ASX & Media Release

Thursday 12 September 2013

Myer Full Year Results ending 27 July 2013

Full year total sales up 0.8 percent to $3,145 million
Operating gross profit up 1.8 percent to $1,312 million
Operating gross margin up 40 basis points to 41.7 percent
Net profit after tax down 8.7 percent to $127 million
Full year dividend of 18 cents, fully franked

FY2013 Financial Highlights

Sales

- Total sales up 0.8% to $3,145 million, up 0.4% on a comparable store sales basis
- Myer Exclusive Brands sales up $40 million to 20.0% of sales, Concessions up $18 million to 15.4% of sales

Operating gross profit

- Operating gross profit up 1.8% to $1,312 million
- Operating gross profit margin up 40 basis points (bps) to 41.7%

Earnings

- Cost of doing business increased by 3.1% to $1,007 million
- Earnings before interest, tax, depreciation, amortisation (EBITDA)[1] down 2.3% to $305 million
- Earnings before interest and tax (EBIT)[1] down 6.6% to $215 million
- Net profit after tax (NPAT) (after non-controlling interest) down 8.7% to $127 million
- NPAT[2] excluding the sass & bide put option revaluation down 5.1% to $129 million
- Operating cash flow up 11.4% to $300 million
- Final dividend of 8 cents per share, fully franked, to be paid on 14 November 2013 (Record Date is 30 September 2013), taking the full year dividend to 18 cents per share

Myer Chief Executive Officer, Bernie Brookes, said the business continued to make good progress in 2013. A strong focus on driving both gross margins and sales with continued targeted promotional activity delivered a pleasing operating result in the face of significant cost pressures.

“We have continued to execute our five-point plan over the last year whilst having an eye to the future and adapting the business to capitalise on the changing structure of retail,” said Mr Brookes.

“We are pleased to have achieved positive sales growth of 0.8 percent for the full year despite sales momentum slowing in the second half, particularly in May and June,” he said.

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[1] *FY2012 comparatives exclude the impact of one-off and restructuring charges.*
[2] *Excludes sass & bide put option revaluation: FY2012 ($3.0 million gain) and FY2013 ($2.2 million expense)*

“A highlight of the result for the year was the further 40 basis point improvement in operating gross profit margin as a result of growth in Myer Exclusive Brands, shrinkage reduction and markdown management, with the majority of gains made in the second half.

“As indicated in the 1H2013 result, our NPAT result was impacted by cost pressures associated with labour and occupancy (utilities, rates and taxes), planned investment in growth initiatives including omni-channel and Myer Exclusive Brands, escalating depreciation charges associated with previous capital investments and the significant refurbishments of three of our top 20 stores.

“Our omni-channel offer has continued to strengthen and key customer metrics of online sales, page views and average monthly visits have all more than doubled since last year. A new order management system has recently been implemented which will provide significant efficiency gains and provide customers with a more consistent experience across all channels.

“During the year we opened three new stores in Fountain Gate, Townsville and Shellharbour with all stores trading well and enjoying significant local community support.

“We were delighted to have recently announced significant partnerships with the Victorian Racing Club, Australian Turf Club, as well as the extension of our contract with Laura Dundovic, as one of our strong team of Ambassadors.

“Retail continues to be the biggest private employment sector in the country. All Australian retailers are being impacted by rising employment costs, escalating occupancy and utility costs, and a GST loophole providing an unfair advantage to foreign retailers. The sector would benefit from reform to help drive productivity and become more competitive in an increasingly global marketplace.

“We continue to adapt our business in line with customer expectations to meet current and future challenges. We have changed processes and systems to improve productivity leveraging our IT investments. We are responding to the ways our customers now shop with us through the execution of our omni-channel strategy and revitalising our store environments,” he said.

OUTLOOK – a year of transition

We remain cautious about the year ahead given the challenges of the economic outlook and consumer confidence.

During FY2014 the business will transition through the impact of the major refurbishment of three of our top 20 stores (Adelaide, Indooroopilly and Miranda) and face increased operating costs including one-off costs relating to investment in our omni-channel capability and store network optimisation initiatives. These will predominantly impact the first half, resulting in a material difference in the company’s performance between 1H and 2H FY2014 compared to FY2013, with the trend improving moving into FY2015.

First half sales expectations

1H FY2014 will include the sales contribution of new stores (Townsville, Fountain Gate and Shellharbour) as well as online sales growth. However, sales will be negatively impacted by the Adelaide, Indooroopilly and Miranda store refurbishments and the FY2013 closure of the Fremantle store. The impact of the refurbishments and closures will more than offset growth from new stores.

