adjusted EBITDA</b>                       | <b>5.0</b>   | <b>5.8</b>   |
|  | 4.4%         | 5.4%         |
| Share Based Payments                         | (0.4)        | (0.7)        |
| <b>EBITDA Group</b>                          | <b>4.6</b>   | <b>5.2</b>   |
|  | 4.0%         | 4.8%         |
| Depreciation & Amortisation                  | (0.8)        | (1.5)        |
| <b>EBIT</b>                                  | <b>3.8</b>   | <b>3.6</b>   |
|  | 3.4%         | 3.4%         |
| <b>EBITDA excluding The Build investment</b> | <b>4.6</b>   | <b>6.5</b>   |

# Our longer-term margin targets (+15%) remained unchanged

Substantial progress has been made from FY17 to FY22 in terms of the unit economics.

We are targeting an improvement in our unit economics each year, even after investment into key areas such as home improvement, data & analytics and private label expansion.

We will do this through margin expansion initiatives and phasing growth investments.

| T&W Group  | FY17           | FY22         | Longer Term Goal |
|--|----------------|--------------|------------------|
| Revenue  | 100%           | 100%         | 100%             |
| <b>Delivered Margin (after distribution costs)</b> | <b>27.6%</b>   | <b>30.2%</b> | <b>&gt;33%</b>   |
| Customer Service Staff & Merchant Fees             | 4.7%           | 3.3%         | <3%              |
| Advertising & Marketing Costs                      | 12.6%          | 13.3%        | <10%             |
| <b>Contribution Margin</b>                         | <b>10.3%</b>   | <b>13.6%</b> | <b>&gt;20%</b>   |
| Wages  | 17.2%          | 6.3%         | <4%              |
| Other  | 4.1%           | 2.8%         | <2%              |
| <b>EBITDA Margin</b>                               | <b>(11.0%)</b> | <b>3.8%</b>  | <b>&gt;15%</b>   |

## Key Levers

Scale benefits with suppliers, private label/made-to-order share increases, improved logistical efficiencies

Customer service to return to pre-covid levels with natural cost management and transaction costs to reduce with further optimisation

Repeat orders grow to 80%+ total business (which run at a lower marketing cost)

Price and promotions to drive customer conversion

This will still allow investment into key areas, however fixed costs to grow at a slower pace than top line

Scale benefits with other fixed costs e.g., tech licensing, in-sourcing consultants costs

# Strong net cash position, with excess funds to be deployed

**Balance sheet strength** with cash levels in excess of \$100m and no debt

Our **capital light business model** ensures balance sheet risks are minimised with the majority of the business having zero inventory risk

Lease liabilities have increased as a result of signing of a **new long-term lease for our head office at St Peters Sydney**

**Operating cash flow positive**, with in excess of \$100m cash to deploy across accretive organic and inorganic opportunities



| A\$m                         | 30-Jun-22    | 31-Dec-22    |
|------------------------------|--------------|--------------|
| <b>Assets</b>                |              |              |
| Cash & Cash Equivalents      | 101.0        | 102.4        |
| Inventories                  | 26.4         | 25.7         |
| Income tax receivable        | 0.0          | 2.6          |
| Other current assets         | 6.0          | 3.5          |
| Intangibles, (inc. goodwill) | 8.1          | 8.0          |
| Right-of-use assets          | 5.4          | 26.8         |
| PPE                          | 6.0          | 7.5          |
| Deferred tax assets          | 14.4         | 14.4         |
| Investment in Renoval        | 3.1          | 2.6          |
| <b>Total Assets</b>          | <b>170.3</b> | <b>193.6</b> |
| <b>Liabilities</b>           |              |              |
| Trade payables               | 36.6         | 32.4         |
| Deferred revenue             | 14.1         | 12.9         |
| Employee provisions          | 5.5          | 5.1          |
| Other provisions             | 4.3          | 5.8          |
| Lease liabilities            | 5.1          | 26.2         |
| Income tax payable           | 1.9          | 0.0          |
| <b>Total Liabilities</b>     | <b>67.4</b>  | <b>82.4</b>  |
| <b>Net Assets</b>            | <b>102.9</b> | <b>111.2</b> |
| <b>Equity</b>                |              |              |
| Contributed capital          | 115.8        | 126.8        |
| Reserves                     | 11.3         | 4.7          |
| Retained earnings            | (24.2)       | (20.3)       |
| <b>Total Equity</b>          | <b>102.9</b> | <b>111.2</b> |



