

AVI Limited presentation to shareholders & analysts  
for the six months ended 31 December 2014



GROWING GREAT BRANDS

# AGENDA

- Key features and results history
- Group financial results
- Performance and prospects
- Questions and answers



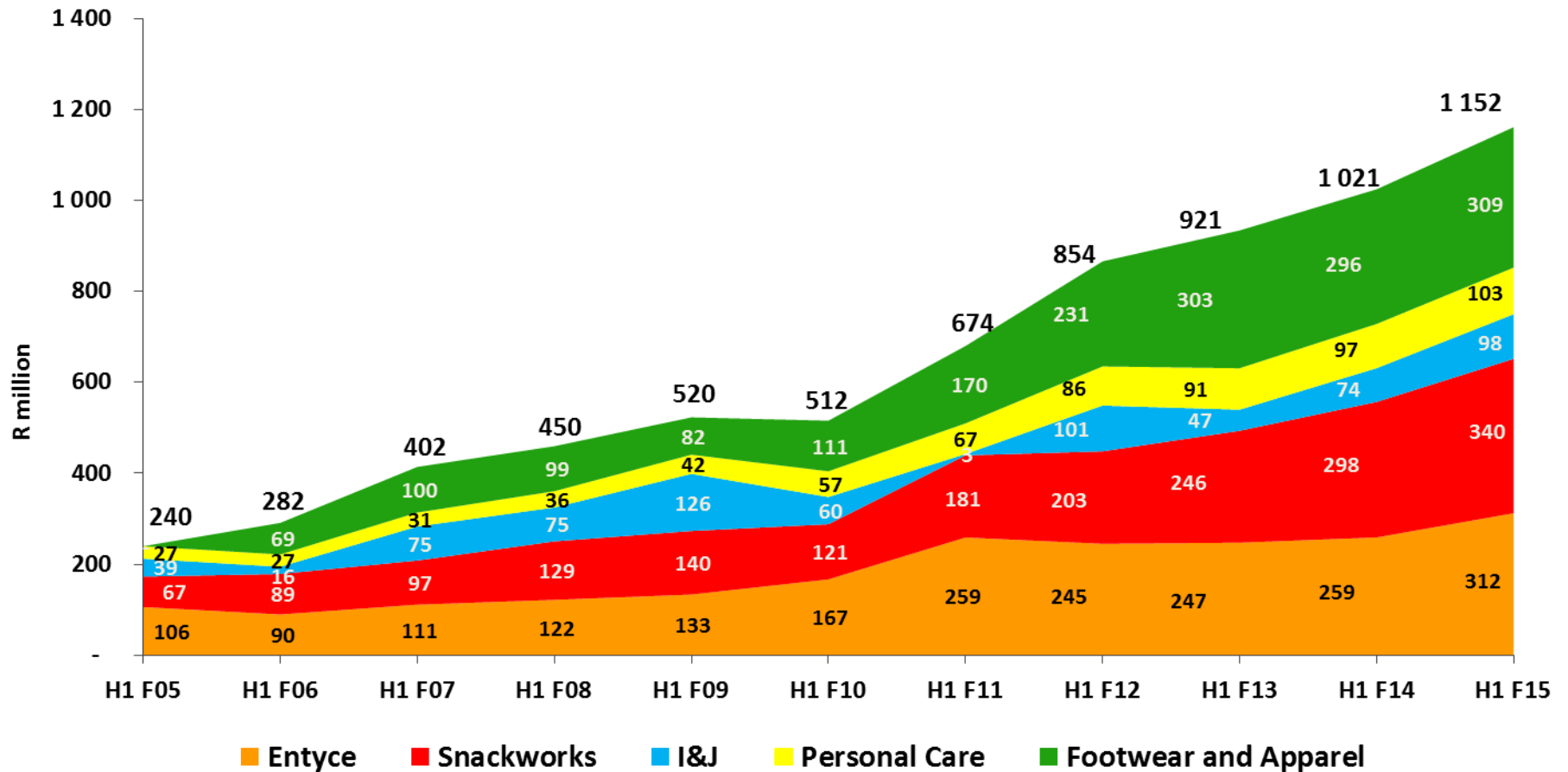
# KEY FEATURES

- Sound performance in a challenging trading environment;
- Revenue up 11% to R6,00 billion;
- Operating profit up 13% to R1,15 billion;
- Cash from operations up 16% to R1,31 billion;
- Return on capital employed of 28%;
- Headline earnings per share up 10% to 253 cents;
- Interim dividend up 10% to 132 cents per share
- Special dividend of 200 cents per share



# RESULTS HISTORY

## Operating profit history

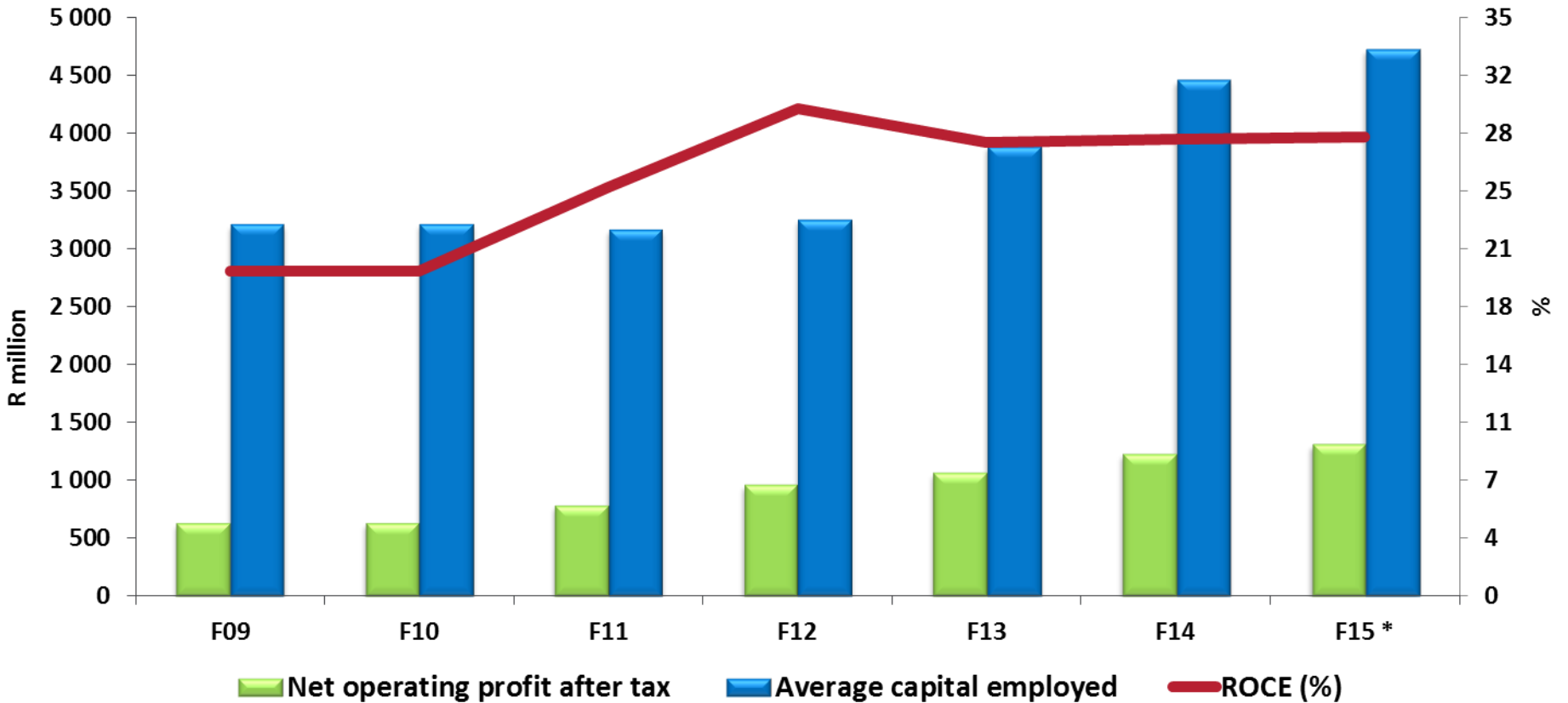


■ Compound annual growth rate from H1 F05 to H1 F15 of 17,0%

■ Operating profit margin increased from 10,0% in H1 F05 to 19,2% in H1 F15

# RESULTS HISTORY

## Return on capital employed

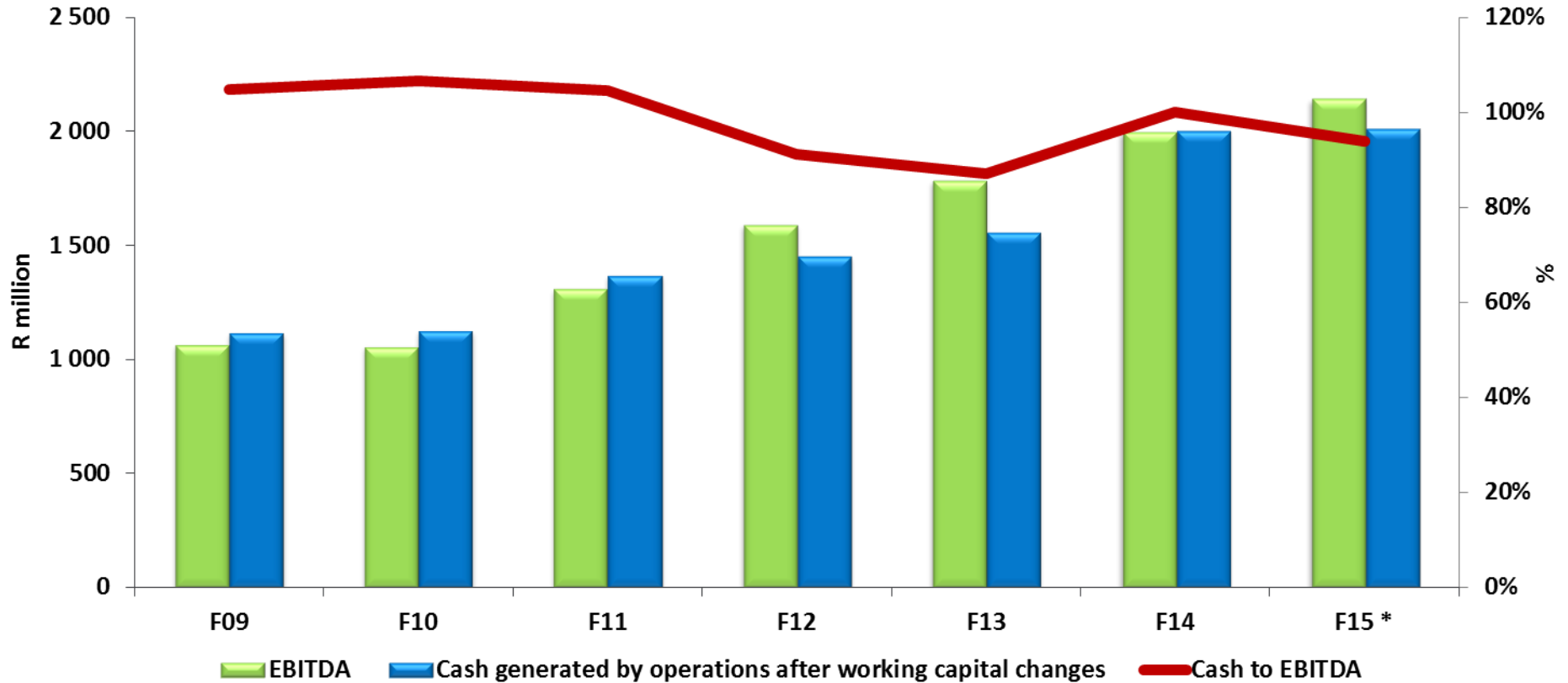


\* F15 = 12 months to 31 December 2014

■ Sustained returns including increasing capital expenditure to support growth and efficiency

