ASX / Media Announcement

Super Retail Group Limited
ABN 81 108 676 204

29 October 2026

2026 Annual General Meeting Addresses and Presentation

In accordance with ASX Listing Rule 3.13.3, Super Retail Group Limited (ASX:SUL) attaches the addresses and presentation to be delivered by Judith Swales, Chair and Paul Bradshaw, Group Managing Director and Chief Executive Officer, at its Annual General Meeting today.

Also attached is the proxy position as at proxy close.

The release of this announcement has been authorised by the Board of Super Retail Group Limited.

Investor enquiries:
Mark Christensen, GM Investor Relations
Ph: 07 3482 7138
E: mark.christensen@superretailgroup.com

Media enquiries:
Kate Carini, GM Corporate Affairs
Ph: 07 3482 7404
E: media@superretailgroup.com

2026 Annual General Meeting
Thursday, 29 October 2026
Chair's Address

Good morning and welcome to the 2026 Annual General Meeting of Super Retail Group.

When we met at this time last year, I said that while the retail outlook remained uncertain, the Board was optimistic about the Group's future over the medium and long term.

Twelve months on, I want to use my time today to update you, our shareholders, on the progress we have made, and why our optimism for the future remains as strong as ever.

FY26 was a year of considerable trading complexity.

While we anticipated uncertainty, the scale of headwinds was considerable.

Our brands operated through the impacts of the conflict in the Middle East, rising interest rates and increasing cost of living pressure on household budgets.

I am pleased to let you know, however, that against that backdrop, our business did not stand still.

During the year, we welcomed our new Group Managing Director and Chief Executive Officer, refreshed our Executive Leadership Team, released our new five-year strategy arc, and deployed significant capital to strengthen the Group's foundations for the long term.

None of that would have been possible without our 15,500 team members across Australia, New Zealand and China.

Before I go any further, on behalf of the Board, I want to thank every member of our team for their passion and their commitment to serving our customers through such a demanding year.

Leadership

I would like to begin today with leadership.

The Board wishes to express its gratitude to David Burns, who stepped in as interim CEO and Managing Director of our business last year during our leadership transition. David has been an outstanding CFO of our company for 13 years and we wish him the very best in his retirement.

In November 2025, Paul Bradshaw commenced as Group Managing Director and Chief Executive Officer.

We are delighted with the manner in which Paul has hit the ground running, bringing great energy to our business and acting quickly to sharpen our collective focus on our customers.

Under Paul's leadership, we've seen:

- a relentless team-wide focus on day-to-day retail execution;
- the realisation of cost efficiencies, allowing us to reinvest into our customer offer;
- the navigation of our brands through the uncertainty arising from instability in the Middle East;
- the establishment of a refreshed executive leadership team, which pleasingly brings together a combination of deep Group experience with new external expertise; and
- the development and release of our new five-year strategic arc.

The Board is confident that this new leadership team has the capability to lead Super Retail Group into its next phase of growth.

Strategy

That brings me to strategy.

Our previous five-year strategy served shareholders well, underpinning a period of sustainable growth. As I foreshadowed at last year's meeting, the Board actively engaged with management in developing the new strategy.

The new strategy arc - which was announced in June - puts the customer at the centre of everything we do.

It sets out a clear path to capture more of the Group's $65 billion total addressable market by growing in our core categories and expanding into adjacent ones.

Critically for you, our shareholders, it is important to note that the strategy leverages the strength of our model, our four iconic brands and the capital investments we have already made in loyalty, omni-channel, digital capabilities, our network and our team.

I thank the executive leadership team for the effort they put into building this roadmap.

The Board and leadership team are firmly aligned on the Group's strategic priorities as we move into FY27 and beyond, and Paul will speak to those priorities in more detail shortly.

Financials

I will now turn to our financial performance, which Paul will outline in greater detail shortly.

Notwithstanding the challenges thrown at our team over the past financial year, we delivered:

- Group sales of $4.2 billion;
- normalised PBT of $306 million;
- a 5% increase in our loyalty base, with total active club members of 13.1 million; and

- continued improvement in our safety performance with TRIFR improving from 12.1 in FY25 to 10.9 in FY26.

The Board remains focused on disciplined capital management, directing capital to strategic projects that strengthen the Group over the long term and allow us to meet customers where and how they want to shop.

This focus on capital allocation reflects the history of Reg Rowe and his family and I am honoured to continue that focus today.

Our new distribution centre at Truganina in Victoria is a clear example. It is now the largest inventory location in our network. It simplifies how product flows through the business and improves stock availability, so we can serve our stores and online customers more efficiently and at scale.

For customers, that means better access to the products they want.

For our teams in store, it means faster replenishment and more time to spend on service.

Investments of this nature are critical to building a more productive, scalable and profitable Super Retail Group.

We are also mindful of the need to ensure our core systems remain fit for purpose as the Group continues to grow and evolve.

Over the coming years, we will continue to invest in modernising our enterprise technology platforms, enhancing the way we buy, move and sell products across our brands, while improving efficiency, scalability and customer outcomes.

The Board and management are aligned in the importance of these foundational investments. They are critical to supporting the long-term sustainability of the Group's earnings, strengthening our competitive position and enabling future growth.

While these initiatives are expected to deliver significant benefits over time, we recognise that the capital required will likely place some pressure on returns in the near term. We believe this is a prudent investment in the future strength, resilience and value of the Group.

