

Half Year Results to 23 January 2010

After 44 months of Myer's 50 month Turnaround

11 March 2010

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An international class retail business providing inspiration to everyone







5 months remain in turnaround phase



Achieved

- ✓ Fundamental business transformation to deliver strong and flexible retail platform
- ✓ 101 projects to significantly reduce CODB and improve the way we do business
- World class supply chain fully operational
 Significant investment in standalone IT
- platform ✓ Enhanced MYER one loyalty program with
- 3.4 million members (66% sales)
- Established brand hierarchy and strengthened product offering
- ✓ Significant investment in all stores including new visual merchandising and refurbishment of 10 stores to date
- ✓ Transformed performance based culture
- Majority of team members are shareholders

In progress

- Store expansion program on track, with Top Ryde (NSW) and Robina (QLD) due to open in 2010
- ✓ New Point-of-Sale system (POS)
- ✓ Closed-circuit television system (CCTV)
- Continued investment in stores
- ✓ Myer Melbourne rebuild
- New Docklands support centre
- ✓ Continued focus of growing MYER one
- ✓ Improved online offering
- ✓ Second year of management development program
- $\checkmark\,$ Third year of graduate training program
- Measurement, evaluation and enhancement plans for customer service in stores
- ✓ Consistent templates in place for strong operational execution to enhance productivity

Growth stage

- ✓ Business positioned to achieve top line growth
- ✓ New store openings take chain to 80
 ✓ Further leverage volume for cost
- fractionalisation ✓ Continue refurbishment program
- Continue refurbishment program
- ✓ Grow brands and refine offer
- ✓ Integrated supply chain improved speed to market
- ✓ Further development of MYER one as a competitive advantage
- ✓ Service culture well embedded
- Operational refinement to achieve international retail standards

Financial highlights: NPAT up 38%

- Sales up 2.0% to \$1,797 million
- Underlying operating gross profit margin up 34 bps to 39.63%^{*}
- EBIT up 11.9% to \$181 million, EBIT margin up 90bps to 10.05%
- After allowing for an increased investment in selling salaries, cash cost of doing business fell by 159 basis points. Delivered through ongoing leverage of improved supply chain and IT platforms
- Net profit after tax +38% to \$115 million**
- Proforma earnings per share 20.6 cents^{***} against a prospectus forecast of 18.8 cents per share
- Gearing of 24% with net debt reduced to \$274 million
- Interim dividend of 10½ cents per share (fully franked) to be paid on 6 May 2010.

* Operating Gross Profit for FY09 reflects the impacts of the change to Hedge accounting during 1H09 of \$12.5 million (unwound in 2H) and the removal of the non-trading impact of the Hobart store insurance claim of \$10.0 million

** Excluding IPO costs

*** Interest and tax have been adjusted to reflect the proforma interest expense for the six-month period as a result of the impact of the IPO







Solid trading performance

- Excellent profitability in a tough retail environment
- Like-for-like sales up 1.2%; strong in Q1, November 2009 and in particular January 2010, but weak December 2009
- Sales result reflects challenging pre-Christmas trading environment
 - consumers delayed purchases in anticipation of post-Christmas sales
 - anniversary of the first Federal Government stimulus package
- Excellent EBIT result due to ongoing benefits from investments made during the turnaround phase and reflects:
 - rigorous inventory management
 - strength of product offer, especially Myer Exclusive Brands (MEBs)
 - impact of investment in store presentation (visual merchandise and refurbishments)
 - ongoing cost discipline









Substantial growth in profit

NPAT growth of 38% and EBIT growth of 11.9%; both ahead of prospectus

\$m	1H10 Actual	1H09 Actual	% change	1H10 Proforma	1H10 Prospectus	% change
Sales including concessions Operating gross profit Operating gross profit margin	1,797 712 39.63%	1,762 715 40.57%	+2.0%	1,797 712 39.63%	1,834 725 39.51%	-2.0%
Underlying gross profit margin		39.29%	+34bps			
Cash cost of doing business Cash cost of doing business / sales	(501) 27.91%	(520) 29.50%	-3.5% -159bps	(501) 27.91%	(524) 28.54%	-4.2% -63bps
EBITDA EBITDA margin Depreciation	211 11.72% (30)	195 11.06% (34)	+8.0%	211 11.72% (30)	201 10.97% (31)	+4.7%
Earnings before interest and tax EBIT / Sales Interest	181 10.05% (25)	161 9.15% (43)	+11.9% +90bps	181 10.05% (18)	170 9.29% (19)	+6.0% +76bps
Net profit before tax Tax Net profit after tax	\$156m (41) 115	118 (35) 83	+32.2%	163 (43) 120	151 (43) 108	+8.0%