# RESULTS HISTORY

## Cash conversion

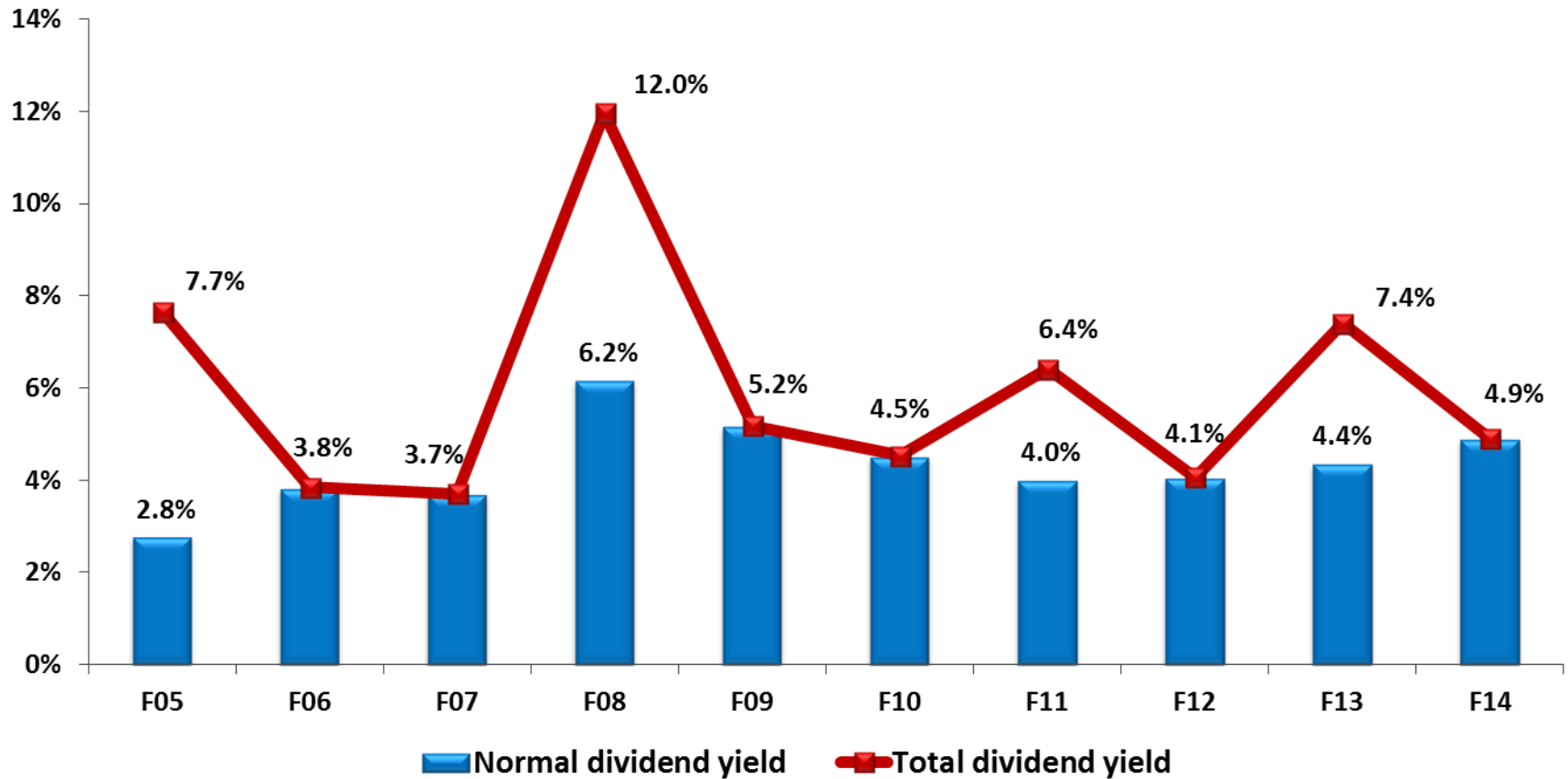


\* F15 represents 12 months to 31 December 2014

■ Consistent high conversion rate of earnings into cash

# RESULTS HISTORY

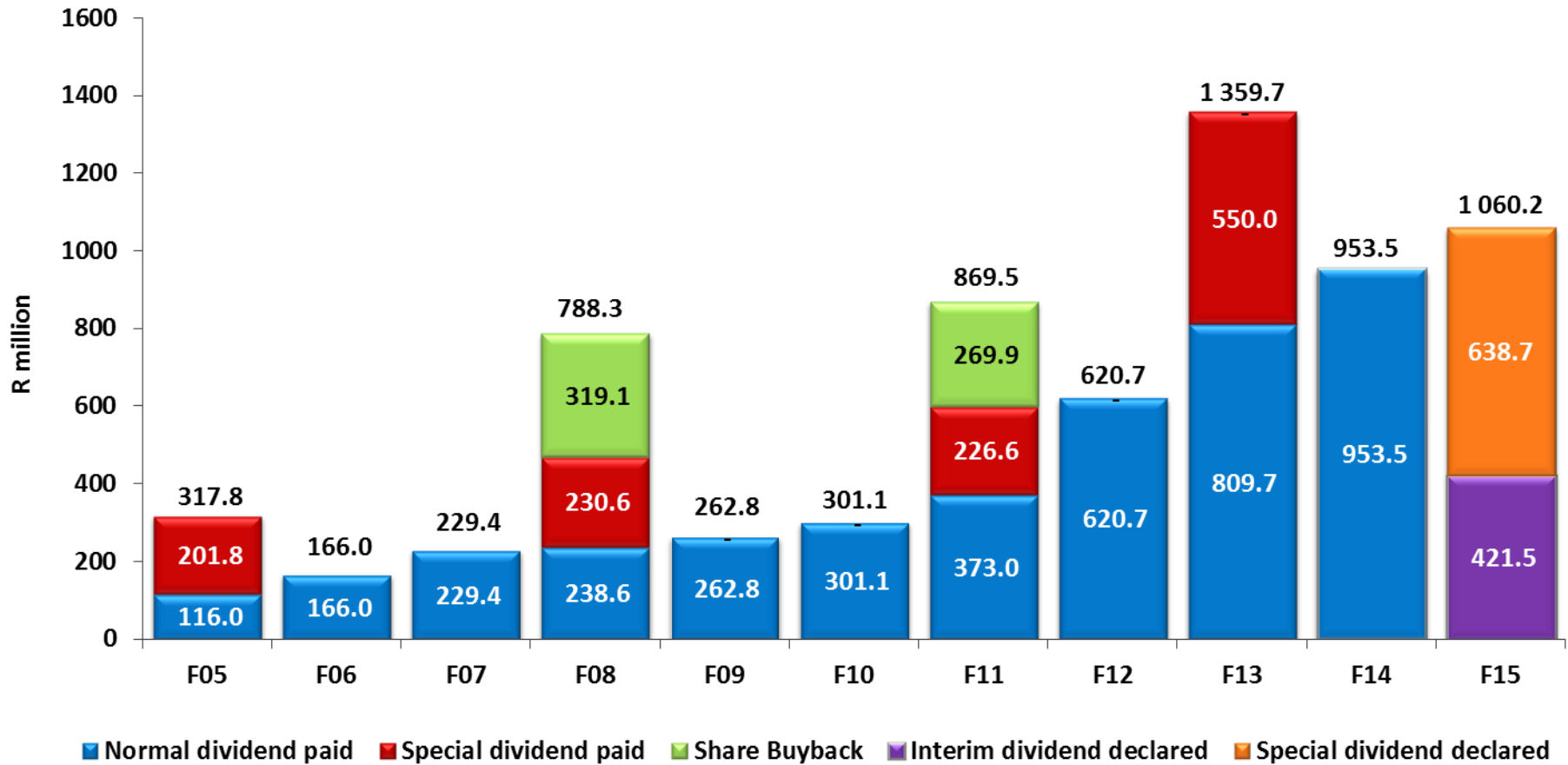
## Dividend yield



- Based on share price at end of each year
- Total dividend yield includes payments out of share premium and special dividends
- Excludes share buy-backs

# RESULTS HISTORY

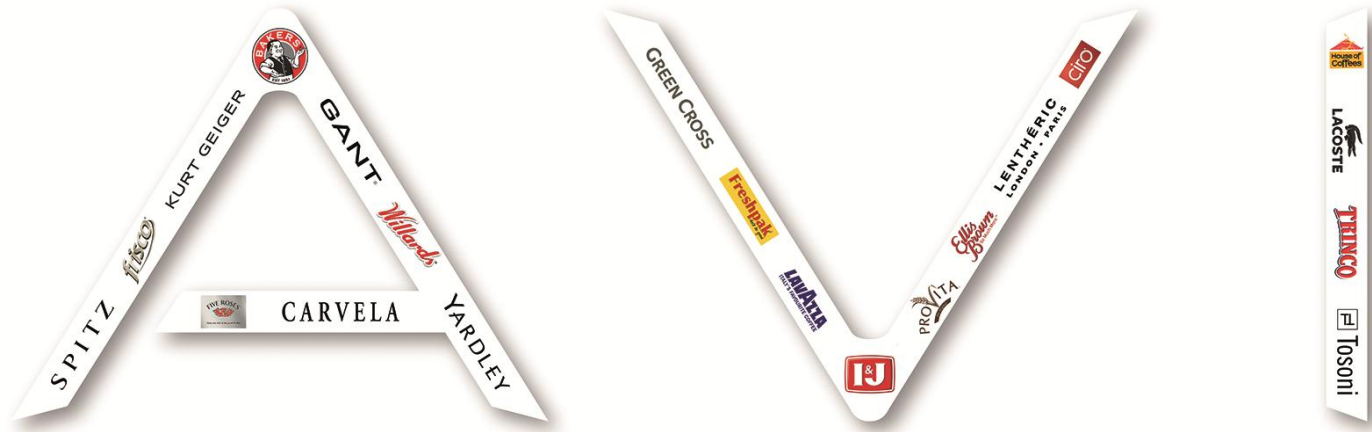
Returns to shareholders (Rm)



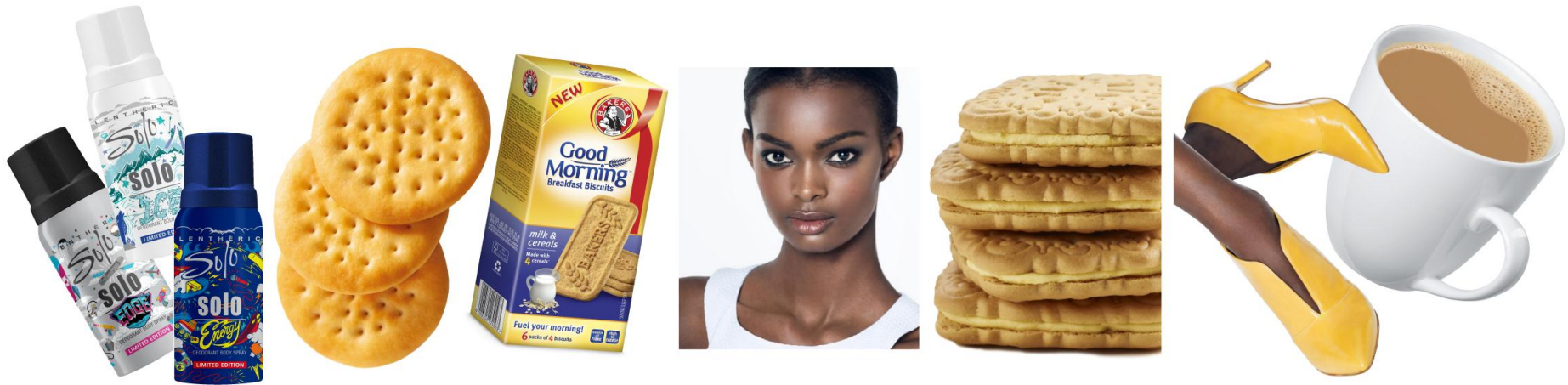
■ Annual normal payout ratio of 80% since F13

■ Effective payout ratio from F05 = 90% of headline earnings





## Group Financial Results



**GROWING GREAT BRANDS**

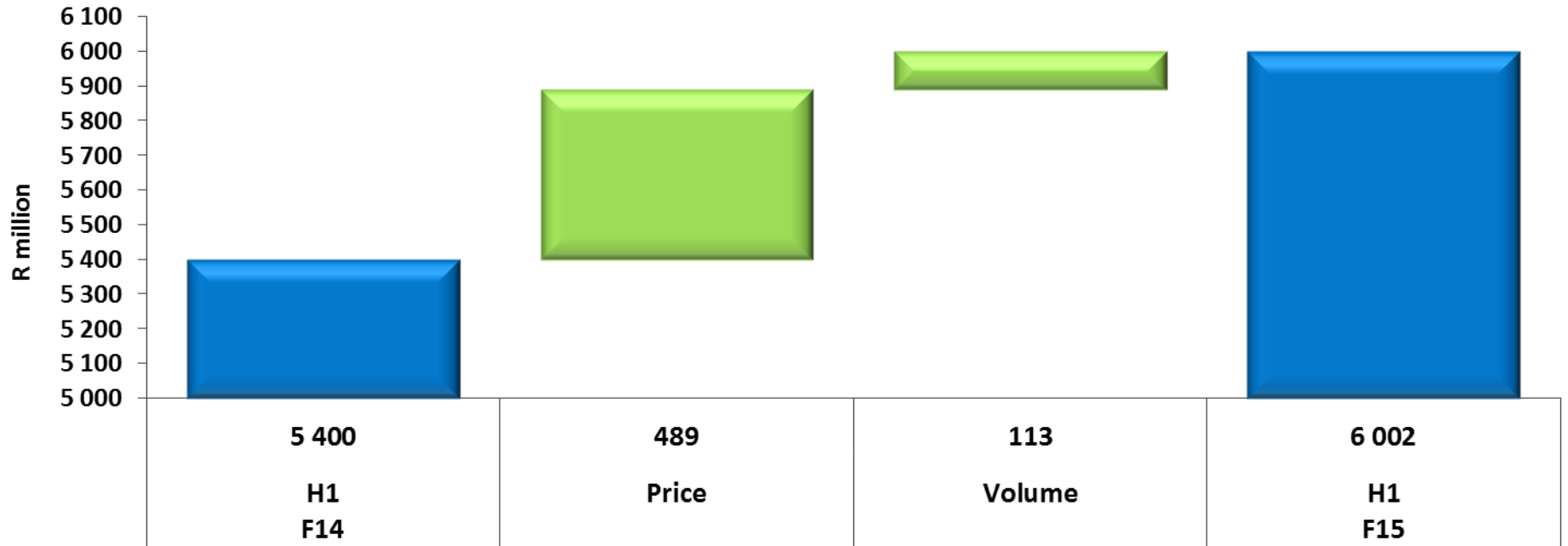
# GROUP FINANCIAL RESULTS

## Income statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue	6 002,2	5 400,3	11,1
Gross profit	2 671,0	2 394,2	11,6
<i>Gross profit margin %</i>	44,5	44,3	0,5
Operating profit	1 152,3	1 020,7	12,9
<i>Operating profit margin %</i>	19,2	18,9	1,6
Net financing cost	(29,7)	(30,7)	(3,3)
Share of Joint Venture	5,8	11,7	(50,4)
Capital items (after tax)	(1,4)	121,4	
<i>Effective tax rate %</i>	28,7	27,0	
Headline earnings	804,8	718,3	12,0
<i>HEPS (cps)</i>	252,9	230,6	9,7