The Board determined to pay a fully franked final ordinary dividend of 33 cents a share. Together with the interim ordinary dividend of 32 cents a share, shareholders received aggregate ordinary dividends of 65 cents a share for FY26, at the upper end of our dividend payout policy.

Over the past five years, operating cash flow has funded both our capital expenditure program and our ordinary dividends, with excess cash returned to you through special dividends up to FY25.

The Group remains highly cash generative.

Our capital management framework, set out as part of the new strategy, is designed to balance growth and returns while preserving the strength and flexibility of our balance sheet.

Sustainability

Beyond our financial performance, we made meaningful progress towards building a responsible and resilient business which minimises its impact on the planet and enables our team members to do their best work.

During the year, the Group completed a refresh of our 2030 Sustainability Framework, which will guide our approach from FY27 onwards. This updated Framework positions our sustainability priorities around the issues most material to our business and stakeholders.

Over the past 12 months we took positive steps towards achieving key measures in our Framework, including safety, reconciliation, gender diversity, waste diversion, decarbonisation and climate.

I also want to recognise the contribution our team members make in the communities where we operate. It is a contribution in which our shareholders can be proud.

Across our four brands, we raised more than $3 million in FY26 for causes that reflect the passions of our customers and team members.

In June, Supercheap Auto passed $1 million in donations to Beyond Blue since 2021.

rebel's partnership with Lifeline has now raised more than $3.7 million, supporting Lifeline's 24/7 crisis services.

BCF continued its partnership with the Clontarf Foundation, helping Aboriginal and Torres Strait Islander students explore future career pathways.

And Macpac's Fund for Good, supported by 4.7 million plastic bags refused by customers since 2018, provided grants to 33 organisations.

This year, we launched our Innovate Reconciliation Action Plan for 2026 to 2028, marking a shift from building awareness to embedding meaningful action across the business.

We have also commenced preliminary work on an Indigenous procurement strategy to support economic participation.

Governance

I would now like to turn to governance.

Last year, I outlined the Board’s work in strengthening our governance and processes, and I committed to continuous improvement in how we govern, listen and lead.

That work has continued through FY26.

During the year, we reviewed and updated our Code of Conduct to strengthen clarity of expectations and reinforce accountability across the Group.

We also reviewed the structure of our standing committees.

Reflecting the growing importance of Board oversight of sustainability and climate-related reporting, we combined the Board Audit Committee and the Board Risk and Sustainability Committee into a single Board Audit, Risk and Sustainability Committee, effective 1 September 2026.

The Company also maintained its Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency, reflecting deliberate action on leadership accountability, talent and capability. And we updated our Policy on the Selection, Appointment and Re-election of Directors to support sustainably balanced gender representation on the Board.

Board member elections

Today we have Annabelle Chaplain AM standing for re-election as an Independent Non-Executive Director and Mark O'Hare as a Non-Executive Director.

Both have made significant and valuable contributions to our Board over the past six and three years, respectively.

Annabelle brings exceptionally strong experience in audit, risk and sustainability and her insights and guidance are sincerely appreciated by myself and our Board. At a time of rapid change in retail, her skills are more valuable than ever.

Representing our major shareholder, the Rowe family, Mark brings three decades of experience as a partner at Grant Thornton. Mark has had a front row seat in witnessing the company's journey, has worked with Reg and his family for 40 years and makes an important contribution to our Board deliberations.

I ask for your support to re-elect them to the Board.

I want to also take this opportunity to thank my fellow Directors for their counsel and commitment over the past year.

Conclusion

Looking ahead, the Board is confident that the Group's refreshed leadership team and five-year strategy provide the right foundations to pursue an ambitious growth agenda.

With four trusted, leading brands in Supercheap Auto, rebel, BCF and Macpac, wonderful team members across Australia, New Zealand and China, a strong loyalty base and a resilient omni-retail model, I believe we are well placed to grow and to deliver sustainable value for you, our shareholders.

Thank you to our customers, our team members and our shareholders for your ongoing support.

I will now invite Paul to address the meeting.

Ends

2026 Annual General Meeting
Thursday, 29 October 2026
Group Managing Director and Chief Executive Officer Address

Introduction

Thank you, Judith and good morning everyone.

I am now almost 12 months into the role of Group Managing Director and CEO at Super Retail Group and it is a privilege to lead this company I care about and believe in deeply.

Over the previous five years as Managing Director of BCF, I have seen first-hand our team's commitment to putting customers at the heart of everything we do. It's a focus that goes back to 1972 when our founder Reg Rowe and his wife Hazel launched a small mail-order car accessories operation that later became Supercheap Auto. My mission is to carry that same resolve going forward, to meet our customer needs wherever and however they want to shop with us.

This morning it is my pleasure to provide you with an overview of the 2026 financial year and an update on our year-to-date trading performance.

At the outset, I want to take this opportunity to recognise the tremendous efforts of all team members across Super Retail Group. Delivering another solid result in what has been a challenging retail environment is no small achievement, and it speaks volumes about the dedication, resilience and professionalism of our more than 15,500 team members.

Over the course of the past 12 months, I have visited many of our stores across the country.

I'm pleased to report to you, our shareholders, that the energy of our team is nothing short of infectious. They put our customers first and understand the importance of great customer service.

