



# 2023

## H1

### INVESTOR PRESENTATION

# CONTENTS

Trading Update	Page 3-4
Digital Sales	Page 5
Operational Overview	Page 6
BIG Strategy	Page 7
BIG Stores Strategy	Page 8
BIG Digital Strategy	Page 9



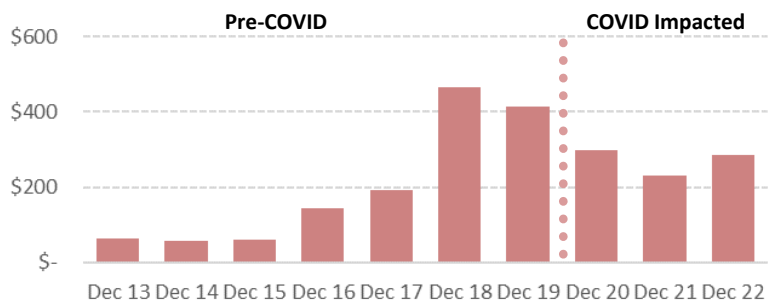


# TRADING UPDATE

## OVERVIEW

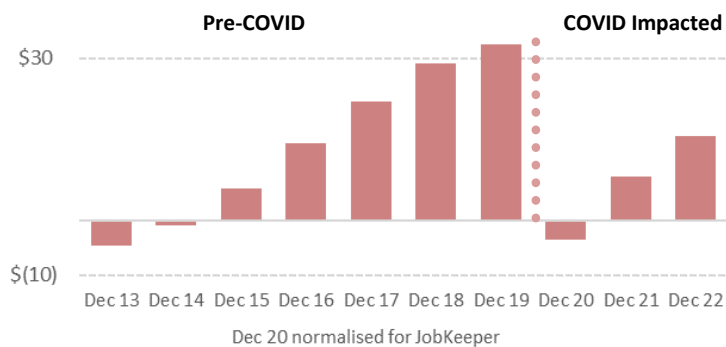
- All stores traded unimpeded – First time in 3 years
- Mosaic Sales\* up **+23%** delivering **\$267m** revenue

### Revenue by half \$m (excl EziBuy)



- Group EBITDA grew **+195%** on last year to **\$15.8m**

### Group EBITDA by half \$m



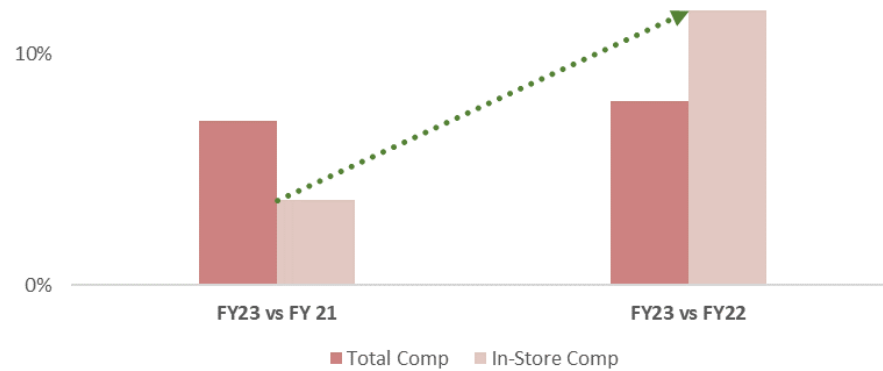
\*Figures excludes EziBuy

EBITDA is a non-AASB financial measure, defined for the purposes of this document as earnings before interest, tax, depreciation, amortisation, non-recurring income/expenditure and certain non-cash items such as share based payments and unrealised foreign exchange gains/losses and excludes restructure and acquisition costs and has been adjusted to normalise the impact of AASB16 accounting treatment.