# GROUP FINANCIAL RESULTS

Movement in group revenue (Rm)

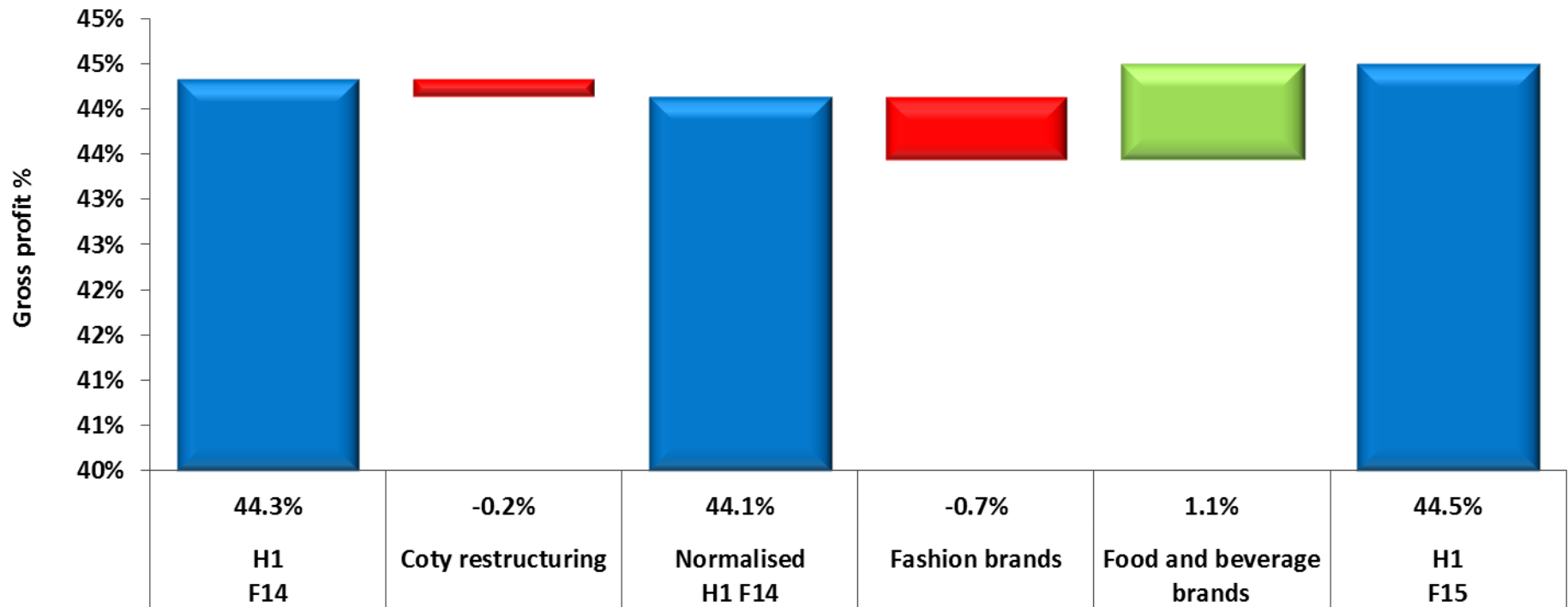


■ Focus on price increases in H2 F14 to protect gross profit margin

■ Negative impact on volumes in some categories in Qtr 1 with normalisation in Qtr 2

# GROUP FINANCIAL RESULTS

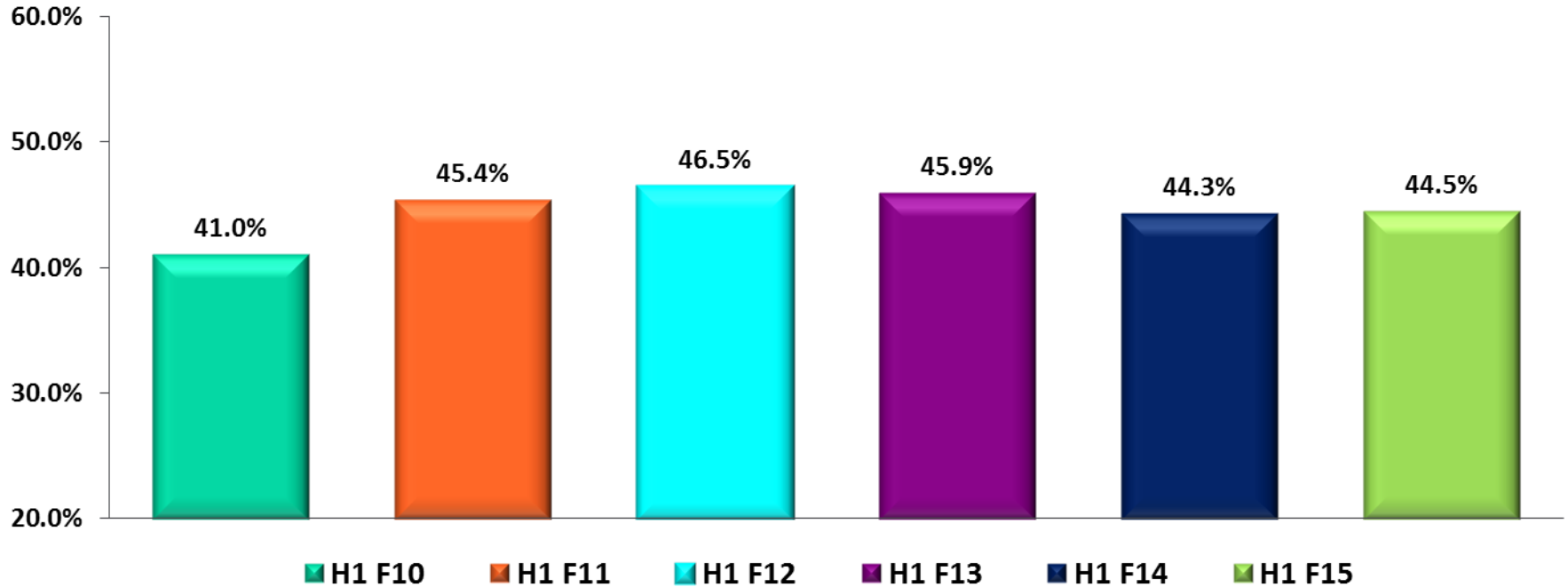
Movement in gross profit margin



- Fashion brands impacted by weaker Rand in constrained consumer environment
- Grocery business benefitted from price increases to recover accumulated cost pressures

# GROUP FINANCIAL RESULTS

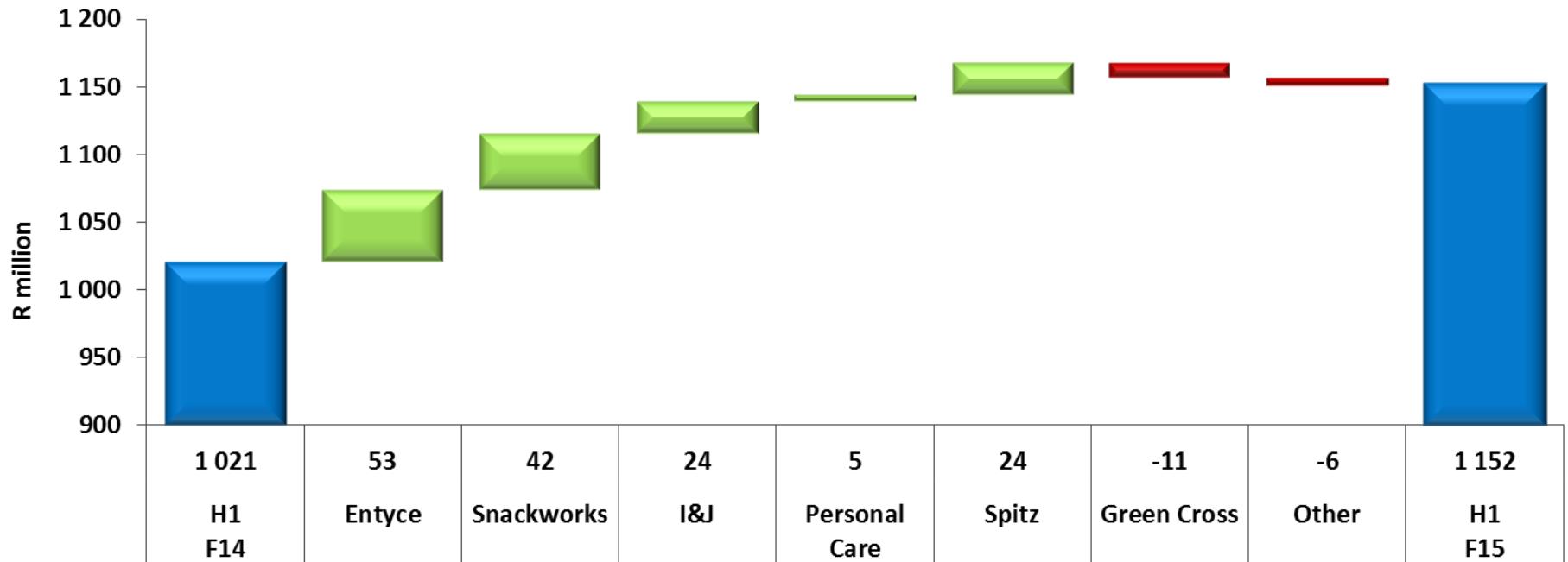
## Gross profit margin history



- Input cost increases not fully recovered in F13 and F14
- Ongoing focus on costs and efficiency to expand gross profit margin
- Footwear margins stabilising after decline from Rand weakness

# GROUP FINANCIAL RESULTS

Operating profit 12,9% up



- Entyce: Higher selling prices and creamer volume growth
- Snackworks: Higher selling prices and volume growth
- I&J: Weaker Rand and higher volumes partly offset by fuel hedge mark-to-market
- Personal Care: Growth in competitive environment
- Spitz: Gross margin stabilised and volume growth with record December sales performance
- Green Cross: Lower wholesale volumes and higher fixed costs to support long-term growth

# GROUP FINANCIAL RESULTS

## Cash generation and utilisation

	H1 15 Rm	H1 14 Rm	%Δ
Cash generated by operations*	1 309,6	1 132,0	15,7
<i>Working capital to revenue %</i>	20,8	20,8	0,0
Capital expenditure	225,8	199,9	13,0
Depreciation and amortisation	151,2	138,8	8,9
Net debt	441,2	522,6	
Net debt / capital employed %	9,0	11,5	
Interim dividend – cps	132	120	10,0
Special dividend – cps	200	–	

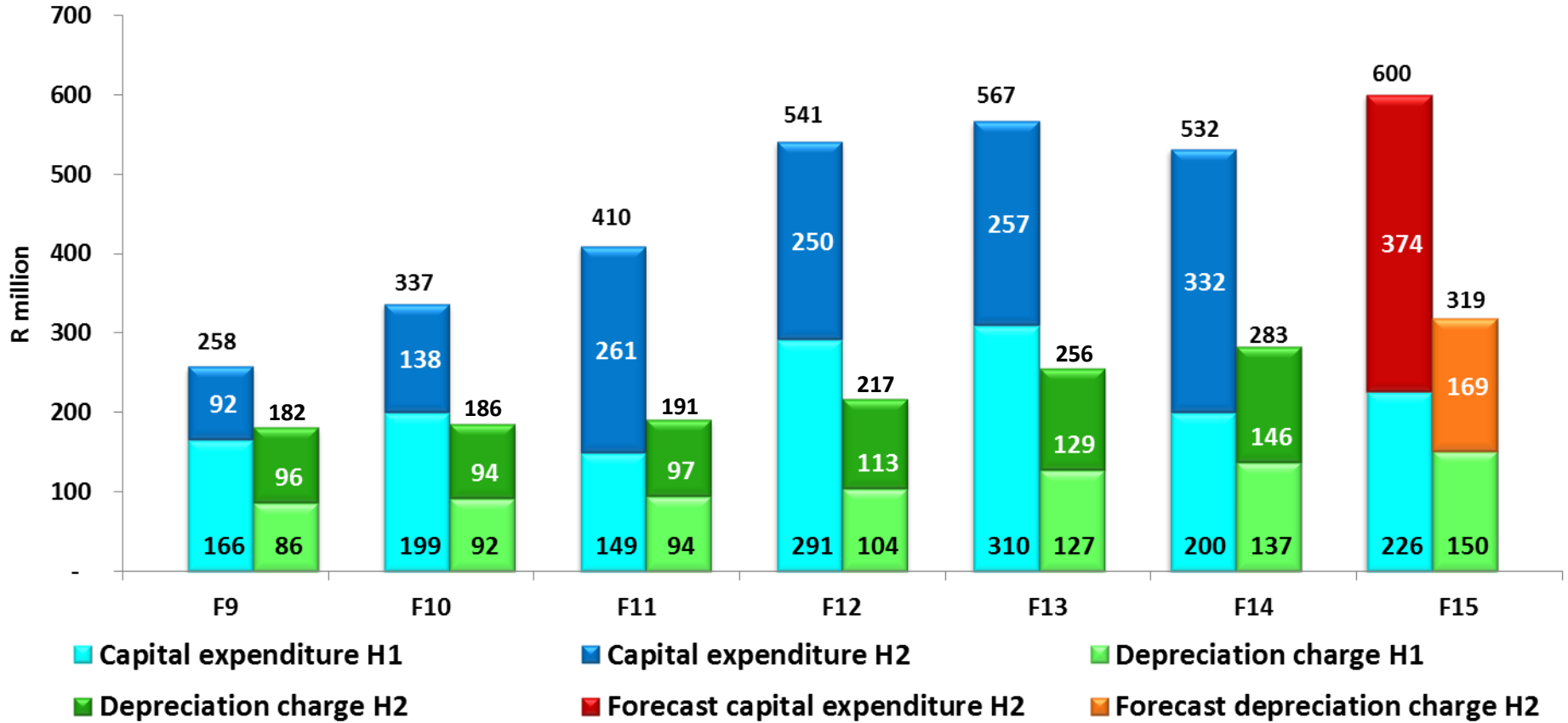
\* Before working capital changes

■ Continued strong cash generation

■ Net debt / capital employed will increase to about 20% after special dividend of 200 cents