For many, their knowledge of our products is equally incredible.

I have lost count of the conversations I've had with our Supercheap Auto team members who love talking about the four-wheel hobby project they are working on in their garage; where the snapper were biting on the weekend with BCF team members; the latest developments in the English Premier League at rebel; or the best hikes outside the city at Macpac.

As I said, it's infectious and I couldn't be prouder to be part of this team.

So on behalf of our leadership team, we sincerely thank every team member for the energy, commitment and care they have shown throughout the year – and continue to show as we embark upon FY27.

Highlights

The Group faced a difficult trading period over the 12 months to June 2026, with a prolonged fuel crisis resulting from instability in the Middle East, unseasonal weather and renewed pressure on household budgets.

In this context, we were pleased to be able to continue to grow our revenue from last year's record base with contributions from both like-for-like sales and network expansion, and continued momentum in online growth.

We launched Supercheap Auto's new Spend & Get loyalty scheme which commenced on 1 July 2025, and we continue to review and evolve our rebel Active loyalty program which we launched 2 years ago.

During the year, we saw continued growth in our active club members, customer net promoter scores, and club member percentage of total sales, with positive momentum across all four of our brands.

I am pleased to report significant improvements to team member safety. Targeted initiatives during the year delivered an improvement in the Total Recordable Injury Frequency Rate rate from 12.1 to 10.9, and we are seeing further improvements in the first quarter of this financial year, relative to the same period in the prior year.

As Judith mentioned, we have taken deliberate steps to strengthen our leadership capability and ensure we have the right team to lead the Group through its next phase of growth.

I would like to add my acknowledgment of David Burns, who served as Chief Financial Officer for 13 years, for his outstanding and enduring contribution to our business, and wish him well in retirement.

Our new leadership team represents a considered blend of internal promotions and external appointments, creating a team that combines deep knowledge of our business and culture with new skills and experiences drawn from leading organisations. I welcome Michael Wassman, Ben McConnell, Sarah Hunter and Jenny Child to my Executive Leadership Team.

Working closely with the Board, our leadership team developed and launched our new and ambitious five-year strategy which positions the Group to capture opportunities within a $65 billion total addressable market.

Together, we have established a clear strategic roadmap for each of our brands, with targeted initiatives designed to drive growth, enhance customer experiences and strengthen our competitive position.

Financial Highlights

The Group delivered another year of record sales, delivering $4.2 billion in the full year. Revenue grew 3.2%, driven by 1.8% like-for-like growth and supported by continued network expansion.

Gross margin improved by 10 basis points over the full year to 45.7%.

Normalised PBT declined by 7.3% to $306.2 million. Importantly, our brands in aggregate grew PBT, with the overall decline a result of deliberate foundational investments in supply chain and IT infrastructure.

Normalised NPAT was $226 million.

The Group is entering FY27 in a strong financial position - with a modest $14 million of net debt.

Customer Highlights

Turning to our customer highlights.

As can be seen on the slide we now have 13.1 million club members. These active club members represent over 85% of our sales.

Pleasingly, club member spend as a percentage of sales has continued to increase across each of our four core brands.

Across the Group, our club member NPS score has improved from 71 to 74 with strong momentum in particular realised by the team at Supercheap Auto.

Store Network Highlights

We continued to deliver on a strong pipeline of store openings, with 28 new stores opened in FY26, 15 net of closures, and we plan to open a further 18 in FY27.

Digital and Omni Highlights

Turning to our digital and omni-retail highlights.

Full year online sales grew by 5% to $552 million, representing 13% of total sales.

Importantly, click & collect, which is our most profitable channel, grew by 10% and accounted for almost half of online sales, meaning that 93% of all sales are completed in a store.

Our new distribution centre, which became operational in FY25, combined with our expanding store footprint, will further enhance our capacity to meet growing customer expectations for fast and reliable service.

Responsible business highlights

Turning to Responsible Business highlights.

As we refreshed our corporate strategy, we have also reviewed and strengthened our 2030 Sustainability Framework which we outlined in our 2026 Responsible Business Report.

In FY26 we progressed our decarbonisation roadmap, including 2.3 Mega Watt of rooftop solar across the network, and entered a Renewable Power Purchase agreement which will cover the majority of our sites located in Queensland, NSW, Victoria, the ACT and South Australia. The FY26 Annual Report included the Group's inaugural Climate Related Financial Disclosures.

We are very pleased to have made progress with our senior leader gender diversity profile - with female representation amongst our senior leaders up a further 1.6 percentage points to 42.6% during the period.

We are also proud to be recognised as having a neutral gender pay gap, which at just 1.3% is significantly lower than both the national gender pay gap and the retail industry mid-point average of 9.7%.

Our commitment to diversity and inclusion remains a cornerstone of our workplace culture, and we are pleased to continue to hold the Employer of Choice for Gender Equality citation from the Australian Workplace Gender Equality Agency.

Strategy

Turning to our corporate strategy.

A key milestone this year was the launch of our new strategy at our Investor Day in June. The new strategy reflects our confidence in the strength of our brands and the significant opportunities that remain ahead of us. While we currently generate around $4 billion in annual sales, we operate within an estimated $65 billion total addressable market, highlighting the substantial runway available for future growth.