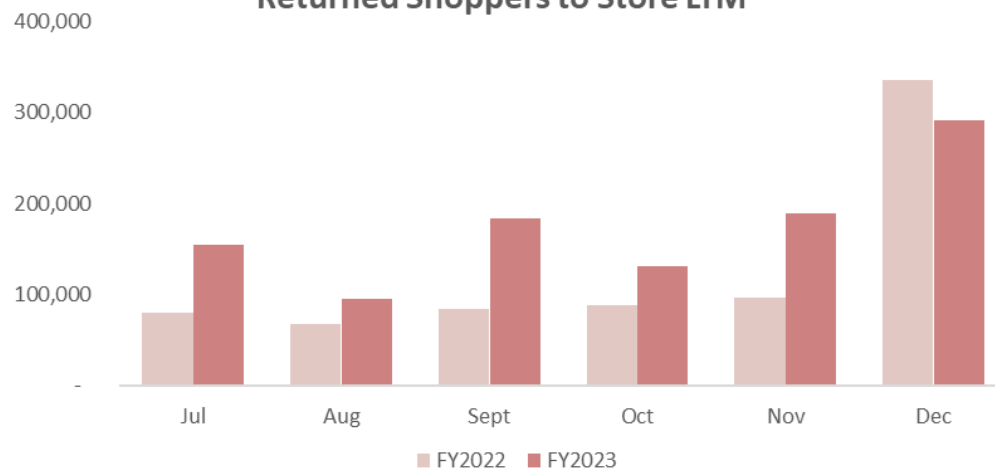


# TRADING UPDATE

Mosaic Comparative Sales



Returned Shoppers to Store LTM



Figures on this slide exclude EziBuy unless otherwise stated



# DIGITAL SALES

## Online Bucks Competitor Trends

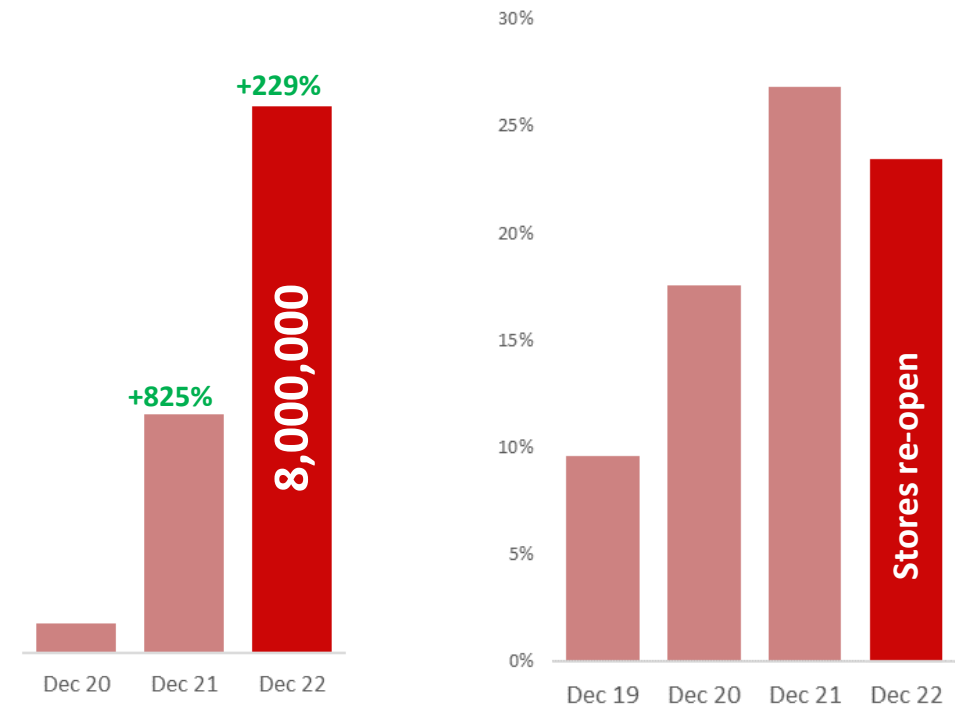


- Mosaic Online Sales\* **\$66,000,000** +0.3% on PCP
- 3<sup>rd</sup> Party Product Sales\* **\$13,000,000**
- **23%** of Total Revenue\*
- SKU Growth now **8,000,000** (+229% v PCP)
- **7,700,000** Members
- EziBuy sales down 51.5% in line with peer pureplay online retailers