# GROUP FINANCIAL RESULTS

## Capital expenditure and depreciation



■ Continued investment in manufacturing capability and capacity



# GROUP FINANCIAL RESULTS

## Capital projects spend summary

	H1 F15 Rm
Tea packaging line replacements and upgrades	10
Biscuit line improvements	23
Rosslyn snacks factory upgrade	10
Creamer capacity	17
I&J vessel dry-docks and upgrades	24
I&J vessel replacement	22*
Retail store additions and refurbishments	38
	144

\* Detailed schedule in I&J review

# ENTYCE BEVERAGES

## Performance and prospects



**GROWING GREAT BRANDS**

# Income statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue	1 568,9	1 416,1	10,8
Operating profit	312,1	258,9	20,5
<i>Operating profit margin %</i>	<i>19,9</i>	<i>18,3</i>	<i>8,7</i>



## ■ Healthy performance from tea

- ❑ Margin recovery due to higher selling prices
- ❑ Quarter 1 demand impacted by price increases
- ❑ Continued rooibos growth
- ❑ Ongoing cost pressure - weaker Rand and employment costs



## ■ Coffee performance constrained in competitive market

- ❑ Margin maintained with higher selling prices
- ❑ Category volume growth muted
- ❑ Process improvement – granulation and can filling
- ❑ Ongoing cost pressure -weaker Rand and employment costs

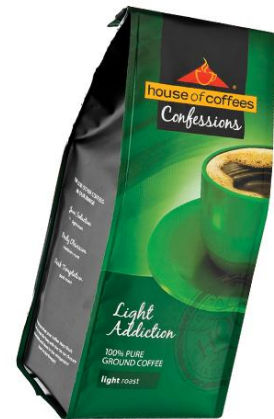


# Income statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue	1 568,9	1 416,1	10,8
Operating profit	312,1	258,9	20,5
<i>Operating profit margin %</i>	<i>19,9</i>	<i>18,3</i>	<i>8,7</i>

■ Strong creamer performance

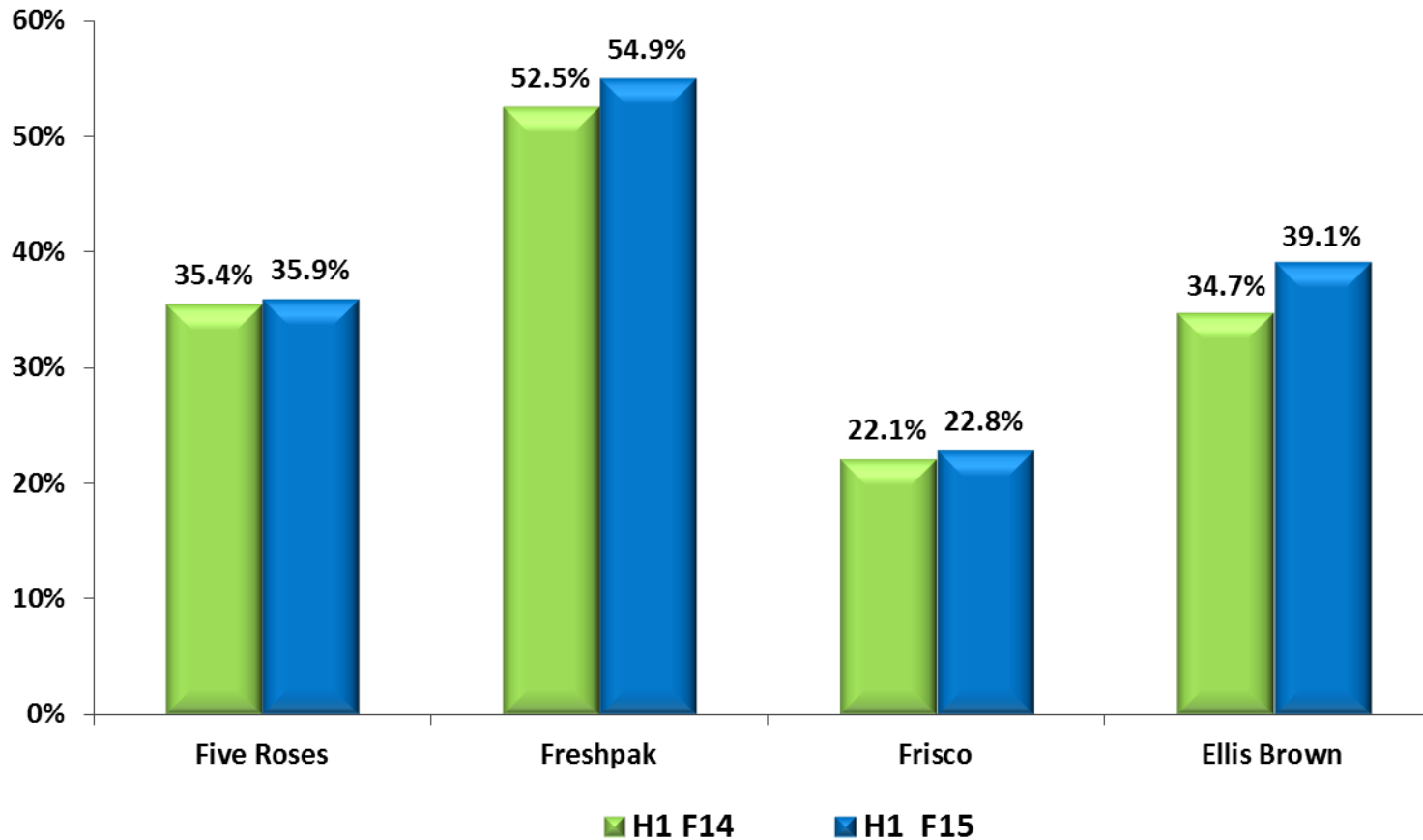
- ❑ Margin restored with improved price management
- ❑ Volume growth reflecting higher creamer demand and increased market share
- ❑ Capacity expansion commenced
- ❑ Ongoing cost pressure - weaker Rand and employment costs



## Sales volume and selling prices

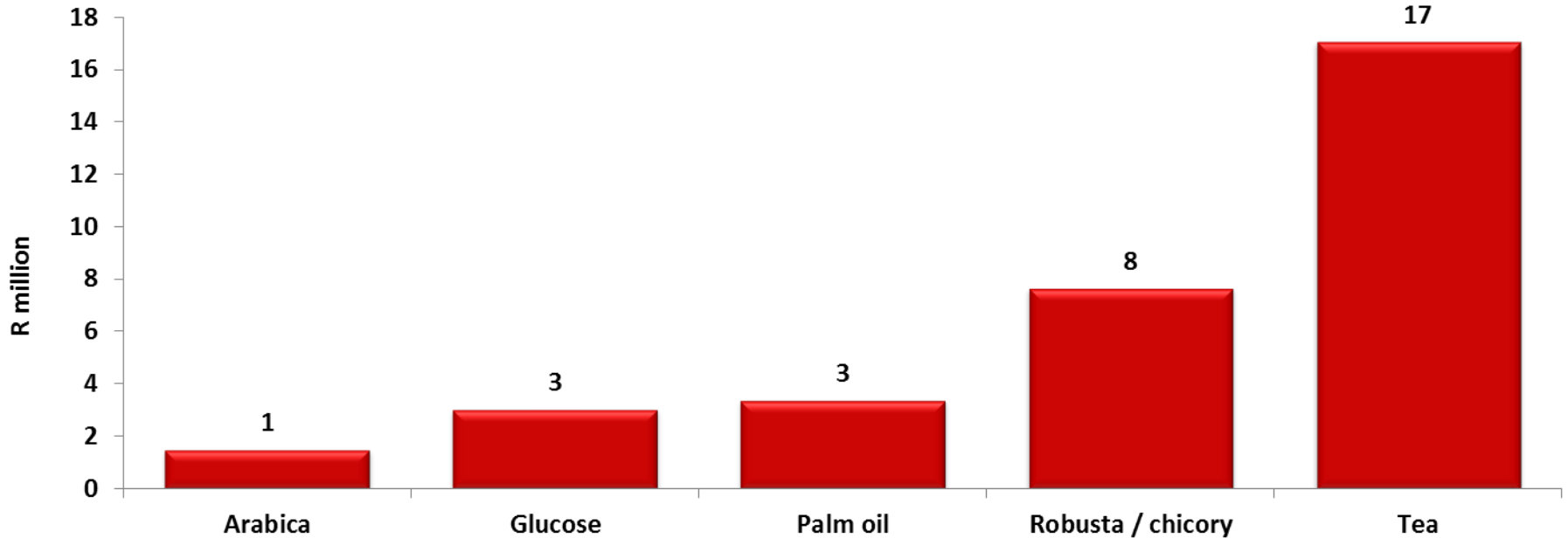
	% Δ H1 F15 vs H1 F14	Comments
<b>Tea revenue growth</b>	<b>9,0</b>	
Volume	(3,5)	<i>Quarter 1 volume decrease following price increase.</i>
Ave. selling price	13,0	<i>Increases in response to accumulated cost pressure, including weaker Rand.</i>
<b>Coffee revenue growth</b>	<b>5,5</b>	
Volume	(1,5)	<i>Pressure on affordable brands with rising price points.</i>
Ave. selling price	7,1	<i>Increases in response to accumulated cost pressure, including weaker Rand.</i>
<b>Creamer revenue growth</b>	<b>23,9</b>	
Volume	7,5	<i>Category growth and increase in market share.</i>
Ave. selling price	15,3	<i>Improved price management and price increase.</i>

Market shares – value



## Raw material costs

■ Cost impact of raw materials and commodities consumed in the period (H1 15 vs H1 14):



- Weaker Rand impacted on all imported / parity priced inputs
- Lower black tea and coffee USD prices
- Rooibos prices up 11%

## Prospects for H2

- Constrained consumer spending
- Input cost pressure from weaker Rand
- Tactile price / volume management in constrained and competitive market
- Incremental innovation
- Projects
  - Additional creamer capacity
  - Tea factory site review
  - Procurement initiative





# Snackworks

*That's Good Times!*

## Performance and prospects



**GROWING GREAT BRANDS**

## Income statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue	1 825,1	1 614,0	13,1
Operating profit	339,5	297,9	14,0
<i>Operating profit margin %</i>	<i>18,6</i>	<i>18,5</i>	<i>0,5</i>



