

Myer Holdings Ltd  
*Annual General Meeting*

Hybrid Meeting: <http://meetings.openbriefing.com/MYR25>

11 December 2025

Myer *Group*

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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.

# Welcome

# Agenda

Executive Chair's Address

Formal Business

Close

# Executive Chair's Address

# Myer Group: A unique and scaled retail platform

**MYER**

**Retail**

Myer Exclusive Brands

National Brands

Concessions

Marketplace

sass & bide

**MARCS**

DAVID LAWRENCE

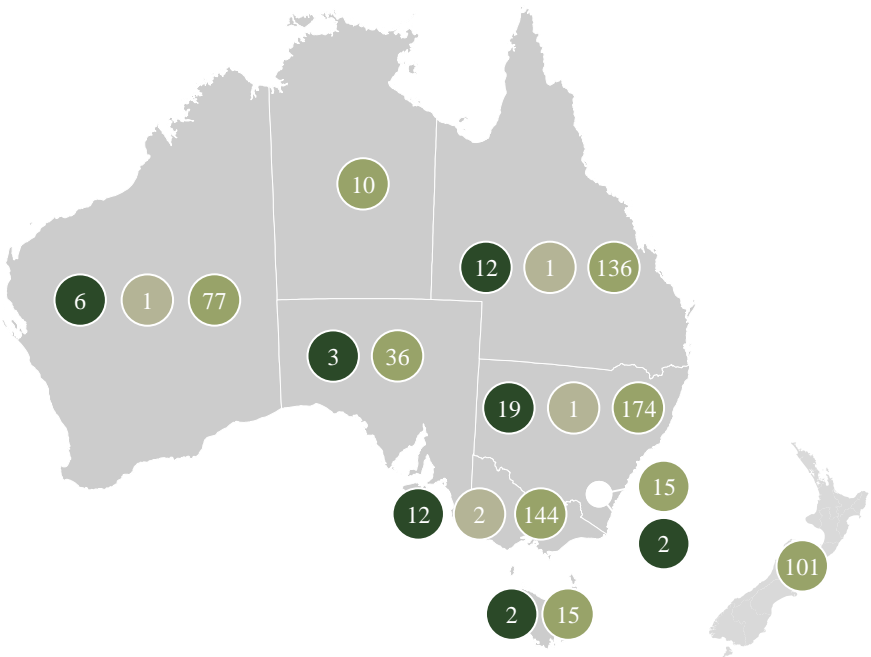
**MYER**

**Apparel Brands**



portmans  
JACQUIE

dotti



56

Myer department stores

5

SBMDL standalone stores

712

Apparel Brands stores



Online



Online (Marketplace)



MYER one loyalty program

## FY25 Financial Overview

**\$4,076m**

Total Sales<sup>1</sup>

**\$1,642m**

Operating Gross Profit<sup>1</sup>

**\$130m**

EBIT<sup>1</sup>

**\$174m**

Underlying EBIT<sup>1</sup>

**\$22m**

NPAT<sup>1,2</sup>

**\$168m**

Net Cash

**2.5cps**

Dividend

<sup>1</sup> Pro Forma

<sup>2</sup> Excludes \$213.3 million non-cash impairment of goodwill associated with Apparel Brands transaction reflecting application of accounting standards in recognising the value of scrip consideration.

**Myer Group's ambition** is to build a retail engine unmatched in Australia, powered by a **deep understanding of our customers**, to deliver **sustained TSR and earnings growth** throughout economic cycles

# Myer Group Growth Strategy

## Strategic Pillars

**A data-powered retail platform** that knows our customers better than anyone, driving a loyalty cycle by delivering what they need, when they need it

**A seamless and engaging shopping experience**, which connects with customers whenever and wherever they choose to shop



**Unique and in-demand product and brands**, created and curated to meet customer demand, ensuring we remain their go-to style destination

**A fast, scalable, and efficient sourcing and supply chain model** that delivers quality products at great margins, meeting customer demand quickly and sustainably

## Enablers

### Strong Financial Discipline

A top quartile Australian and retail TSR performer with a strong balance sheet and robust financial disciplines.

### Digital First, Always!

A foundation of advanced customer data driving fact-based decision making in all retail disciplines.

### World-Class Capabilities

Preferred employer attracting world-class leaders and building new capabilities.