At the heart of the strategy are three distinct growth engines for each of our brands, designed to expand their reach, deepen customer engagement and capture a greater share of the markets in which they operate.

Supporting these growth ambitions are a series of foundational investments that will strengthen the Group's capabilities for the long term.

The team is energised by the opportunity ahead and focused on executing our growth engines, which we believe have significant ability to create sustainable value for our shareholders.

Segment Results

Turning to our segment results

This slide summarises our full-year segment results. I'll now take you through the performance of each of our brands in a little more detail.

Supercheap Auto

Supercheap Auto performed strongly across the first three quarters of FY26, with momentum moderating in the fourth quarter as fuel supply disruptions arising from instability in the Middle East affected customer traffic and spending.

Supercheap Auto delivered market share gains over the full year, with customers responding well to key ranging initiatives.

Over 1 million fitments were completed across the network in FY26, an increase of 12%, solidifying a key point of differentiation with both core auto peers and generalists operating in the space.

A summary of the financial performance of Supercheap Auto is set out on the slide:

- Total sales grew by 3.9% to $1.6 billion
- Like- for-like sales grew 2.7%
- Gross margin declined by 30 basis points, due largely to negative product sales mix
- PBT increased by 3% to $203 million in the full year.

Turning then to rebel.

rebel

rebel produced a solid revenue outcome, generated amid a softer sporting category performance and elevated competition, maintaining its positive market share momentum since the introduction of the rebel loyalty program.

Towards the end of the period, rebel enjoyed a successful FIFA world cup campaign, with strong customer engagement supporting second half performance.

A summary of the financial performance of rebel is set out on the slide and I would make the following call outs:

- Total sales grew by 4.5% to $1.4 billion
- Like-for-like sales grew by 3.8%
- The gross margin improved by 60 basis points, reflecting improved promotional discipline and favourable product mix in the second half
- Full year PBT grew 4.3% to $105 million, with the PBT margin in line with the prior year

Turning then to BCF.

BCF

BCF faced a challenging FY26, following an exceptional FY25 where favourable conditions aligned to deliver a strong result. In contrast, the business experienced a convergence of headwinds during peak trading periods in FY26 that materially impacted performance.

I'm proud of the response from the BCF team, who showed good discipline on pricing, protecting gross margins, and managed costs appropriately.

A summary of the financial performance of BCF is set out on the slide and I would call out the following:

- Total sales grew by 0.2% to $953 million
- Like-for like sales declined by 2.1%
- Gross margin increased by 20 basis points
- Segment PBT decreased by 14.3% to $52 million.

Turning now to Macpac.

Macpac

Macpac generated strong sales growth across both New Zealand and Australia through the first nine months of FY26.

Trading momentum softened over Easter as the fuel crisis arising from instability in the Middle East weighed on outdoor recreation, before unusually mild weather – particularly in the southern Australian states - negatively impacted demand during the critical winter trading season.

Following some clearance activity early in Q1, the team was disciplined on gross margin and pricing, managed costs well and delivered strong operating leverage and profit growth over the full year.

A summary of the financial performance of Macpac is set out on the slide:

- Total sales grew by 3.5% to $240 million
- Like-for-like sales grew 1.5%, with 3.7% growth in New Zealand and 0.3% in Australia
- Gross margin declined by 30 basis points
- Segment PBT increased by 32% to $13.6 million in the full year.

I'll now turn to the trading update.

Trading update

Group like-for-like growth moderated during the period as industry-wide headwinds weighed on consumer confidence and discretionary spending.

Supercheap Auto and rebel remained resilient with both brands growing market share. Higher fuel prices weighed particularly on BCF. Year on year promotional cycles and milder winter conditions affected Macpac.

The Group continued its focus on disciplined cost management and margin optimisation.

Year-to-date earnings remained in line with management's expectations.

Concluding remarks

I look forward to updating you on progress throughout the year and would like to again thank you, our shareholders, for your continued support.

Ends

Proxy position as at proxy close

Resolution details		Instructions given to validly appointed proxies (as at proxy close)			
Resolution	**Resolution type**	**For**	**Against**	**Open**	**Abstain**
2. Adoption of the Remuneration Report	Ordinary	167,079,250 98.47%	2,247,889 1.32%	340,753 0.20%	1,021,781
3.1 Re-election of Annabelle Chaplain AM as a Director	Ordinary	169,378,905 99.42%	654,330 0.38%	340,753 0.20%	980,273
3.2 Re-election of Mark O'Hare as a Director	Ordinary	165,593,942 97.24%	4,357,903 2.56%	340,753 0.20%	1,061,663
4.1 Approval for grant of FY26 Performance Rights to Group MD and CEO	Ordinary	168,126,262 98.84%	1,634,706 0.96%	340,753 0.20%	1,007,159
4.2 Approval for grant of FY27 Performance Rights to Group MD and CEO	Ordinary	168,129,524 98.84%	1,631,444 0.96%	340,753 0.20%	1,007,159



We inspire and equip everyone
to live their passion every day

Super Retail Group

2026 Super Retail Group CEO AGM Presentation

Authorised for release by the Board of
Super Retail Group Limited

29 October 2026

Paul Bradshaw
Group Managing Director
& Chief Executive Officer

Group highlights



Financial and operating highlights

Revenue and earnings

SALES
$4,200m
Total +3.2% | Like-for-like +1.8%

Normalised[3] PBT
$306.2m
(7.0%)