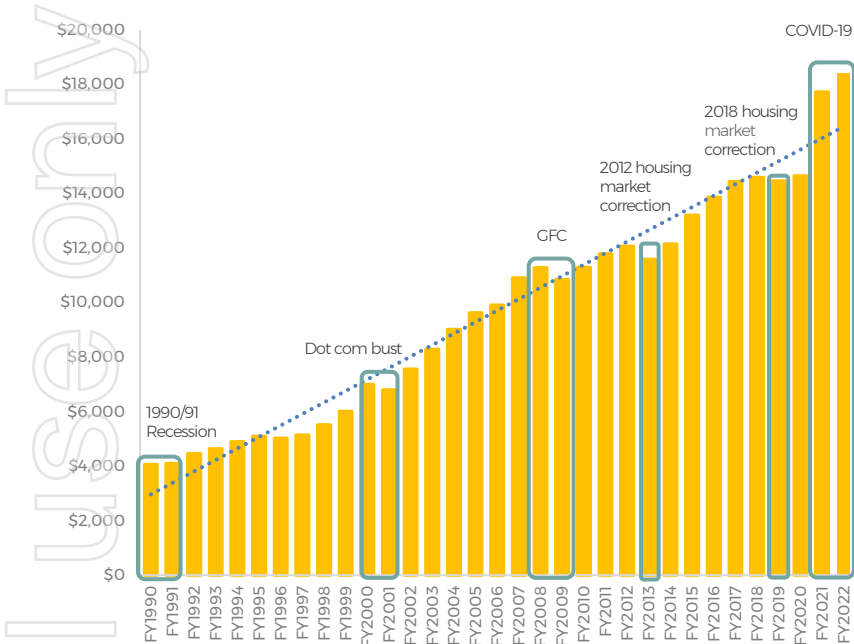
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# Strategy & Outlook



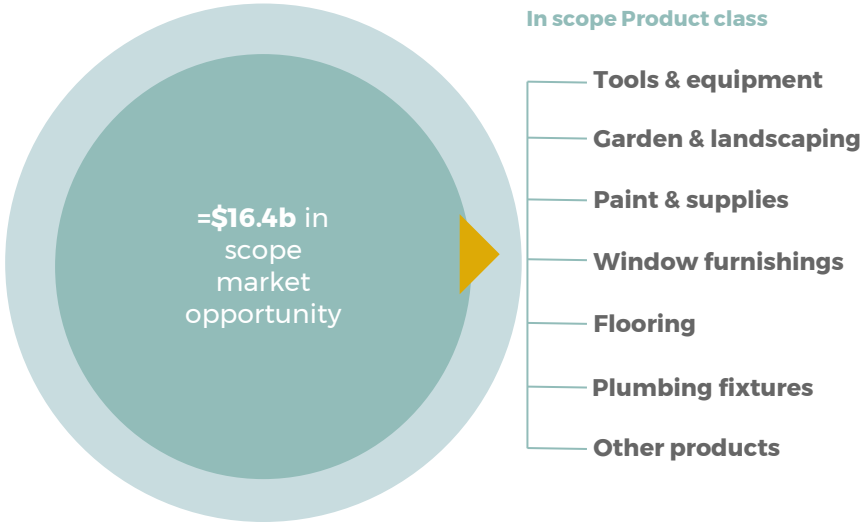
# Resilient market with a group TAM now in excess of \$30billion

The ~\$18b furniture and homewares market is stable and has shown steady growth, even through periods of high interest rates, high inflation, recessionary periods and housing market declines



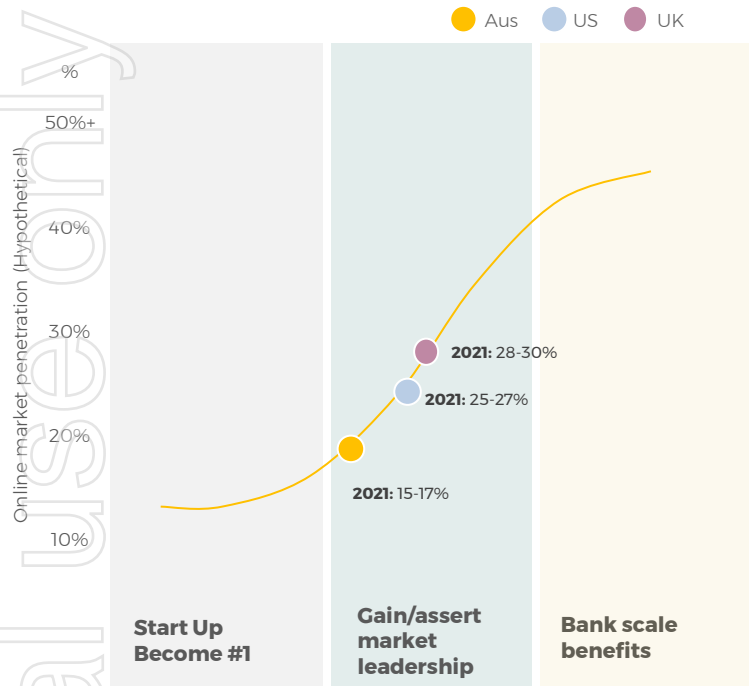
TAM of ~\$30bn includes furniture and homewares B2C and B2B as well as home improvements markets  
Source: ABS Retail Sales data