# Key Updates 1H26



## Customer & Loyalty

- MYER one program relaunched, and Shoppable App launched
- Tag rate in Myer Retail >80% and Myer Apparel Brands at ~50%
- Increased active members to 4.9 million
- Expanded loyalty partnerships with CommBank, Velocity, JD Sports, and The DOM.com



## Products & Brands

- Myer Apparel Brands integration progressed
- Myer Exclusive Brands set to launch in 2H26
- Myer Retail: 22 new brands in Beauty, 14 across Womenswear and Menswear, with another 20 in the next year

THERE B L A Q  
AFTER BASQUE  
REGATTA   
GRAB



## Omni-channel Network

- Planning for Myer Sydney City store beauty hall renewal underway
- Transitioning Marketplace platform to new provider – Mirakl
- Marketplace sales continue to grow



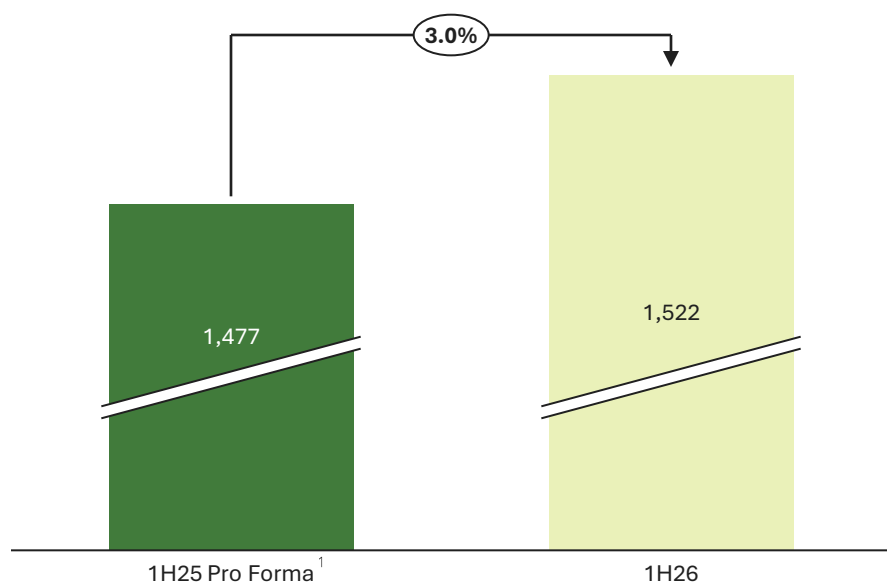
## Sourcing & Supply Chain

- Third-party logistics arrangements in place and operating well during peak season
- For NDC long-term solution, continued progressing Proof of Concept Stage to mitigate execution risk



# Trading Update 1H26

## Myer Group Sales First 19 weeks of 1H26



<sup>1</sup> Including total sales for first 19 weeks of 1H25 for Apparel Brands for comparison purposes.

## Commentary

- Encouraging start to FY26
- First 19 weeks of 1H26 Total Sales:
  - **Myer Group** up 3.0% vs pcp<sup>1</sup>
  - **Myer Retail** up 3.4% vs pcp driven by double-digit sales growth in **Homewares**, **Womenswear** and **Concessions**. Performance of **Myer Exclusive Brands** in Homeware and Womenswear particularly pleasing
  - **Myer Apparel Brands** up 1.3% vs pcp<sup>1</sup> driven by improving performance in **Just Jeans** with mid-single digit sales growth year-to-date
- High-single digit **online sales**
- Strong lead up to **Black Friday** for Myer Retail and achieving our **biggest Black Friday event on record**, driven by our Homeware and Womenswear categories
- Continuing to target FY26 Cost of Doing Business at ~29%

# Executive Chair's Address

# Formal Business

# Formal Business

- Item 2: Financial Statements and Reports
- Item 3: Re-Election of Dr Gary Weiss AM as a Director
- Item 4: Re-Election of Mr Rob Perry as a Director
- Item 5: Election of Non-Board Endorsed External Nominee as a Director (Mr Stephen Mayne)
- Item 6: Adoption of the Remuneration Report
- Item 7: Grant of Performance Rights to the Executive Chair

## *Item 2*

### **Financial Statements and Reports**

To receive and consider the Financial Report for the period ended 26 July 2025, together with the Directors' Report and Auditor's Report as set out in the Annual Report.