Product (SKU) Growth\*

Online Contribution of Sales\*



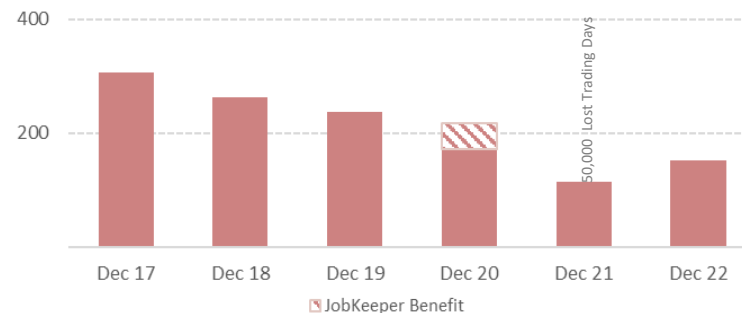
\*Figures exclude EziBuy



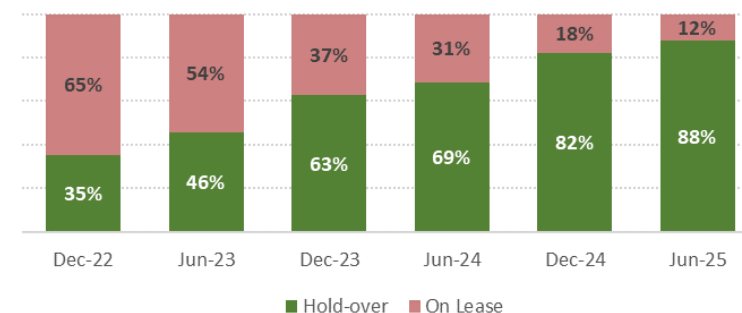
# OPERATIONAL OVERVIEW

- CODB% highlights successful cost out program enacted
- Closed **41** stores where landlords had pre-COVID expectations (net)
- Agile lease profile with 82% expiring within 2 years
- Opening clean inventory position for H2

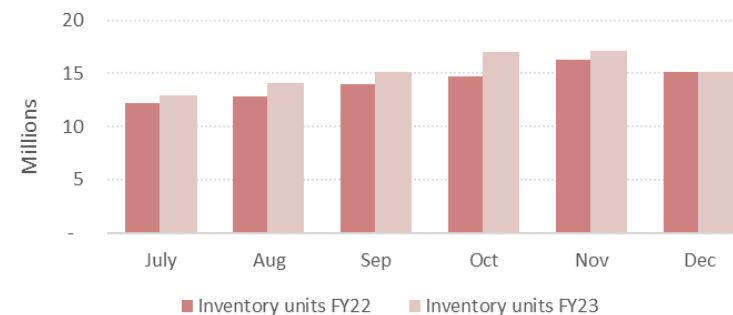
**CODB by Half \$m (excl EziBuy)**



**Agile Lease Profile**



**Clean Stock Holding**





# BIG STRATEGY

## BIG DIGITAL



## BIG STORES



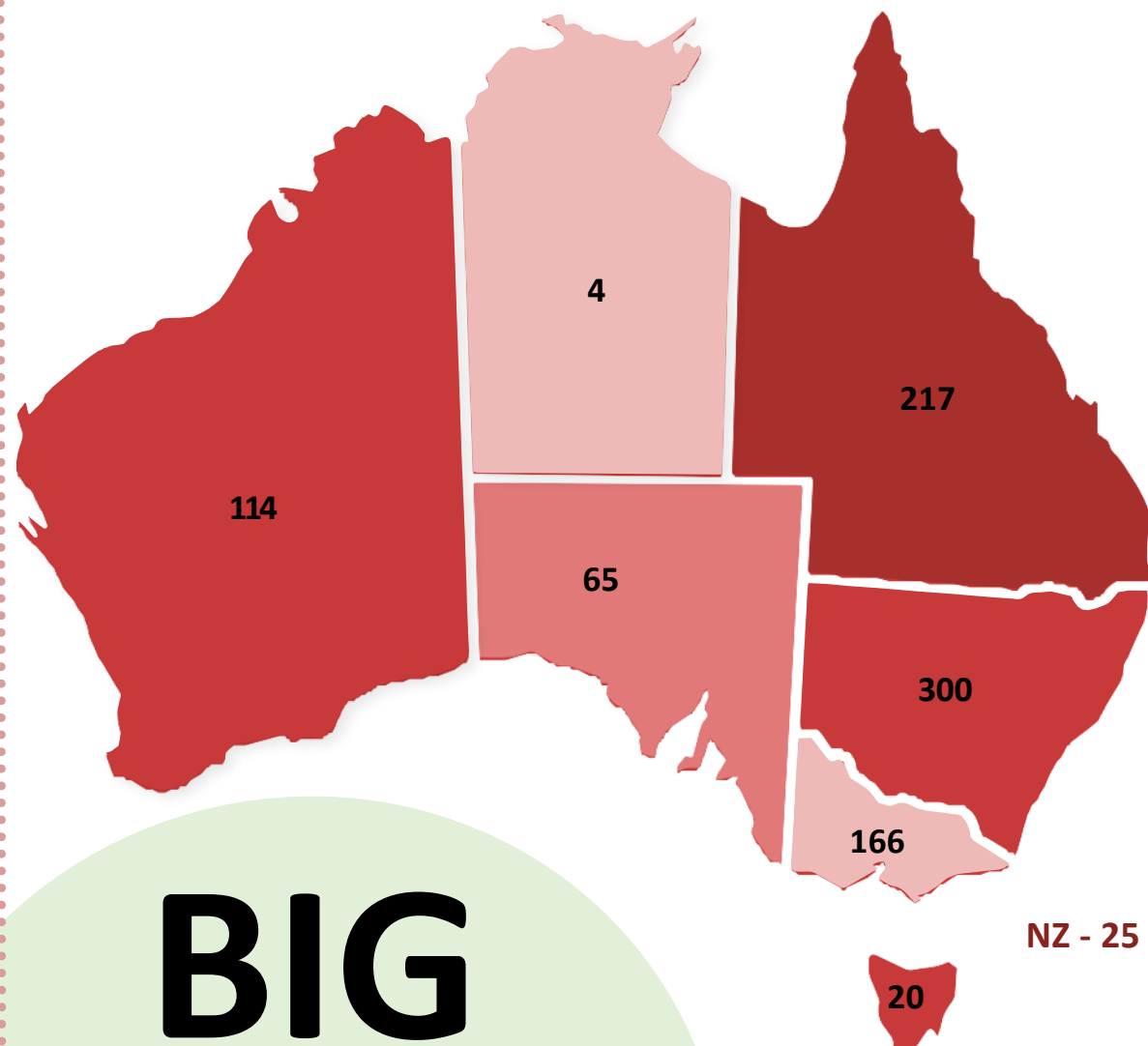
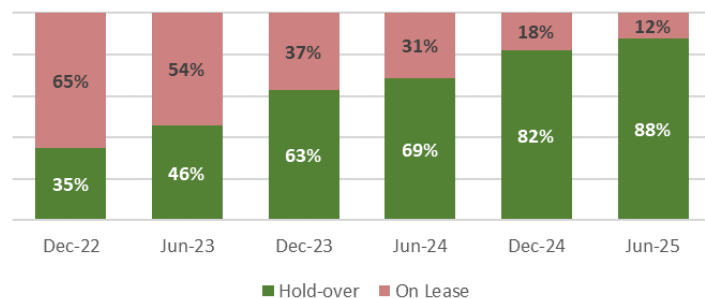
## BIG BRANDS