Normalised[3] NPAT
$225.9m
(2.8%)

Statutory NPAT
$205.9m
(7.2%)

Net debt
$14m

Profitability, Returns and Per share

Gross margin
45.7%
+10 bps

Normalised[3] PBT margin
7.3%
(80 bps)

Normalised[3] EPS
100.0¢

Statutory EPS
91.2¢

FY26 DPS
65.0¢

Return on Capital
16.7%

Customer / Team / Channel

Active club members[1]
13.1m
+4.8%

Sales from active club members[2]
85.5%
+1.5 ppts

Online sales
$552.1m
+5.3%

Online sales
13.1%
Of total sales

Customer NPS
74
+3 points

Total Recordable Injury Frequency Rate
10.9
FY25: 12.1

(1) Active club member is a club member who purchased in the last 12 months. Growth represents 12 month increase in membership.
(2) Represents total active club member sales as a % of total retail sales (excluding trade). Previously calculated as total active club member sales a % of total sales (including trade).
(3) Details of other items not included in normalised NPAT are set out in the Segment Note in the Appendix.



Customer highlights

Growth in active club members, store NPS and club member percentage of total sales

13.1m	74	85.5%
ACTIVE CLUB MEMBERS[1] (UP 5%)	CLUB MEMBER NPS (UP 3)	CLUB MEMBER % OF SALES[2] (UP 1.5 PPTS)

SUPERCHEAP AUTO	rebel	BCF	macpac
CLUB MEMBER NPS (UP 6)	CLUB MEMBER NPS (UNCHANGED)	CLUB MEMBER NPS (UP 3)	CLUB MEMBER NPS (UP 2)
75	70	77	75
CLUB MEMBER % OF SALES[2] (UP 1 PPTS)	CLUB MEMBER % OF SALES (UP 2 PPTS)	CLUB MEMBER % OF SALES (UP 1 PPTS)	CLUB MEMBER % OF SALES (UP 4 PPTS)
84%	83%	92%	80%

(1) Active club member is a club member who purchased in the last 12 months. Growth represents 12 month increase.
(2) Represents total active club member sales as a % of total retail sales (excluding SCA trade). Previously calculated as total active club member sales a % of total sales (including SCA trade).









Store network highlights

Delivered a strong pipeline of new store openings in FY26

CURRENT STORES	NET NEW STORES OPENED IN FY26	TARGETED NET STORE OPENINGS IN FY27
797	15	18

SUPERCHEAP AUTO	rebel	BCF	macpac
FY26 NET STORE OPENINGS: 10	FY26 NET STORE OPENINGS: 0	FY26 NET STORE OPENINGS: 5	FY26 NET STORE OPENINGS: 0
TARGETED FY27 NET STORE OPENINGS: 8	TARGETED FY27 NET STORE OPENINGS: 5	TARGETED FY27 NET STORE OPENINGS: 4	TARGETED FY27 NET STORE OPENINGS: 1

In FY26 the Group opened 28 stores and closed 13 resulting in a net increase of 15.
rebel closed 9 stores, Macpac closed 4 stores.

Digital and omni-retail highlights

	SUPERCHEAP AUTO	rebel	BCF	macpac	TOTAL GROUP
In-store	91%	82%	88%	84%	87%
Click & Collect	7%	5%	7%	2%	6%
Home delivery	2%	13%	5%	14%	7%

GROUP FY26 ONLINE SALES
$552m

HOME DELIVERY % OF FY26 ONLINE SALES
52%

FY26 ONLINE SALES GROWTH
5.3%

CLICK & COLLECT % OF FY26 ONLINE SALES
48%

FY26 CLICK & COLLECT GROWTH
10.3%

% OF FY26 SALES COMPLETED IN STORE
93%

Progress towards our key focus areas in FY26

People & Community

Funds raised[1] for community organisations

>$3 million

Across Australia and New Zealand

SAFETY – TRIFR[2]

10.9 in FY26

An improvement from 12.1 in FY25

Female representation: senior leadership

42.6%

Up 1.6 ppts from 41% in FY25

Female representation: Board

50%

Average Gender Pay Gap

1.3%

Compared to retail industry mid-point average of 9.7%

Environment

Waste diversion

72.4%

FY25: 65.9%

2.3 MW

Total rooftop solar installed

GHG emissions intensity

13.9

CO2e/$M revenue

FY25: 13.9

Sports shoe recycling

199,013

Up 17% on FY25

Recycled engine oil (L)

1,747,765

Up 17% on FY25

Recycled car batteries

179,519

Up 6% on FY25

Expanded our product stewardship programs, helping customers repair, reuse or recycle their products