### ■ Strong Biscuits performance

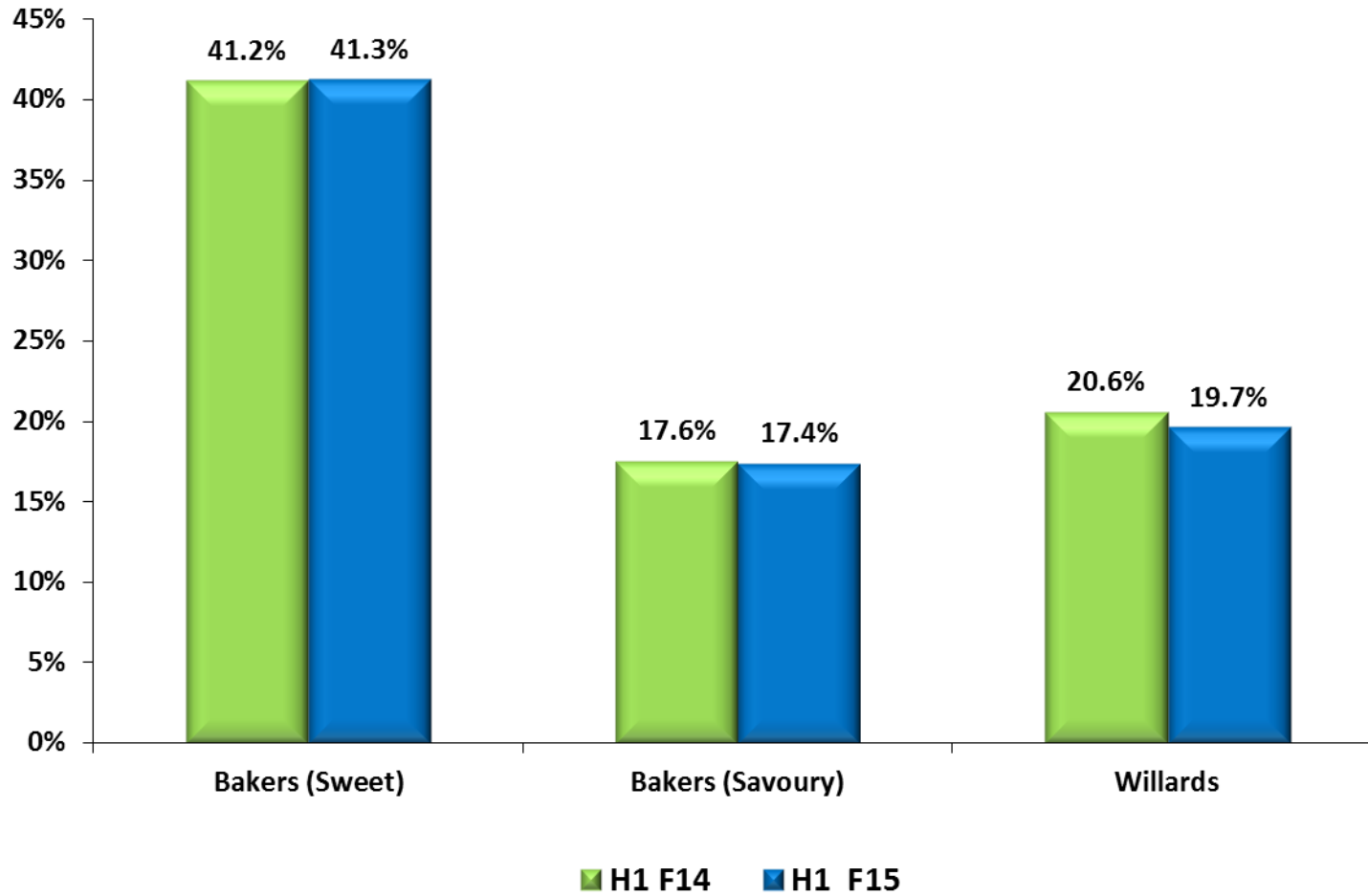
- ❑ Effective pricing to maintain margins
- ❑ New sweet biscuit product launches and line extensions delivering volume growth
- ❑ Improved factory performance – capacity, quality, efficiency
- ❑ Ongoing cost pressure - weaker Rand and employment costs

### ■ Improving Snacks margin

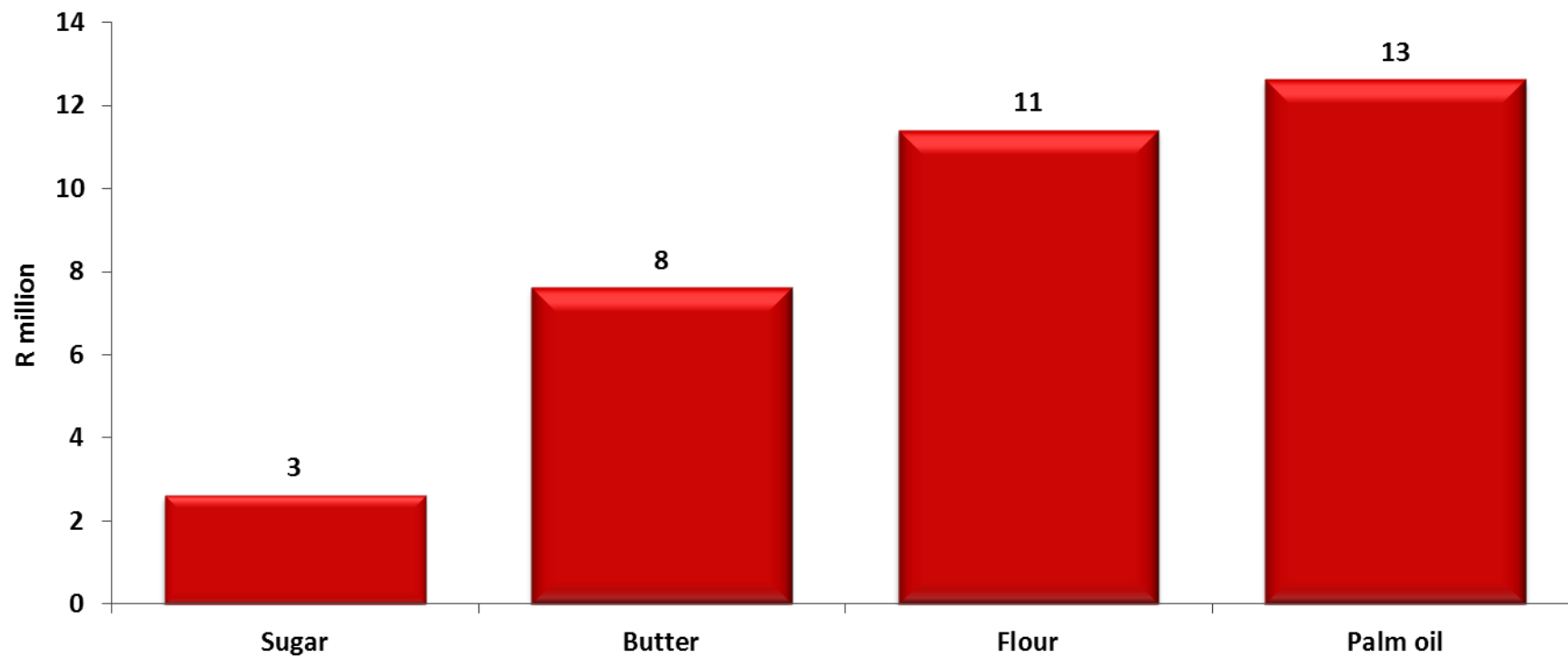
- ❑ Higher selling prices
- ❑ Improved innovation and flavour extensions
- ❑ Volume growth constrained by aggressive competitor pricing
- ❑ Continued factory focus
- ❑ Improving potato procurement

	% Δ H1 F15 vs H1 F14	Comments
<b>Biscuits revenue growth</b>	<b>14,2</b>	
Volume growth	3,5	<i>Product launches and line extensions. More expensive SKU's demand impacted by higher price.</i>
Ave. selling prices	10,4	<i>Increases to recover accumulated cost pressures</i>
<b>Snacks revenue growth</b>	<b>9,4</b>	
Volume growth	1,2	<i>NPD and flavour extensions</i>
Ave. selling prices	8,1	<i>Increases to recover higher raw material input costs.</i>

## Market shares – value



■ Cost impact of raw materials and commodities consumed in the period (H1 15 vs H1 14):



□ Weaker Rand impacted on all imported / parity priced inputs

- Constrained consumer spending
- Input cost pressure from weaker Rand
- Grow Breakfast Biscuit volumes – encouraging ramp up
- Category value risk in snacks
- Volume gains from ongoing product extensions
- Tactile price/volume management in constrained and competitive market
- Projects
  - Capacity options
  - Westmead sugar handling
  - Snack flavour application and packing
  - Procurement initiative





## Performance and prospects



**GROWING GREAT BRANDS**



## Income statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue	982,1	824,5	19,1
Operating profit	98,1	74,3	32,0
<i>Operating profit margin %</i>	<i>10,0</i>	<i>9,0</i>	<i>11,1</i>

- Material benefit from the weaker Rand
- Higher catch and sales volumes with increased sea days offset by lower wet vessel catch rates
- Improved processing performance
- Fuel hedges marked-to-market at end of semester – R21m income statement impact







## Sales volume and selling prices

	% Δ H1 F15 vs H1 F14	Comments
<b>I&amp;J Domestic revenue growth</b>	<b>19,8</b>	
Volume	9,1	<i>Increased whole hake volumes supported by increased third party catch</i>
Ave. selling prices	9,8	<i>Increases taken to mitigate cost pressure</i>
<b>I&amp;J Export revenue growth</b>	<b>25,6</b>	
Volume	5,3	<i>Increased catch volumes from additional wet vessel and better freezer fleet availability</i>
Ave. selling prices	19,3	<i>Mostly attributable to exchange rate; incremental increases achieved in foreign prices</i>

■ Local market share increased from 42,2% to 43,4%



## Vessel replacement cash flow summary Rm

	F14 Rm	F15 Rm	F16 Rm	Total Rm
New wet vessel (delivery H1 F16)	27	81	42	150
Freezer vessel (delivery H1 F16)	36	–	211	247
Purchased & sale back wet vessel	45	(33)	–	12
	108	48	253	409

- Wet vessel construction on schedule
- Freezer vessel delivery on track
- Increased catching capacity of 6 000 quota tons from F16



## Prospects for H2

- Benefit from secured exchange rates
  - Weaker Euro will have greater impact in F16
- Use of additional wet vessel may be extended into F16
- Lower fuel prices
  - Unrealised losses reversed
  - Hedged prices tracking the decline in market prices
- Domestic market review
- Kelso (Simplot) processing review
- Projects
  - New vessel deliveries
  - Back-up power at Woodstock processing
  - 50 ton abalone expansion





indigo brands

## Performance and prospects

YARDLEY

LENTHÉRIC  
LONDON · PARIS

nailene.

Sally Hansen  
#1 SA IN THE US

RIMMEL  
LONDON



GROWING GREAT BRANDS



# Income Statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue*	541,4	574,4	(5,7)
Operating profit	102,6	97,2	5,6
<i>Operating profit margin %</i>	<i>19,0</i>	<i>16,9</i>	<i>12,4</i>

\* Decrease due to revision of commercial relationship with Coty effective 31 October 2013

- Indigo revenue from own brands grew by 8,7% with volume growth and selling price increases
- Good export growth – body sprays
- Continued focus on fixed cost reduction
- Ongoing progress in wholesale channel volumes
- Sound Yardley performance led by new body spray variants
- Gross margin pressure from weaker Rand





# Sales volume and selling prices

	% Δ H1 F15 vs H1 F14	Comments
<b>Personal Care revenue growth*</b>	<b>8,7</b>	
Volume growth	3,8	<i>Increase in body sprays; Strong export growth</i>
Ave. selling price	4,7	<i>Price increases in body sprays and colour cosmetics</i>

\* Like-for-like comparison excluding Coty

■ Body spray market share increased from 37,3% to 38,0%





indigo brands

## Prospects for H2

- Constrained consumer spending
- Input cost pressure from weaker Rand
- Benefit from wholesale and African export growth
- Projects
  - Back-up power
  - Distribution centre upgrade



# SPITZ

## Performance and prospects

CARVELA  
MADE IN ITALY

Tosoni

LACOSTE

KURT GEIGER

GANT

J.Renéé.



GROWING GREAT BRANDS

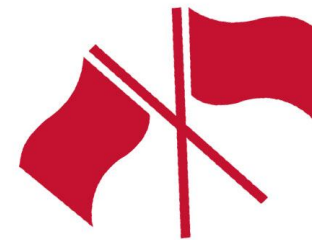


# SPITZ

## Income statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue	885,7	782,2	13,2
Operating profit	282,7	258,9	9,2
<i>Operating profit margin %</i>	<i>31,9</i>	<i>33,1</i>	<i>(3,6)</i>

- Revenue growth from:
  - Selling price increases in H2 F14
  - Kurt Geiger clothing revenue up 19,3%
  - Footwear volumes 1,6% higher led by Carvela and Lacoste
- Limited impact in H1 from load shedding
- Gross profit margin decrease from 60,3% to 58,9% with increased cost pressure from the weaker Rand
- Trading space increased: 2 new Spitz stores and 1 new Kurt Geiger store
- Improved like-for-like trading densities
- Record Spitz December sales