## Portfolio

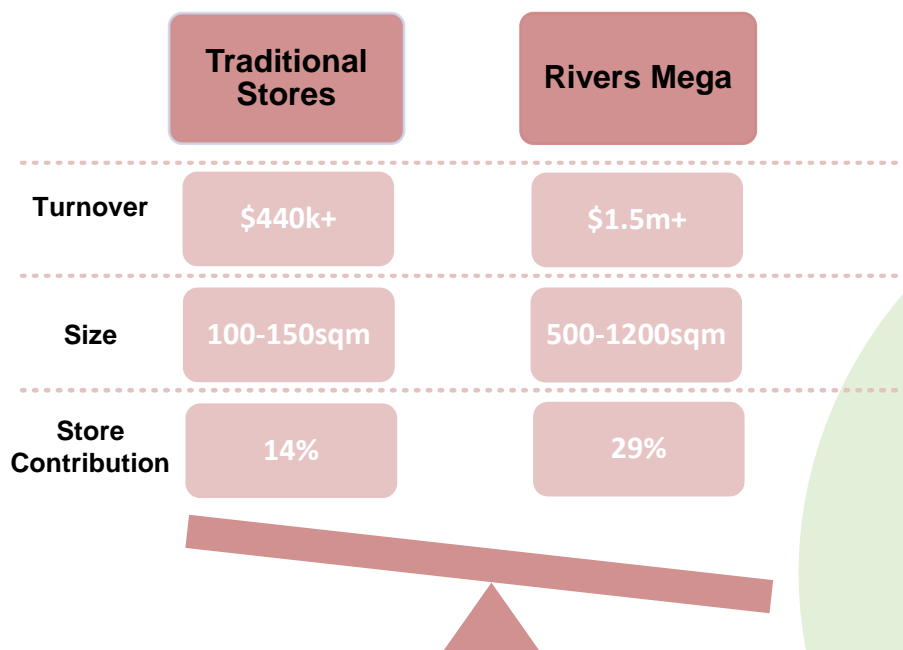
NOW - 2025

	NOW	FY24	FY25
Traditional Stores	906	1000	1100
Mega Stores	5	45	75

## Agile Lease Profile



**BIG**  
STORE  
STRATEGY





# BIG

## DIGITAL STRATEGY

2019 – 2027

	Pre-Covid	NOW	5 Years
SKU GROWTH	150,000	8,000,000	20,000,000
CATEGORY EXPANSION	12	32	60
GLOBAL EXPANSION	1 COUNTRY	3 COUNTRIES	6 COUNTRIES