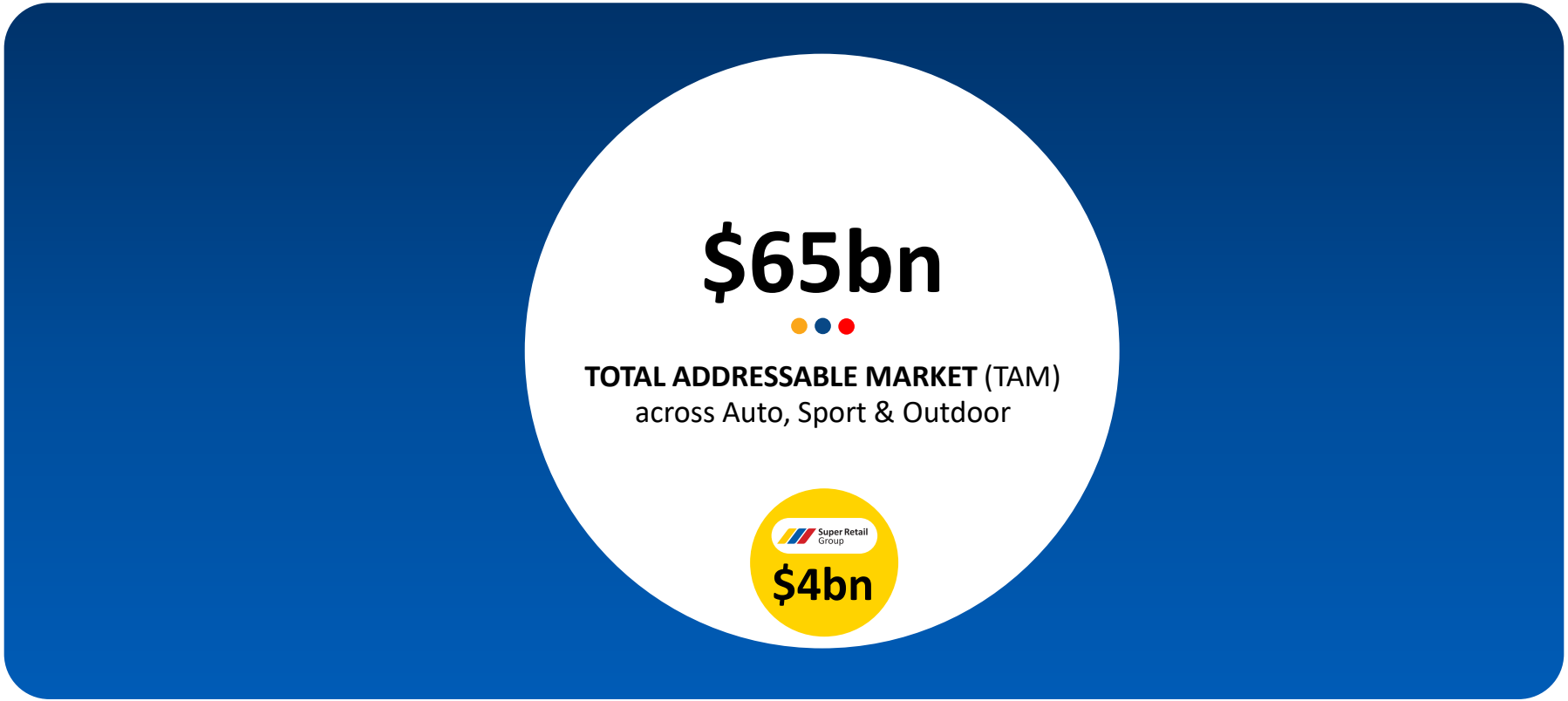
Renewable Power Purchase Agreement (PPA) contracted[3] to cover the majority of our sites located in QLD, NSW, Vic, ACT and SA

Published Super Retail Group's inaugural Climate-Related Financial Disclosures within the FY26 Annual Report

(1) Funds raised consists of both direct and indirect donations
(2) TRIFR is Total Recordable Injury Frequency Rate
(3) Commencing 1 January 2027

$65 billion total addressable market across our three categories

… of which we currently capture approximately $4bn in revenue



1. Boston Consulting Group and Super Retail Group management team FY25 market estimates, as at 31 October 2025

Our strategy to fuel the next phase of growth

Super Retail Group

OUR PURPOSE

We inspire and equip everyone to live their passion every day

OUR VISION

Be the first choice for customers in Australia and New Zealand

OUR GROWTH ENGINES

SUPERCHEAP AUTO
- Range
- Store format
- Fitment

rebel
- Regional stores
- Private brand
- Owning sport

BCF
- Superstores
- Large format
- 4WD fitment

macpac
- Product
- Brand awareness
- Network

POWERED BY TRANSFORMATION

Ignite

CUSTOMER
Meeting customers where and how they shop

TEAM
Helping teams perform at their best

FLOW
Streamlining end-to-end retail processes

VALUE
Sustainable cost advantage

FOUNDATIONS
Embedding digital, data, AI and process foundations that enable integration and scale.

Maintained by Continuous improvement in retail execution

Segment results

$m	FY26 (52 weeks)		FY25 (52 weeks)	
Segment	**Sales**	**PBT**	**Sales**	**PBT**
Supercheap Auto	1,591.6	203.3	1,531.5	196.9
rebel	1,422.7	105.1	1,361.7	100.8
BCF	952.7	52.3	950.7	61.0
Macpac	239.5	13.6	231.4	10.3
Group and Unallocated	(6.7)	(68.1)	(5.2)	(39.6)
Total	**4,199.8**	**306.2**	**4,070.1**	**329.4**





Supercheap Auto highlights

Supercheap Auto is Australia and New Zealand's favourite[1] specialty automotive parts and accessories retail business

- Solid momentum over first nine months before onset of fuel crisis in April, improved performance May and June
- Delivered market share gains in both full year and second half
- Initiated key ranging improvements with a strong response from customers
- Launched new "Spend & Get" loyalty program, replacing the previous Best Price Credit
- Substantial increase in club member NPS
- Delivered ongoing network expansion and store upgrades
- Over 1 million fitments completed in the period, up 12 per cent on FY25

(1) Source: Stellar Market Research March 2026 quarterly survey based on main store preference.