# SPITZ

## Sales volume and selling prices

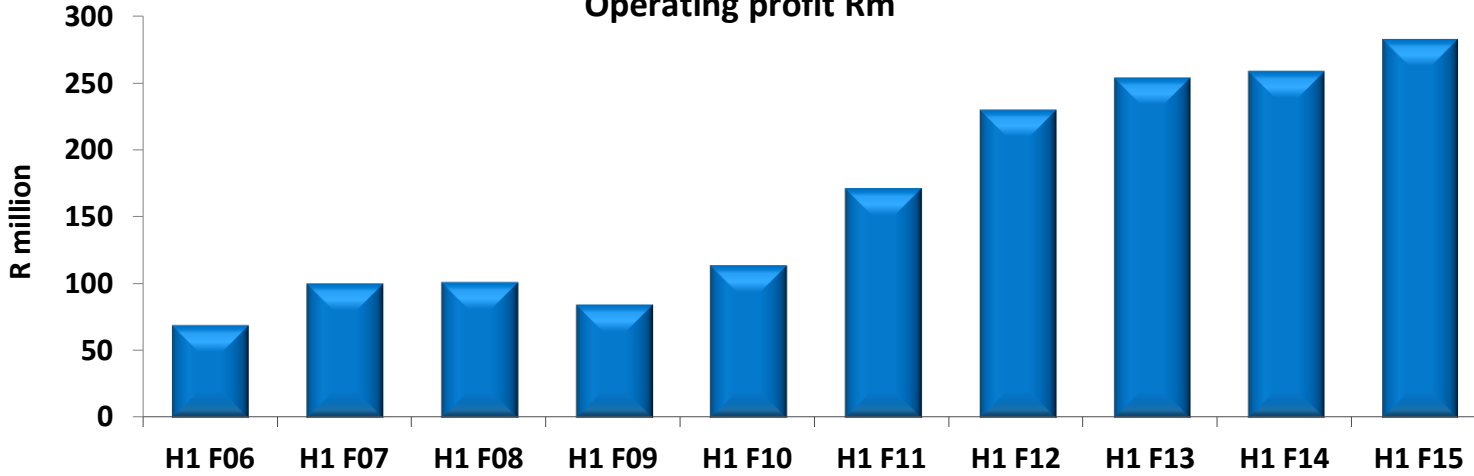
	<b>% Δ</b> <b>H1 F15 vs H1 F14</b>	<b>Comments</b>
<b>Spitz &amp; KG Footwear revenue growth</b>	<b>13,0</b>	
Volume growth	1,6	<i>Volume growth muted by constrained consumer environment</i>
Ave. selling price	11,3	<i>Price increases, including core Carvela range increase in February 2014</i>
<b>KG Clothing revenue growth</b>	<b>19,3</b>	<i>New store and improved trading density</i>

# SPITZ

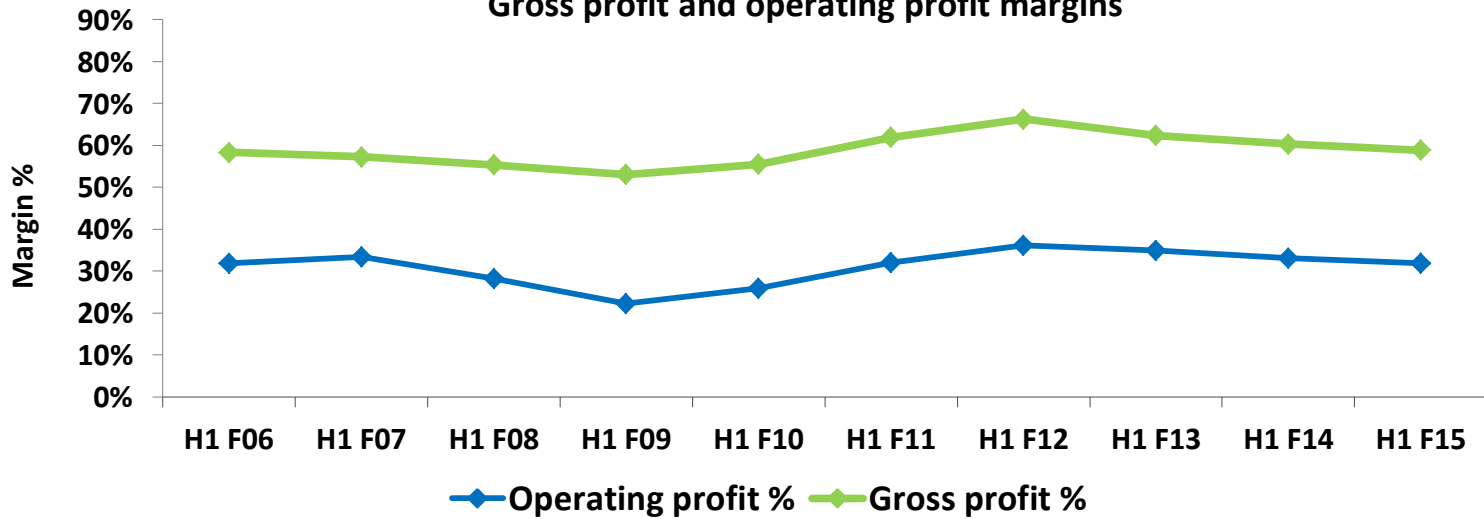
Spitz and Kurt Geiger



### Operating profit Rm



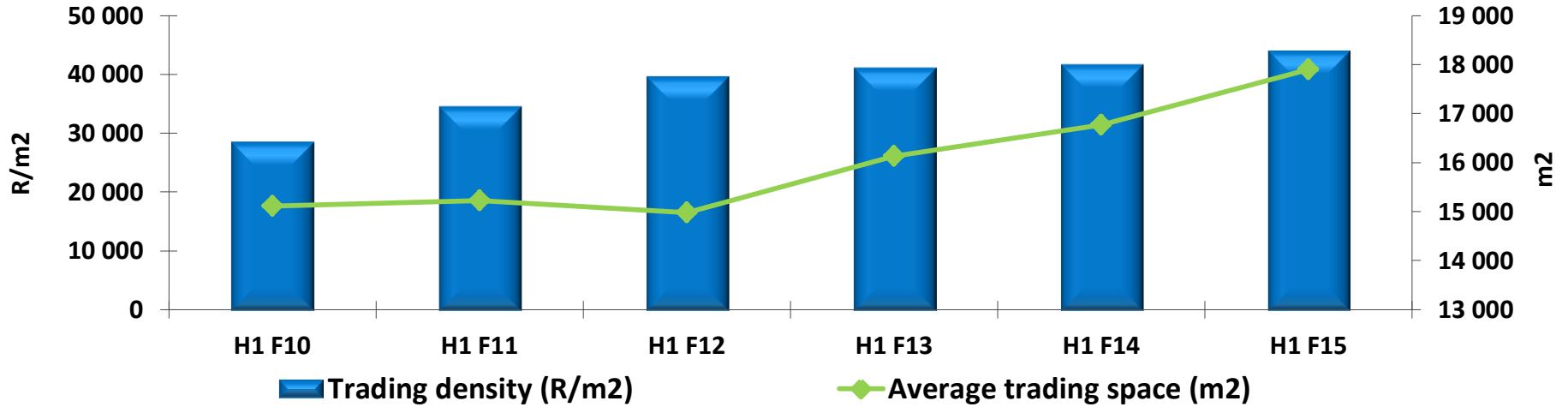
### Gross profit and operating profit margins



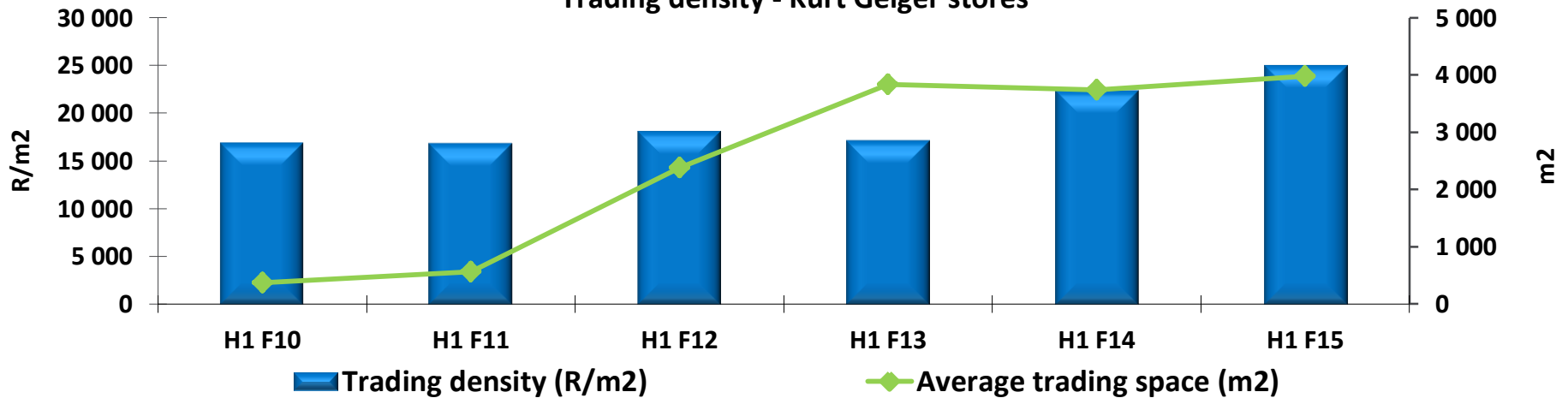
# SPITZ

Spitz and Kurt Geiger

### Trading density - Spitz stores



### Trading density - Kurt Geiger stores



# SPITZ

## Prospects for H2

- Stable gross margin
  - Limited Price increases
  - Benefit of lower Euro in Quarter 4
- Store refresh
  - New design and roll out
  - New supporting brand portfolio
  - Improved product/store tiering
- Increased brand support
- Projects
  - Kurt Geiger brand evolution
  - Back up power to mitigate trading losses
  - Procurement initiative



# GREEN CROSS

Performance and prospects



**GROWING GREAT BRANDS**

# GREEN CROSS

## Income Statement

	H1 F15 Rm	H1 F14 Rm	%Δ
Revenue	171,4	163,1	5,1
Operating profit	23,6	34,3	(31,2)
<i>Operating profit margin %</i>	<i>13,8</i>	<i>21,0</i>	<i>(34,3)</i>

- Retail revenue growth from higher prices and volume growth
  - 6 stores rebranded – lost trading days
- Wholesale volume decline
  - Shelf space lost to competitors
  - Resistance to higher selling prices
- Gross profit margin decrease from 52,6% to 47,2%
  - Exchange rate pressure
  - Discounting to manage stock build-up
- Investment in manufacturing and overheads to support long-term growth plans



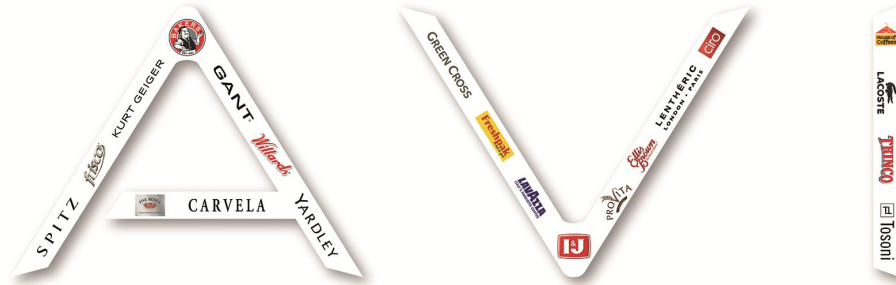
# GREEN CROSS

## Prospects for H2

- Retail focus
  - Ongoing roll-out of new design – 8 doors
  - Improved product range
  - Better price management
- Continued space growth if good location is available
- Planning and stock management focus
- Leverage improved factory capability
- Wholesale action plan benefit







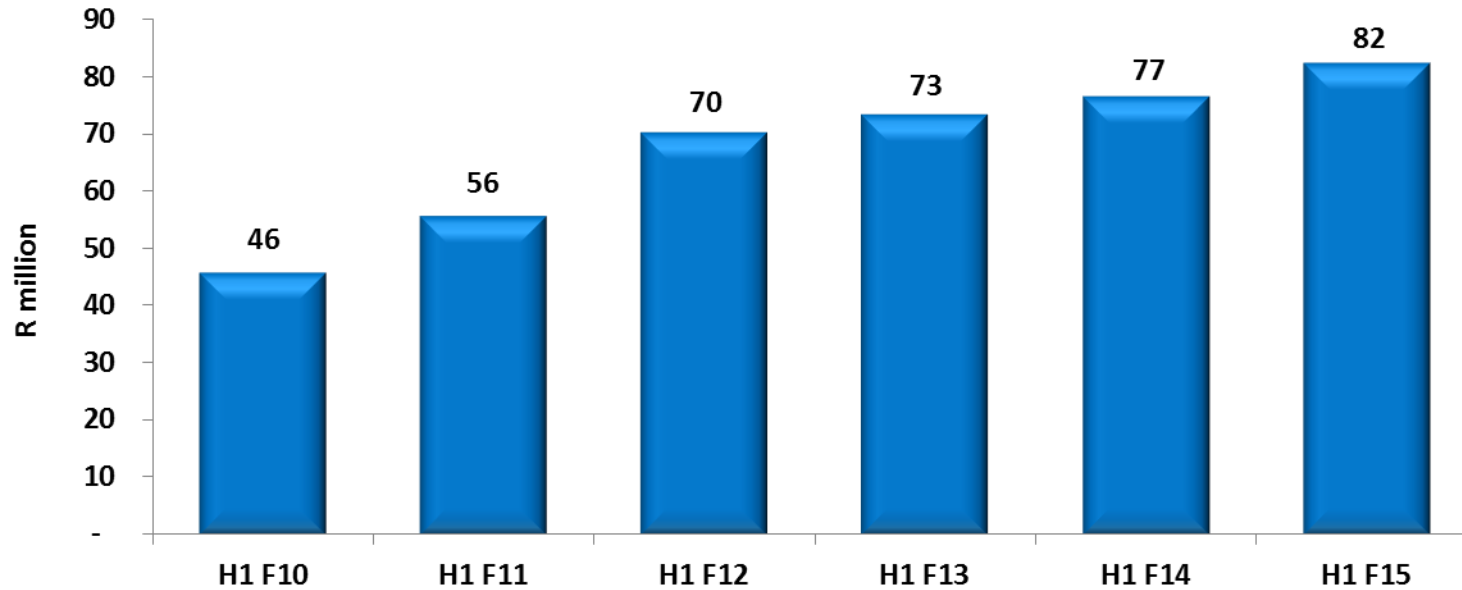
## AVI INTERNATIONAL



GROWING GREAT BRANDS

# AVI INTERNATIONAL

## Operating profit history



- Revenue growth in most markets
- New agent in Mozambique delivering healthy revenue growth
- Strong body spray growth
- Investing to build long term brand positions