## ***Item 2***

### **Financial Statements and Reports**

#### **Shareholder Questions**

## *Item 3*

### **Re-Election of Director: Dr Gary Weiss AM**

To consider, and if thought fit, to pass the following resolution as an ordinary resolution:

*“That, Dr Gary Weiss AM, who retires in accordance with rule 8.1(d) of the Company’s Constitution and, being eligible, offers himself for re-election, be elected as a Director of the Company.”*



*Item 3*

**Re-Election of Director: Dr Gary Weiss AM**

**Proxy and Direct Votes**

Total Shares on Issue	For		Against		Open		Abstain
	Votes	% of total votes received	Votes	% of total votes received	Votes	% of total votes received	Votes
1,730,746,199	855,452,479	82.02%	185,607,656	17.80%	1,894,976	0.18%	10,909,520

## ***Item 3***

### **Re-Election of Director: Dr Gary Weiss AM**

**Shareholder Questions**

## ***Item 4***

### **Re-Election of Director: Mr Rob Perry**

To consider, and if thought fit, to pass the following resolution as an ordinary resolution:

*“That, Mr Rob Perry, who retires in accordance with rule 8.1(d) of the Company’s Constitution and, being eligible, offers himself for re-election, be elected as a Director of the Company.”*

Item 4

Re-Election of Director: Mr Rob Perry  
Proxy and Direct Votes

Total Shares on Issue	For		Against		Open		Abstain
	Votes	% of total votes received	Votes	% of total votes received	Votes	% of total votes received	Votes
1,730,746,199	1,022,250,312	98.02%	18,561,795	1.78%	2,084,158	0.20%	10,968,366

## ***Item 4***

### **Re-Election of Director: Mr Rob Perry**

**Shareholder Questions**

## ***Item 5***

### **Election of Non-Board Endorsed External Nominee as a Director: Mr Stephen Mayne**

To consider, and if thought fit, to pass the following resolution as an ordinary resolution:

*“That, Mr Stephen Mayne, who offers himself for election in accordance with rule 8.1(k) of the Company’s Constitution, and being eligible, be elected as a Director of the Company.”*

Item 5

Election of Non-Board Endorsed External Nominee as a Director: Mr Stephen Mayne  
Proxy and Direct Votes

Total Shares on Issue	For		Against		Open		Abstain
	Votes	% of total votes received	Votes	% of total votes received	Votes	% of total votes received	Votes
1,730,746,199	7,863,412	0.76%	1,027,770,266	99.06%	1,863,023	0.18%	16,527,754

## ***Item 5***

### **Election of Non-Board Endorsed External Nominee as a Director: Mr Stephen Mayne**

**Shareholder Questions**



## ***Item 6***

### **Remuneration Report**

To consider, and if thought fit, to pass the following resolution as a non-binding ordinary resolution:

*“That the Remuneration Report forming part of the Directors’ Report for the period ended 26 July 2025 be adopted.”*

Item 6

Remuneration Report
Proxy and Direct Votes

Total Shares on Issue	For		Against		Open		Abstain
	Votes	% of total votes received	Votes	% of total votes received	Votes	% of total votes received	Votes
1,730,746,199	1,029,296,966	98.69%	11,040,123	1.06%	2,633,195	0.25%	11,054,347

## ***Item 6***

### **Remuneration Report**

#### **Shareholder Questions**

## ***Item 7***

### **Grant of Performance Rights to the Executive Chair**

To consider, and if thought fit, to pass the following resolution as an ordinary resolution:

*“That the grant of performance rights to the Executive Chair, Ms Olivia Wirth, and the provision of ordinary shares in the Company on the vesting of those performance rights, under the FY26 Long Term Incentive Plan, as described in the Explanatory Notes, be approved.”*

Item 7

Grant of Performance Rights to the Executive Chair
Proxy and Direct Votes

Total Shares on Issue	For		Against		Open		Abstain
	Votes	% of total votes received	Votes	% of total votes received	Votes	% of total votes received	Votes
1,730,746,199	1,029,544,289	98.72%	11,510,424	1.10%	1,865,670	0.18%	11,104,248

## ***Item 7***

### **Grant of Performance Rights to the Executive Chair**

**Shareholder Questions**

Close