- Total sales increased by 3.9 per cent to $1.6 billion. Like-for-like sales grew 2.7 per cent, primarily due to higher average transaction values.
- Like-for-like sales grew 1.4 per cent in New Zealand and 2.8 per cent in Australia. Demand moderated in the fourth quarter due to the onset of the fuel crisis.
- Under the Bonnet categories continued to be key growth drivers, supported by recent ranging initiatives with strong performance across Filtration, Fuel and Cooling as well as Braking, Ignition & Parts. Above the Bonnet categories Safety & Comfort and Wipers & Electrical performed well, whilst the Portable Power & Trailer category drove growth in Home, Garage & Outdoors.
- Gross margin declined by 30 bps due to negative product mix, whilst elevated oil prices led to some inflationary pressures in the second half. Cost of doing business grew 3.2 per cent and declined by 20 bps as a percentage of sales.
- Segment profit before tax margin declined by 10 bps and Segment PBT of $203.3 million was 3.3 per cent higher than the previous period.
- Online sales grew 17 per cent to $147 million and represented 9 per cent of total sales.
- Active club membership grew by 4 per cent and club members represented 84 per cent of total sales. Club member NPS rose by 6 points to 75.
- SCA opened ten stores resulting in 362 stores at period end.

$m	FY26	FY25	Change
Sales	1,591.6	1,531.5	*3.9%*
Segment EBITDA	353.4	339.1	*4.2%*
Segment EBIT	226.0	218.4	*3.5%*
Segment PBT	203.3	196.9	*3.3%*
Segment PBT margin	*12.8%*	*12.9%*	*(10bps)*

362 STORES

5.1m ACTIVE CLUB MEMBERS

2.7% LFL SALES GROWTH

14.2% EBIT MARGIN

12.8% PBT MARGIN



rebel highlights

rebel is Australia's leading sporting goods and apparel retailer[1]. Our goal is to inspire everyone to chase their sporting dreams and passions

- Solid top line momentum, delivering steady like-for-like growth across the period, amidst softer sporting category performance and elevated competition
- Continued market share momentum, with solid share gains over 6 months, 1-year and 2-year time frames
- Progress in lifting retail execution with improved metrics for stock loss and inventory availability in the second half
- Margin performance strengthened in the second half, supported by improved promotional discipline and a more favourable product mix
- Successful FIFA World Cup campaign boosted customer engagement and supported second-half sales performance

(1) Source: Stellar Market Research March 2026 quarterly survey based on main store preference.

rebel

- Total sales increased by 4.5 per cent to $1.4 billion. Like-for-like sales grew by 3.8 per cent, with growth in both transaction numbers and average transaction value.
- Growth was led by strong performances in sports equipment, accessories and recovery. Footwear continued to perform well despite increasing competitive intensity. Licensed apparel was a standout performer, particularly in the second half, supported by strong customer engagement around the FIFA Men's World Cup.
- Gross margin improved by 60 bps reflecting improved promotional discipline and favourable product mix in the second half. Stock loss levels have stabilised, with a range of initiatives being implemented across the business targeting an improvement in the medium term.
- Segment profit before tax margin of 7.4 per cent was in line with the prior year, as the improvement in gross margin was offset by an increase in cost of doing business as a percentage of sales, driven primarily by occupancy expenses.
- Segment PBT grew 4.3 per cent to $105.1 million.
- Active club membership grew 5 per cent and represented 83 per cent of total sales.
- Online sales of $253 million represented 18 per cent of total sales. Click & Collect represented 28 per cent of online sales.
- rebel opened nine stores, and closed nine, resulting in 162 stores at period end.

$m	FY26	FY25	Change
Sales	1,422.7	1,361.7	*4.5%*
Segment EBITDA	275.8	255.3	*8.0%*
Segment EBIT	132.4	123.7	*7.0%*
Segment PBT	105.1	100.8	*4.3%*
Segment PBT margin	*7.4%*	*7.4%*	-

162	4.3m	3.8%	9.3%	7.4%
STORES	ACTIVE CLUB MEMBERS	LFL SALES GROWTH	EBIT MARGIN	PBT MARGIN



BCF highlights

BCF is Australia's favourite[1] outdoor retailer, with stores located in every Australian state and territory

- Challenged financial result for BCF, although improved performance toward the end of the period
- Lapping a very strong FY25, outdoor activity in FY26 was moderated by environmental factors in the first half. The second half was more acutely impacted by the onset of the fuel crises during the crucial Easter trading period
- BCF continued to deliver on their network plan, with the successful launch of large format stores (such as Toowoomba West), and Superstores (Palmerston and Taren Point)
- Good progress toward launch of 4x4 fitment, with Cannington superstore commencing its trial in Q1 FY27
- Club members represented 92 per cent of full year sales and club member net promoter score increased by 3 points to a record 77

(1) Source: Stellar Market Research March 2026 quarterly survey based on main store preference.