# AVI INTERNATIONAL

Entyce, Snackworks and Indigo – Non RSA sales

	H1 F15	H1 F14	%Δ
	Rm	Rm	
<b>International Revenue</b>	447,9	385,5	16,2
<i>% of Grocery and Personal Care brands</i>	11,4	10,7	
<b>International Operating Profit</b>	82,4	76,5	7,7
<i>% of Grocery and Personal Care brands</i>	10,9	11,7	
<b>International Operating Margin</b>	18,4	19,8	(7,1)
<i>Grocery and Personal Care brands Operating Margin</i>	19,2	18,1	6,1



AVI

GROWING GREAT BRANDS

# AVI GROUP

## Prospects for H2

- Improved I&J performance
  - Exchange rates secured for majority of exposure
  - Additional wet vessel till until end May, may be extended
  - Ongoing gains in fishing and processing efficiency
  - Lower fuel costs
  
- Sustain Entyce, Snackworks and Indigo profit growth in challenging environment
  - Constrained consumer spending
  - Tactile price / volume management
    - Input cost pressure from weaker Rand
    - Constrained and competitive market
  - Innovation to gain share in low growth environment



# AVI GROUP

## Prospects for H2 continued

### ■ Footwear and apparel

- Retail execution
  - Green Cross new store design roll-out
  - Spitz store refresh – store design, tiering and ranging
  - Kurt Geiger brand evolution
- Optimise price vs volume in constrained environment
- Green Cross wholesale business re-launch
- Net trading space growth

### ■ Group initiatives

- Procurement initiative – 1% gross profit margin over 2 years
- Fixed cost containment in lower growth environment
- Manage impact of labour legislation changes on costs
- Complete back-up power mitigation – R100 million total

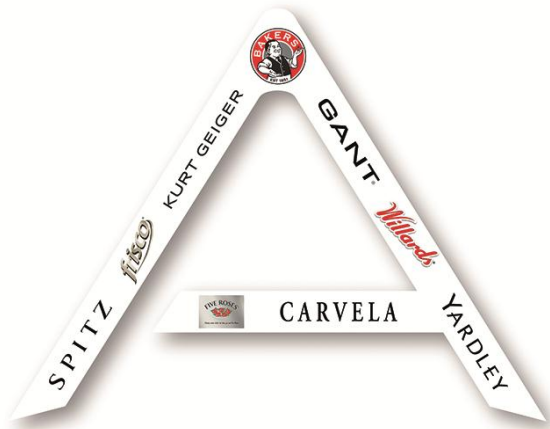


# AVI GROUP

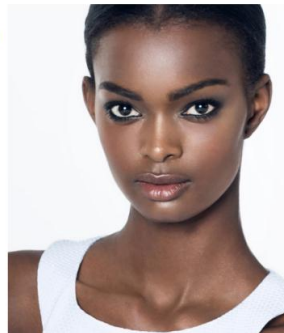
## Investor proposition

- Manage our unique brand portfolio to its long term potential
- Organic earnings growth; target >10% HEPS growth p.a.
- High dividend yield – maintain normal dividend payout ratio of 80%
- Sustain high return on capital employed
  - Effective capital projects
  - Return excess cash to shareholders efficiently
- Replicate our category market leadership in selected regional markets
- Acquisition of high quality brand opportunities if available

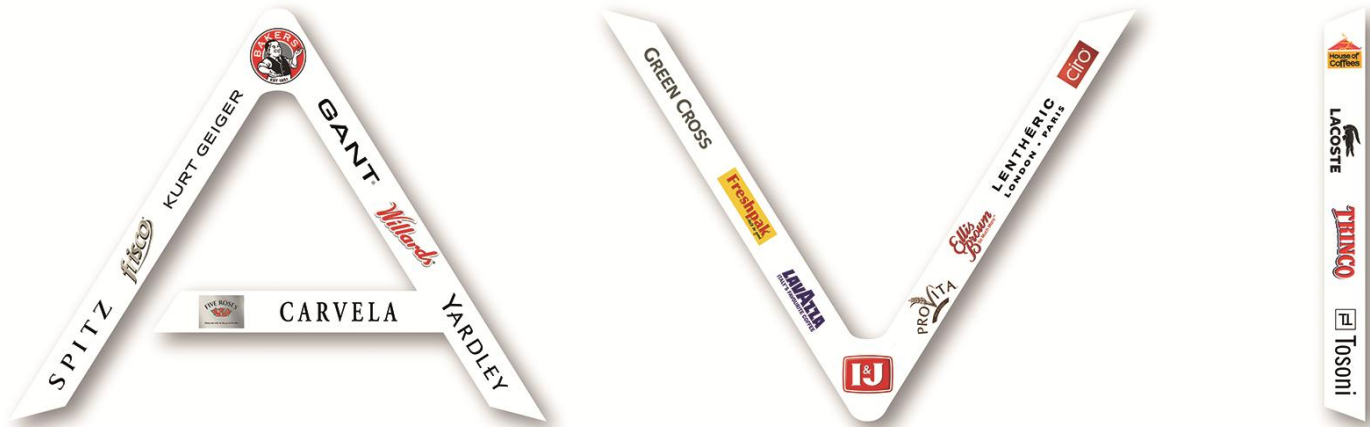




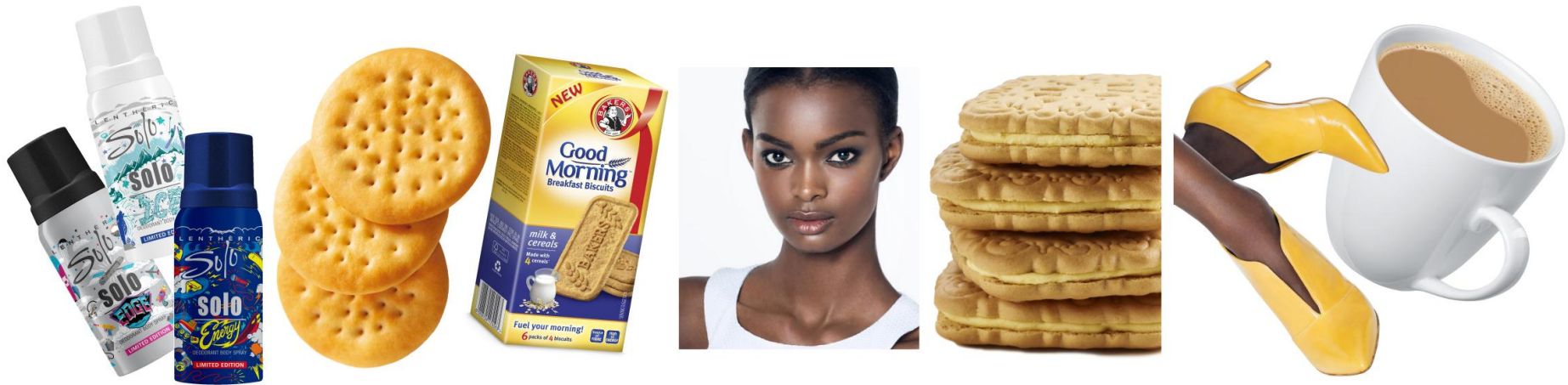
## Questions



**GROWING GREAT BRANDS**



## Information slides



**GROWING GREAT BRANDS**



# BUSINESS UNIT FINANCIAL RESULTS

## Income statement

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	H1 F15 Rm	H1 F14 Rm	Δ %	H1 F15 Rm	H1 F14 Rm	Δ %	H1 F15 %	H1 F14 %
<b>Food &amp; Beverage Brands</b>	<b>4 376,1</b>	<b>3 854,6</b>	<b>13,5</b>	<b>749,7</b>	<b>631,1</b>	<b>18,8</b>	<b>17,1</b>	<b>16,4</b>
Entyce	1 568,9	1 416,1	10,8	312,1	258,9	20,5	19,9	18,3
Snackworks	1 825,1	1 614,0	13,1	339,5	297,9	14,0	18,6	18,5
I&J	982,1	824,5	19,1	98,1	74,3	32,0	10,0	9,0
<b>Fashion Brands</b>	<b>1 622,1</b>	<b>1 540,6</b>	<b>5,3</b>	<b>411,3</b>	<b>393,2</b>	<b>4,6</b>	<b>25,4</b>	<b>25,5</b>
Personal Care	541,4	574,4	(5,7)	102,6	97,2	5,6	19,0	16,9
Footwear & Apparel	1080,7	966,2	11,9	308,7	296,0	4,3	28,6	30,6
<b>Corporate</b>	<b>4,0</b>	<b>5,1</b>		<b>(8,7)</b>	<b>(3,6)</b>			
<b>Group</b>	<b>6 002,2</b>	<b>5 400,3</b>	<b>11,1</b>	<b>1 152,3</b>	<b>1 020,7</b>	<b>12,9</b>	<b>19,2</b>	<b>18,9</b>

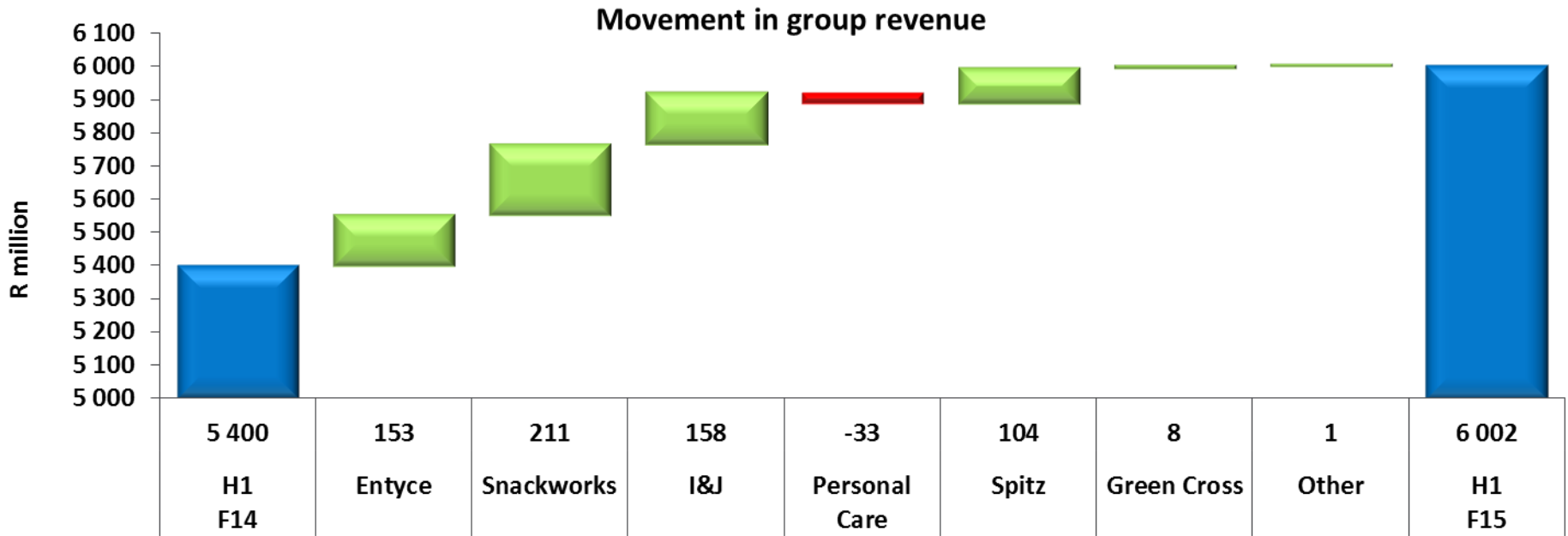
# FOOTWEAR & APPAREL FINANCIAL RESULTS

## Income statement

	Segmental Revenue			Segmental Operating Profit			Operating Margin	
	H1 F15 Rm	H1 F14 Rm	Δ %	H1 F15 Rm	H1 F14 Rm	Δ %	H1 F15 %	H1 F14 %
<b>Footwear &amp; Apparel</b>	<b>1 080,7</b>	<b>966,2</b>	<b>11,9</b>	<b>308,7</b>	<b>296,0</b>	<b>4,3</b>	<b>28,6</b>	<b>30,6</b>
Spitz	885,7	782,2	13,2	282,7	258,9	9,2	31,9	33,1
Green Cross	171,4	163,1	5,1	23,6	34,3	(31,2)	13,8	21,0
Other	23,6	20,9	12,9	2,4	2,8	(14,3)	10,2	13,4