Second half sales expectations

2H FY2014 sales are likely to benefit from the completion of two of the 3 refurbishments, and the new Shellharbour store, but will be impacted by the closure of the Elizabeth store. The benefit of the prior 18 months investment in our omni-channel capability and the operation of our dedicated online fulfilment centre will begin assisting sales growth in the second half.

Full year sales expectations

We anticipate improved store space utilisation to deliver further sales growth from Womenswear, Menswear and Cosmetics, as well as growth in sales from Myer Exclusive Brands, a number of substantial new National Brands (including major brands such as Napoleon Perdis and others soon to be announced) and new Concessions. We also expect online sales to double again on FY2013 and for online operations to break even during the year.

Operating gross profit margin expansion is again expected from growth in Myer Exclusive Brands, combined with ongoing reductions in markdowns and increased levels of direct sourcing. Overall we expect the operating gross profit margin to improve at a rate similar to FY2013.

We expect **FY2014 cash CODB** to increase by approximately 4 to 5 percent. This incorporates:

- **annualised costs** from the investment in new stores;
- **operating expenses** associated with growing the online business;
- **ongoing operating cost** pressures associated with labour and occupancy; and
- **one-off costs** associated with omni-channel initiatives (order management and content management systems), the space optimisation project, and store closure and refurbishment costs amounting to approximately $11 million.

These cost pressures will be felt more in the first half including those associated with the refurbishments and store closures as well as the continued investment in our omni-channel capability. However, we anticipate that these cost pressures will begin to moderate from Q4 FY2014 with the completion of two of the 3 major store refurbishments and as we annualise labour cost increases.

Capital expenditure is expected to be approximately $90 million (net), including significant investment in store refurbishments and omni-channel initiatives. **Depreciation** is expected to rise by approximately $6 million reflecting recent capital investment in the business and write-offs associated with store refurbishments and store closures.

The **lower AUD being forecast** in FY2014 is expected to have minimal impact on operating gross profit margin and operating costs due to our policy to hedge 12 months in advance on a tiered basis using forward contracts.

Notwithstanding the consumer challenges and cost pressures, there are tremendous opportunities ahead and we remain confident in the strength of the Myer brand and the quality of the Myer team.

As we move into FY2015 we expect to benefit from improved operating leverage and stronger fundamentals as a result of the completion of major refurbishments, the online business becoming profitable, and the ongoing optimisation of our store network.

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For further information please contact:

Investors:
Olivia Reith, Myer Investor Relations Manager, +61 (0) 438 101 789

Media:
Jo Lynch, General Manager Corporate Affairs, +61 (0) 438 101 793

Analyst and Investor briefing:

A briefing will be held for analysts and investors today at 10:00am (AEST time). This briefing will be webcast live at: http://streamcast.com.au/myer/fy13/ Viewers will need to register their name, email and company to access the webcast. An archive webcast of the briefing will be available afterwards at: www.myer.com.au/investor

FINANCIAL PERFORMANCE AND REVIEW OF OPERATIONS

FY2013 FINANCIAL PERFORMANCE

Sales

Total sales grew by 0.8 percent (0.4 percent on a comparable stores basis). Q4 sales were down 0.8 percent to $760 million (down 1.6 percent on a comparable stores basis) including the impact of cycling Government carbon tax compensation payments paid in May and June 2012.

Sales growth was achieved in key categories during the year including Cosmetics, Womenswear, Menswear, Childrenswear, and Accessories.

Myer Exclusive Brands continued to perform well, growing by 6.7 percent and now account for 20.0 percent of sales (FY2012: 18.9 percent). Concession sales grew by 4.0 percent and now account for 15.4 percent of sales (FY2012: 15.0 percent). National Brand sales fell by 1.6 percent and now account for 64.6 percent of sales (FY2012: 66.1 percent).

Pleasingly sass & bide sales grew by 19.0 percent.

Online sales enjoyed a second consecutive year of strong growth of over 200 percent. This trend is very encouraging, and online continues to present a significant growth opportunity given online sales remain a small proportion of total sales.

The best performing states were Queensland, Western Australia, Victoria and New South Wales.

While foot traffic in our stores remained soft, the trend improved, and importantly both the average transaction value and conversion rate improved over the year, aided by an improvement in customer service. This trend has been offset by increasing online engagement reflecting the changing customer behaviour towards omni-channel shopping.

Margins and costs

The improvement in operating gross profit margin was underpinned by the continued growth of Myer Exclusive Brands to 20.0 percent of sales, an improvement in Myer Exclusive Brands margins, improved markdown management, increased direct sourcing and a further reduction in shrinkage.