* Notes: Underlying Operating Gross Profit for FY09 reflects the impacts of the change to Hedge accounting during 1H09 of \$12.5 million (unwound in 2H) and the removal of the non-trading impact of the Hobart store insurance claim of \$10.0 million. Interest and tax have been adjusted to reflect the proforma interest expense for the six-month period as a result of the impact of the IPO. NPAT excludes IPO costs of \$93.5 million in 1H10. Where statements and numbers that reference the prospectus were not specifically disclosed in the prospectus, they are derived from the calculations that supported the numbers that were disclosed.









Continued investment of capital to drive strong returns

- Over \$450m (\$500m including external contributions) invested in:
 - Stores new stores, refurbishments and visual merchandising
 - IT MyMerch, new POS, CCTV
 - World class supply chain
 - New support centre in Docklands
- Major infrastructure investments completing during 2010
- Total capex in FY10 and FY11 budgeted for c\$230m
- Company capex hurdle of 2 x WACC (Year 2)
- Beyond FY11, capex likely to be c.\$90m p.a.



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Strong balance sheet – positioned for growth

(\$m)	Jan-10 Actual	July 09 Prospectus Proforma	Jan-09 Actual
Inventory Other Assets Less Creditors Less Other Liabilities Net Trading Investment Property Fixed Assets Tangible Funds Employed Intangibles	351 140 (469) (214) (191) 29 393 231 912	355 165 (469) (230) (179) 29 371 221 909	354 158 (504) (274) (267) 29 337 99 900
Total Funds Employed	1,143	1,130	999
Debt Less Cash Convertible Equity Note Net Debt Equity	419 (144) - 274 869	417 (25) - 392 738	628 (224) 247 652 347
Total Investment	1,143	1,130	999

- Continued improvement in working capital
- IPO resulted in substantial improvement to strength of the balance sheet
- Strong credit metrics including:

n-10)
\$274m
0.87x
2.47x
\$869m
23.8%

* Calculated using EBITDA for the 12 months ended 23 January 2010

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Enhanced merchandise offering	
 Myer continues to attract biggest and best names in Internation and Australian fashion including Balmain, Calvin Klein Collectic Temperley London, and Aurelio Costarella. Shortly we will stoc premium Givenchy, Philosophy Di Alberta Ferretti and Moschin labels 	nal on, k the io
 Sunglass Hut concession performing very well, resulting in a lif concession sales 	t in
 Strong growth in Myer Exclusive Brands driven by customer appreciation of improved range and fashionability 	22
 Womenswear, Childrenswear and Intimate Apparel were amon the strongest performing categories, while Footwear improved markedly 	igst
 Strong national brands performance including CUE, Country Re and our plus size offering TS14+ 	oad
 Continued focus on enhancing product offer using MYER one customer intelligence and significantly improved visual merchandising of all brands 	
9	

	ierarchy to ap ng to store de	• •			MY
	Permanent Value	Attainable Fashion	Inspired Designs	Affordable Luxury	Premium Luxu
Designers				Fernando Frissoni Nina Maya Aurelio Costarella	Balmain Temperley Lonc Calvin Klein Colle

Designers				Fernando Frissoni Nina Maya Aurelio Costarella	Balmain Temperley London Calvin Klein Collection
International and National		Surf Rider Alex Liddy Speedo Underwear Brambles and Brown Basement Tee Ambiguous Heyzeus	Flinders Lane Ben Sherman (extension) DV by Davenport James Marlon Catherine Manuelle	Pandora Lexon Victorinox Mole Skin	
Designers @ Myer			NF by Nicola Finetti Matecevski Sweethearts T by Bettina Liano		
Exclusive	MVM	Miss Shop La de Da One Tru Luv	Blaq Premium Collection (extension)	Urban Soul	Innovare

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- 3.4 million members at 1H10
- Significant potential to grow top-line sales through existing and new MYER one and MYER Visa card holders
- \$24 million in gift cards awarded in 1H10 (average spend 3.3x value of cards redeemed)