# INFORMATION SLIDE

Revenue waterfall graph - revenue 11,1% up

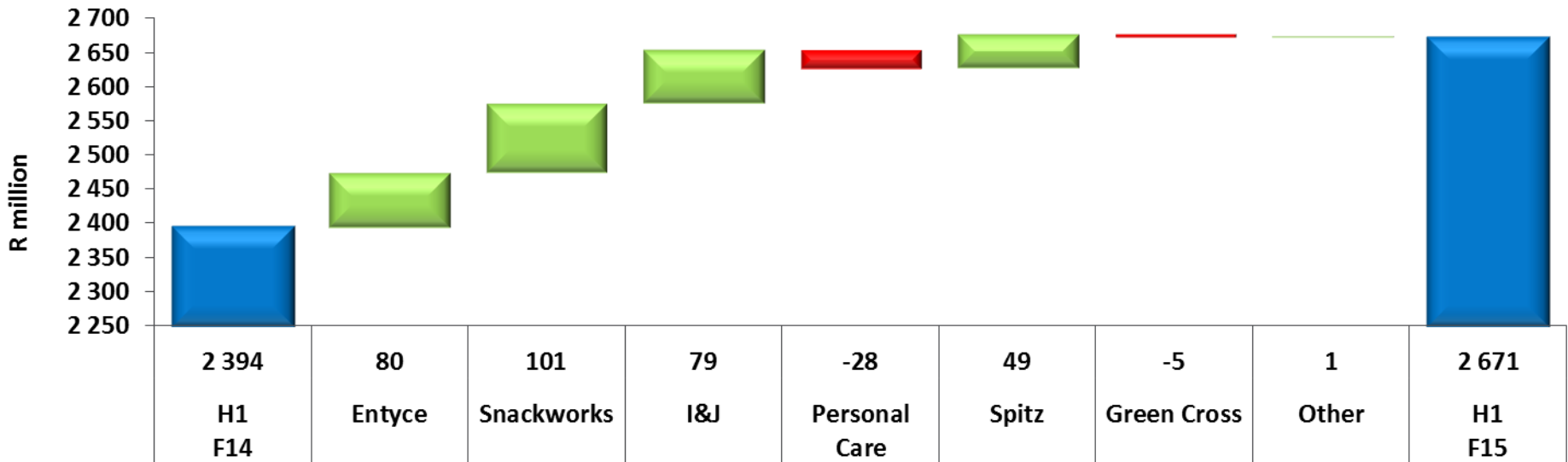


- Entyce: Price increases in tea, coffee and creamer, volume growth in creamer
- Snackworks: Higher volumes and selling prices
- I&J: Weaker Rand, higher prices as well as increased export and domestic volumes
- Personal Care: Healthy growth on own brands offset by impact of revised Coty trading terms
- Spitz: Higher selling prices and sales volumes
- Green Cross: Lower wholesale volumes offset by retail growth

# INFORMATION SLIDE

Gross profit waterfall graph – gross profit 11,6% up

Movement in group gross profit

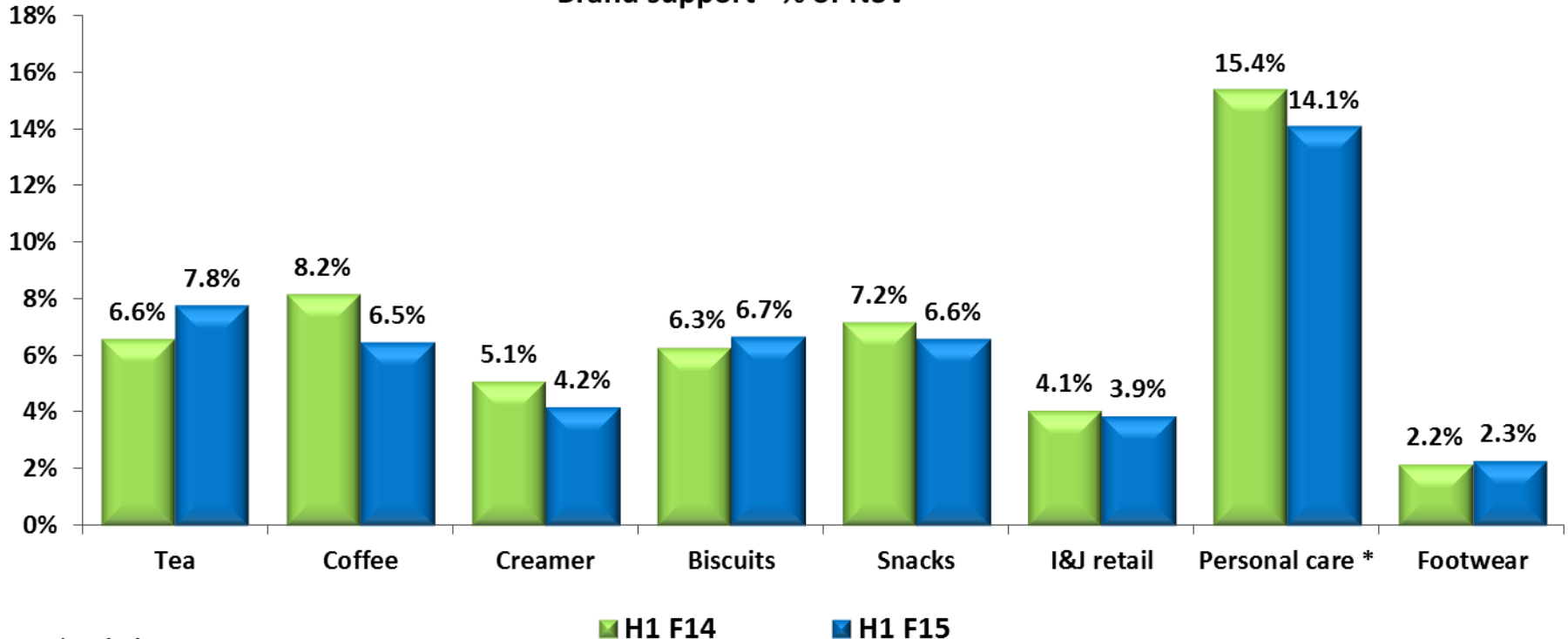


- Entyce: Price increases and creamer volume growth offset by higher raw material costs, mostly weaker Rand
- Snackworks: Higher selling prices and volume growth
- I&J: Weaker Rand and higher volumes with sound fishing and processing
- Personal Care: Cost pressure resulting from weaker Rand; impact of change in relationship with Coty
- Spitz: Price increases and footwear and clothing volume growth offset by weaker Rand
- Green Cross: Lower wholesale volumes as well as weaker Rand

# INFORMATION SLIDE

## Marketing expenditure

Brand support - % of NSV



\*Excludes Coty

- Includes advertising and promotions, co-operative expenditure with customers and marketing department costs
- Total expenditure for H1 F15 was R312m compared to R285m in H1 F14, excluding Coty

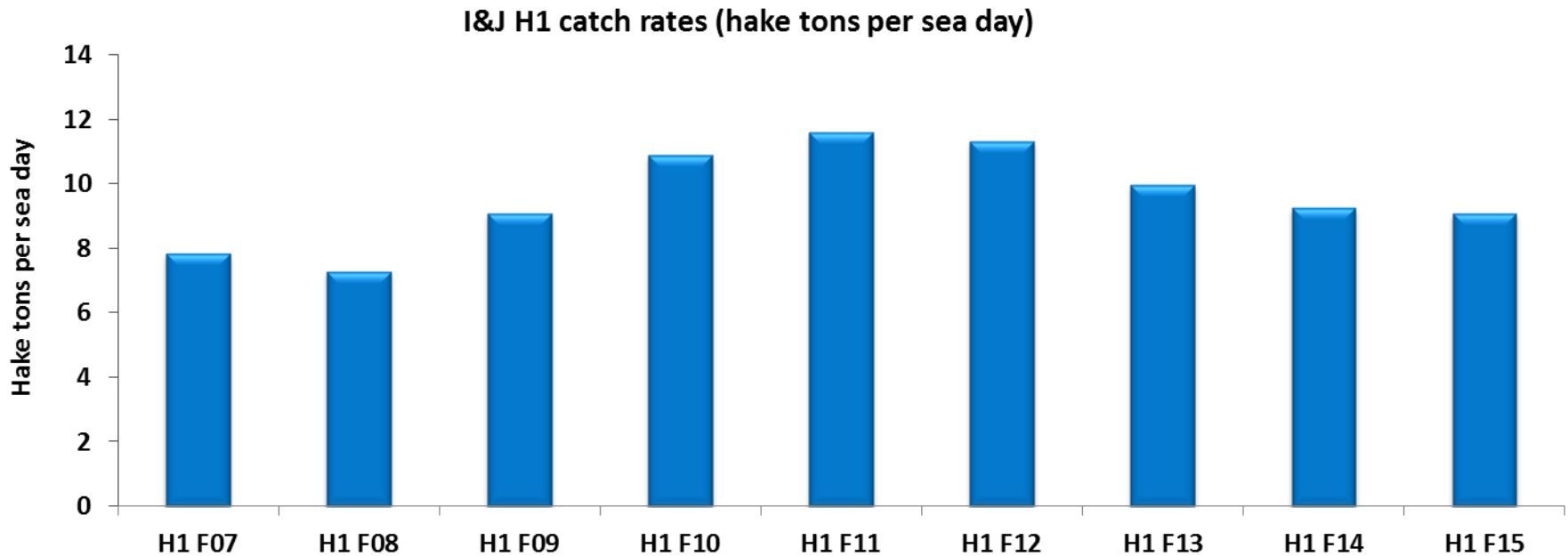
# INFORMATION SLIDE

I&J quota– seafood products

Quota (tons)	CY09	CY10	CY11	CY12	CY13	CY14	CY15
South African Total Allowable Catch (TAC)	118 578	119 861	131 847	144 742	156 088	155 308	147 500
% change in TAC	(9,1)	1,1	10,0	9,8	7,8	(0,5)	(5,0)
I&J	33 199	33 550	36 906	40 515	43 689	43 471	41 222
%	28,0	28,0	28,0	28,0	28,0	28,0	27,9

# INFORMATION SLIDE

## I&J catch rates



- Increase in overall tons caught
  - Increased wet fleet capacity
  - Freezer vessel dry dock H1 last year
- Wet vessel catch rates impacted by resource performance in “west” fishing grounds
- Freezer fleet catch rates maintained by operationing in “east” fishing grounds
- Continued improvement through use of technology and capacity investment

# INFORMATION SLIDE

## Trading space and trading density

### Spitz

	H1 F15	H1 F14
Number of stores	72	67
Turnover (Rm)	786,0	698,4
Average m <sup>2</sup>	17 901	16 766
Trading Density (R /m <sup>2</sup> )	43 911	41 653
Closing m <sup>2</sup>	18 342	17 156

### Like-for-like metrics\*

	H1 F15	H1 F14
Number of stores	64	64
Turnover (Rm)	735,0	679,6
Average & closing m <sup>2</sup>	16 586	16 586
Trading Density (R/m <sup>2</sup> )	44 312	40 975

\* Based on stores trading for the entire current and prior periods.



# INFORMATION SLIDE

## Trading space and trading density

### Kurt Geiger

	H1 F15	H1 F14
Number of stores	33	32
Turnover (Rm)	99,6	83,8
Average m <sup>2</sup>	3 978	3 742
Trading Density (R /m <sup>2</sup> )	25 050	22 400
Closing m <sup>2</sup>	3 978	3 960

### Like-for-like metrics\*

	H1 F15	H1 F14
Number of stores	29	29
Turnover (Rm)	92,5	81,4
Average & closing m <sup>2</sup>	3 554	3 634
Trading Density (R/m <sup>2</sup> )	26 022	22 394

\* Based on stores trading for the entire current and prior periods.

# INFORMATION SLIDE

## Trading space and trading density

### Green Cross

	H1 F15	H1 F14
Number of stores	29	29
Turnover (Rm)	101,1	89,5
Average m <sup>2</sup>	3 266	3 225
Trading Density (R /m <sup>2</sup> )	30 959	27 752
Closing m <sup>2</sup>	3 266	3 225

### Like-for-like metrics\*

	H1 F15	H1 F14
Number of stores	28	28
Turnover (Rm)	98,5	86,8
Average & closing m <sup>2</sup>	3 131	3 131
Trading Density (R/m <sup>2</sup> )	31 441	27 732

\* Based on stores trading for the entire current and prior periods.

# INFORMATION SLIDE

Closing number of stores and trading space at the end of each period

Period End	Spitz		Kurt Geiger		Green Cross	
	# of stores	Closing m <sup>2</sup>	# of stores	Closing m <sup>2</sup>	# of stores	Closing m <sup>2</sup>
December 2005	29	8,232	1	128		
June 2006	31	8,730	1	128		
December 2006	35	10,397	1	128		
June 2007	38	10,397	1	128		
December 2007	46	12,974	3	346		
June 2008	51	14,095	3	346		
December 2008	57	15,448	3	346		
June 2009	56	15,595	3	346		
December 2009	56	15,220	3	346		
June 2010	56	15,012	3	346		
December 2010	57	15,124	7	1,047		
June 2011	57	14,991	15	1,910		
December 2011	59	15,240	22	2,922	29	3,304
June 2012	61	15,662	26	3,507	30	3,382
December 2012	64	16,586	31	4,113	30	3,382
June 2013	64	16,586	30	3,751	30	3,382
December 2013	67	17,156	32	3,960	30	3,382
June 2014	70	17,813	32	3,880	31	3,517
December 2014	72	18,342	33	3,978	30	3,423