Home improvement adds a further ~\$16b to our TAM (in-scope categories only)



# Our core furniture and homewares category will provide strong growth for many years due to online penetration and market share increases

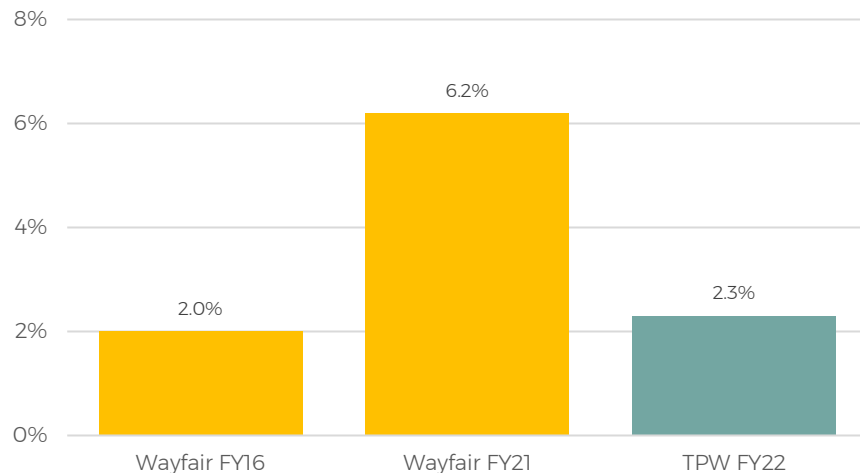
Australia furniture and homewares market significantly lags the online penetration of other countries such as the US and UK



Source: Euromonitor 2022 Retailing Ecommerce

In the US, the online market leader, Wayfair, tripled its market share of the entire furniture and homewares market from 2% to 6% to become one of the largest furniture and homewares retailers (if not the largest)

Market Share of total furniture and homewares market  
(Wayfair = US; TPW = Australia)



Source: ABS Retail Sales data, Statista

# Our core markets have different fundamentals than many other ecommerce categories, providing a clearer path to sustainable profit

## Fundamental Quality

## Benefit

Large AOV/  
Good margins

- Many costs are variable and related to the order (e.g. pick & pack, customer care)
- Higher Average Order Values and margins allow for larger order profitability and larger customer acquisition costs
- Furniture is a high margin category relative to some others (consumer electronics, appliances etc.)

Mostly unbranded  
category

- Most of the category is sold under the retailer brand (vs the supplier). For example, >75% of what Temple & Webster sells is either white-labelled or sold under a Private Label
- This allows more catalogue differentiation and means there is a bigger opportunity for higher-margin initiatives such as private label

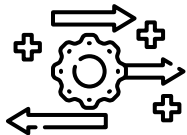
Bulky is difficult

- Logistics around bulky goods is difficult, specialized and expensive
- This naturally reduces the level of competition in the space, but also provides a clear reason for customers to shop those companies who can provide a consistent delivery experience

International shipping  
prohibitive for bulky

- Air freight is prohibitively expensive for bulky deliveries
- This reduces the number of competitors shipping into Australia allowing for greater market share and higher margins

# Our strategy to continue to take further market share



**Add depth and breadth**  
across our core and adjacent  
categories; **grow private  
label division**



**Expand digital capabilities:**  
data, personalisation, AI,  
augmented reality



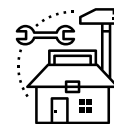
**Increase brand awareness  
from 63% to +80%** through  
digital and non-digital  
channels



**Add inspirational  
content & service:** video;  
3D; AR/VR; design help



**Focus on exceptional  
customer service and a  
great delivery experience**  
to drive repeat behaviour



**Continue to build** out next  
growth horizons (Trade &  
Commercial and Home  
Improvement)



# Trading update & outlook

- Sales from the 1st of Jan to the 5th of February (first 5 weeks of 2H FY23) were down 7%, noting the pcp was significantly impacted from strong ecommerce demand during the Omicron outbreak.
- We note that December 2022 sales were up slightly vs December 2021, a trading period that was not impacted by Omicron.
- Given the current economic uncertainty, we will continue to focus on margin optimisation and cost management programs to be adaptable to changing market conditions, prioritising profitability over growth. We reiterate our EBITDA margin guidance of 3-5% for the full year.
- We have over \$100m of cash to expand our roadmap of sales initiatives and pursue inorganic opportunities to support sustainable growth.
- Longer-term, ecommerce in the Australian furniture & homewares category remains highly under-penetrated, and we have a much larger addressable market to go after in our new target verticals.

*Revenue growth is based on checkout revenue which is pre accounting adjustments (deferred revenue and refund provision).*



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**Q&A**





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