Project Batman: visual merchandising refresh

- Immediate sales impact; payback in Year 1
- Project Batman rolled out to stores before Christmas 2009
- Creates freshness, excitement and improved shopping environment for customers
- Average expenditure \$150,000-\$200,000 per store
- Accentuates Myer's brand hierarchy











Events marketing

- Calendar of events to drive foot traffic
- Strong spring racing campaign, reinforces Myer as race wear destination
- Own Melbourne Cup Carnival, Regional racing events
- Sydney Turf Club & Golden Slipper carnival growing

Innovative advertising

- Project Blue Sky: financial partnership with merchandise suppliers
- www.myer.com.au refreshed: increased traffic – up 59% since the refresh of the website in August 2009
- New and innovative promotions to drive top line sales e.g. Secret Sale

MYER one marketing

- Largest ever quarterly mailing in February with 583,000 members receiving \$16.3m in gift cards
- Members spend on average 3.3x value of card at redemption
- 1.5 million email addresses (up 40% in past 12 months)
- Engaged member shopping behaviour continues

myreward

offers



- Stores have access to a Community Grants program, to support local organisations e.g.schools and hospitals
- Greater focus on rewarding loyal customers, building brand awareness and generating goodwill within the community



Marketing: Project Blue Sky: One of our tools to drive sales growth



- Collaborative campaign between Myer, suppliers and media partners to drive sales in the third quarter. Reflects attractiveness of Myer brand and MYER one loyalty program for suppliers
- 20% greater contribution by suppliers than Project Bullseye
- First five weeks results demonstrate >15% better sales results for participating suppliers vs. non-participating



Supply chain Delivering world class operational efficiency



Supply chain operating at cost of 0.7% of sales; many operational benefits still to come

Active supplier collaboration

- Access by suppliers to Myer stock forecasts now in place
- Product knowledge training days and information cards for store teams by trading partners
- Project Blue Sky elicited excellent response

Improved store logistics

- 85% suppliers committed to floor ready standards
- Roll cages now operating in most stores
- Security tagging process at supply source

Better visibility of product and faster speed to market

- International transit lead times now less than 24 days down from 43 days
- Direct sourcing of majority of MEBs through Myer supply chain
- MyMerch improving stock allocation

Enhanced inventory management

- Out-of-stocks now 6.2% (vs 9.7% at acquisition)
- Use of central stocks through RDCs, and Smart Allocation up 50% on last year
- Supplier base now
 E-commerce compliant

Jperati	ng platform has bee	n transformed	ism
	n invested over 3½ years (more than dou to transform business platform and deliv		
Much of the	e benefit to be realised beyond FY10		
	la idade a		Today
	Initiative	At acquisition (June 2006)	Today 0.7% of sales
	Reduce supply chain costs Consolidate distribution centres	1.4% sales	0.7% of sales
Supply chain	 ✓ Reduce offsite warehouses 	24	4
	 ✓ Reduce transit lead times 	43 days	24 days
	 ✓ Modernise POS system 	21 years old	New system (c.\$90m) ¹
IT	✓ New merchandising system	44 separate systems	One system (c.\$95m) ²
	✓ Consolidate suppliers	1.200	800 - 900
	✓ Improve supplier 'floor ready' compliance	0%	85%
Suppliers and	✓ Improve supplier terms	30 days	63 days
productivity	✓ Improve inventory turns	3.4x	3.9x
	✓ Reduce out-of-stocks	9.7%	6.2%
	✓ Increase selling space in average store	65%	80% (new stores)
1 Estimated project cos	t. Project near completion million total investment above as most of the cost was funded by previous owners		



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Target of 80 stores by 2014

Announced new stores (indicative opening schedule)

Store	State	Year	Size (GLA sqm)	Landlord	Centre MAT \$mill	Current Catchment population	Metro Infill	Growth Corridor	Regional City
Top Ryde ¹	NSW	FY2010	10,550	Beville	NA ⁴	155,000	✓		
Robina ²	QLD	FY2011	12,000	QIC	337	225,000	✓		
Mackay	QLD	FY2011	10,000	Lend Lease	287	133,000			✓
Watergardens	VIC	FY2011	12,000	QIC	373	151,000		✓	
Townsville ³	QLD	FY2012	12,000	Stockland	230	174,000			√
Shell Harbour	NSW	FY2012	12,000	Stockland	206	205,000			✓
Mt. Gravatt	QLD	FY2013	12,500	Westfield	578	276,000	✓		
Greenhills	NSW	FY2013	12,000	Stockland	309	145,000			✓
Plenty Valley	VIC	FY2013	12,000	Westfield	182	140,000		✓	
Coomera	QLD	FY2013	12,000	Westfield	NA ⁴	134,000		✓	
Woden	ACT	FY2013	12,500	Westfield	436	144,000	✓		
Tuggerah	NSW	FY2013	12,000	Westfield	472	151,000			✓