- BCF faced more challenging conditions in FY26 with total sales up 0.2 per cent to $952.7 million. Network expansion offset a decline in like-for-like growth across the period.
- First half trading was impacted by adverse environmental conditions in South Australia and Victoria resulting in a reduction in marine and fishing activity. Despite a positive start to the second half, the leisure category was heavily impacted by the sharp increase in domestic fuel prices and concerns around supply shortages, which significantly moderated outdoor leisure activity over the crucial Easter trading period.
- Like-for-like sales declined by 2.1 per cent, with a modest increase in average transaction value more than offset by a decline in transaction volumes.
- Queensland reported positive like-for-like growth, offset by declines in Victoria and South Australia. Caravaning performed well, along with categories spanning camp cooking & dining, and electronics. 4WD categories were impacted by the fuel crisis in the second half.
- Gross margin increased by 20 bps. Cost of doing business grew 3.6 per cent, increasing by 110 bps as a percentage of sales.
- Segment profit before tax decreased by 14.3 per cent to $52.3 million, with the PBT margin declining by 90 bps to 5.5 per cent.
- Active club membership grew by 4 per cent, representing 92 per cent of total sales.
- Online sales grew by 3 per cent to $113 million and represented 12 per cent of total sales.
- BCF opened five stores, resulting in 170 stores at period end.

$m	FY26	FY25	Change
Sales	952.7	950.7	*0.2%*
Segment EBITDA	145.0	150.7	*(3.8%)*
Segment EBIT	66.4	75.4	*(11.9%)*
Segment PBT	52.3	61.0	*(14.3%)*
Segment PBT margin	*5.5%*	*6.4%*	*(90 bps)*

170	2.8m	(2.1%)	7.0%	5.5%
STORES	ACTIVE CLUB MEMBERS	LFL SALES GROWTH	EBIT MARGIN	PBT MARGIN



Macpac highlights

Macpac is New Zealand's original, technical outdoor brand that gives you the confidence and spirit to take on anything

- Macpac enjoyed strong momentum over the first nine months before unseasonably warm conditions during Q4 moderated demand during the key peak trading period
- Disciplined gross margin management following clearance activity in Q1 and well contained cost of doing business delivered strong operating leverage and profit growth over the full year
- Further expansion of store network, and maturation of prior year store openings contributed to improved brand awareness in Australia
- Record club member net promoter score, increasing 2 points to 75
- Achieved 0.9m active customers, an increase of 13 per cent on prior year

- Total sales increased by 3.5 per cent to $239.5 million, like-for-like sales grew 1.5 per cent.
- Like-for-like sales grew 3.7 per cent in New Zealand, and 0.3 per cent in Australia. Subdued demand in NSW and Victoria was offset by robust growth outside of those states.
- After a strong first nine months, extended mild winter conditions moderated demand during the peak trading season late in the period.
- Baselayers, midlayers, and tops & tees were among the strongest-performing categories. Demand for insulation products was subdued, reflecting the milder winter conditions late in the period.
- Gross margin declined by 30 bps, due largely to clearance activity in the first quarter.
- Cost of doing business as a percentage of sales declined by 150 bps, reflecting a strong focus on managing costs and a reduction in network activity.
- Segment profit before tax grew by 32.0 per cent to $13.6 million. Profit before tax margin increased by 120 basis points to 5.7 per cent.
- The AUD:NZD exchange rate increased by 13 per cent throughout the year, creating a headwind to the translation of revenue and profits from New Zealand operations. Profit before tax growth at constant currency was 44.7 per cent.
- Active club membership grew 13 per cent and represented 80 per cent of retail sales. Online sales of $40 million represented 16 per cent of total sales.
- Macpac opened four stores and closed four resulting in 103 stores at period end.

$m	FY26	FY25	Change
Sales	239.5	231.4	*3.5%*
Segment EBITDA	48.1	43.3	*11.1%*
Segment EBIT	17.6	14.3	*23.1%*
Segment PBT	13.6	10.3	*32.0%*
Segment PBT margin	*5.7%*	*4.5%*	*120 bps*

103 STORES

0.9m ACTIVE CLUB MEMBERS

1.5% LFL SALES GROWTH

7.3% EBIT MARGIN

5.7% PBT MARGIN

Trading update



FY27 trading update

	Like-for-Like Sales Growth FY27 v FY26 Q1	Total Sales Growth FY27 v FY26 Q1
Supercheap Auto	2.5%	3.4%
rebel	0.3%	2.3%
BCF	(1.1%)	3.5%
Macpac	(11.7%)	(14.3%)
Group Total	**0.2%**	**2.0%**

Group like-for-like growth moderated during the period as industry-wide headwinds weighed on consumer confidence and discretionary spending.

Supercheap Auto and rebel remained resilient with both brands growing market share[1]. Higher fuel prices weighed particularly on BCF. Year on year promotional cycles and milder winter conditions affected Macpac.

The Group continued its focus on disciplined cost management and margin optimisation.

Year-to-date earnings remained in line with management's expectations.

[1] Commbank IQ September 2026

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In this presentation, references to "we", "us", "our", and "Group" refer to the Company and its subsidiaries. References in this presentation to "the year", "the period" or "the reporting period" are to the financial year ended 27 June 2026, and comparisons of FY26 performance are by reference to the financial year ended 28 June 2025, unless otherwise stated.

All dollar figures are expressed in Australian dollars, unless otherwise stated.

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