Planned to open July 2010 Planned to open October 2010 Construction to begin in mid 2010 Centre under construction

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Highly attractive new store economics will be a significant driver of earnings growth beyond FY2010

	Metropolitan infill	Growth corridor	Regional city
Number of stores	5	5	5
Population catchment ('000)	150–350	150–250	150–200
Expected population growth	Average	High	Average
Average household income p.a. (\$'000)	65.0	60.5	55.5
Competing traditional department store	Yes	Potentially	No
Cannibalisation	Yes	Potentially	No
SLA (m ²) ¹	<i>c</i> . 10,000	<i>c</i> . 10,000	<i>c.</i> 10,000
Trade area (%GLA) ¹	80%	80%	80%
Net capex ²	<i>c.</i> \$6m	<i>c.</i> \$6m	<i>c.</i> \$6m
Year 2 target sales ³	<i>c.</i> \$30–40m	<i>c.</i> \$30–35m	<i>c.</i> \$30–35m



1. SLA defined as selling leasable area and GLA defined as gross leasable area (includes all SLA, reserve space and back office space)

 Net of landlord contribution. Net capex represents planning criteria rather than a forecast. The estimated capex required to construct a new store is assessed against these criteria Capex estimates for new stores are built up using historical data as well as detailed cost estimates (including rates per square metre for floor coverings, fixture costs etc.)

3. Year 2 target sales represent planning train arther than forecasts. The potential sales for a given new store are assessed against these criteria. Sales estimates for new stores are built up using detailed demographic data, existing sales information and space allocation analysis

Delivery of flagship Myer Melbourne store

- Myer Melbourne rebuild to an international class standard on track for re-opening by Christmas 2010
- Anticipated to generate more than \$300 million in sales annually
- World class cosmetics and technology departments, champagne bar, Elemis Spa Pod, scent room for fragrances, Benefit Brow Bar, Brunetti's Café and Mural Hall managed by The Big Group to host public events
- New brands to be included
- Personal shopping throughout the store including new Youth personal shopping area and upgraded personalized shopping service on fashion floors
- Staged handover of floors will begin mid 2010, commencing with the new Basement youth offer, with furniture to remain in QV centre
- Gradual relocation from the current Lonsdale Street store into Bourke Street from July 2010







New customer friendly Point of Sale

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- More time to serve, less time to transact
- Service enhancements
- Customer recognition
- Speed of service

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- Stock look-up availability
- Real time information on markdowns, customer lay-bys and stock positions



company will bring significant change in technology to our stores, as well as greater efficiency, speed and ease of transaction processing. The central loading of promotional activities will significantly reduce manual processes making it much easier for store team members and customers."

anticipated by our team members. Our initial train the trainer has been positively received with people finding the system fairly intuitive to learn. Everyone is looking forward to experience at point of sale.

Lynn Howarth, HR Team Leader Myer

"I have found the new system to be very user friendly. It will take little bit of time to get used to but once everyone is fully trained the new PoS will be fantastic. There are some features in the new system that address many of the frustrations our staff and customers have with the current eventore."

Gayle Babore Myer Melbourne Team Member

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800 Collins: new support office in Docklands

- Re-location to the new National Support Office due to Myer Melbourne rebuild
- 900 Team Members to move in March/April 2010
- 10 levels of office space spread over 28,000 sqm
- Design captures the timeless elegance of Myer's brand and status as a cultural icon
- State-of-the-art building with the latest technology and amenities for Team Members













	1Q08	2Q08	3Q08	4Q08	1Q09	2Q09	3Q09	4Q09	1Q10	2Q10
Total Sales	716.3	1112.5	689.3	802.3	681.8	1080.1	670.6	828.0	717.1	1079.7
Total Sales growth	0.7%	2.5%	2.0%	-1.8%	-4.8%	-2.8%	-2.6%	3.1%	5.2%	0.0%
LFL Sales growth	2.7%	4.4%	2.6%	-3.0%	-4.6%	-3.2%	-3.1%	3.7%	2.9%	0.2%