Whilst operating costs continued to be well managed, the operating gross profit margin expansion was not sufficient to offset the increase in operating costs during the year. This was principally due to the sales mix with growth in lower-margin Concession sales and the smaller contribution of National Brands diluting a positive mix effect from the increased penetration of Myer Exclusive Brands.

Cash CODB increased by $30 million to $1,007 million. The 3.1 percent increase was attributable to: increased labour costs, store occupancy (rent, utilities, rates and taxes), operating expenses associated with growth initiatives including store refurbishments, as well as investment in omni-channel and Myer Exclusive Brands development. The increase was partially offset by a reduction in support office costs.

Depreciation, net finance costs and tax

The substantial capital investments made in previous years resulted in a 9.7 percent increase in depreciation in FY2013 to $90 million (FY2012: $82 million).

Net interest expense reduced from $33 million to $26 million principally due to a reduction in average net debt and lower interest rates.

The valuation of the put option liability for sass & bide on the balance sheet increased due to the strong underlying performance of the business and this resulted in a non-cash charge to net finance costs of $2 million (FY2012: $3 million gain). Inclusive of the put option, net finance costs reduced by $1 million. This reduced FY2013 NPAT by $2 million (FY2012: increased NPAT by $3 million).

A tax expense of $57 million represents an effective tax rate of 30.4 percent (FY2012: 29.6 percent).

Cash generation and working capital

The business continues to be highly cash generative, reporting a strong 11.4 percent increase in operating cashflow to $300 million (FY2012: $270 million).

A disciplined focus on inventory management was the key driver of the working capital improvement and was underpinned by the prior technology investments. Stock turns were up and overall inventory remained clean at $364 million, down 5.7 percent (FY2012: $386 million). Underlying inventory, excluding new and closed stores, decreased by 7.4 percent to $333 million. Creditor days were stable at 70 days.

Capital expenditure: investing to support our five-point plan

Capital expenditure increased by 24 percent to $77 million for the year (FY2012: $62 million).

Strong balance sheet

Net debt reduced by $43 million to $340 million (FY2012: $383 million) and resulted in a lower net debt to EBITDA ratio of 1.11 times (FY2012: 1.23 times).

In July 2013, the company’s $625 million debt facility was refinanced with improved interest margins and strong support from lenders. We refinanced early to take advantage of favourable pricing in the market, with three new tranches established as part of the refinancing: a $75 million two-year tranche (maturing August 2015); a $275 million three-year tranche (maturing August 2016); and a $275 million four year tranche (maturing August 2017).

Dividend

In view of Myer’s continued strong cash generation and stable balance sheet, the Board has determined a final dividend of 8.0 cents per share, taking the full year dividend to 18.0 cents per share fully franked (FY2012: 19.0 cents). This represents a payout ratio of 82.6 percent. The Board remains focused on paying a sustainable dividend.

DELIVERING OUR FIVE-POINT PLAN

We continued to make significant progress on our five-point plan by focusing on measures to drive sales and profitability while continuing to invest in the growth areas of the business.

1. IMPROVE CUSTOMER SERVICE

We have continued to invest in service initiatives and innovation in order to improve our customers' shopping experience.

Service initiatives

- New customer service training program focused on developing a customer service culture with approximately 90 percent of the stores management team completing the program.
- Customer engagement program for premium Platinum and Gold **MYER one** members.
- Expansion of Womenswear personal shopping service to 14 stores (FY2012: 10 stores) with sales productivity more than 20 percent higher than the average Myer team member.
- Launch of Menswear personal shopping service in 14 stores.
- Upgrade of Customer Service Centre technology to allow online service to be fully integrated and delivering a significantly improved customer service model for online customers.
- Year two benefits of leading point-of-sale technology investment.

Efficiency initiatives

- Further reduction in shrinkage to below global department store best practice.
- Double-digit improvement in the compliance of 'floor-ready' stock from suppliers, that is, already security tagged, price ticketed and on hangers.
- Commenced review of all process and resource requirements to improve management of stock and speed to floor in stores.
- Efficiency gains are reinvested into customer facing hours in stores.
- Lost Time Injury Frequency Rate reduced to 8.6, down from 10.8 in FY2012, reflecting the continued focus on safety across the business.

"Customer feedback is pivotal to our strategy to improve customer service and we have continued to innovate in this area with a new feedback program, Feedback ASAP, which delivers customer voice feedback directly to team members," said Mr Brookes.

"The trial results have been remarkable and we have recently commenced a national roll-out of this program which will provide an independent Net Promoter Score for our stores.

"Our 12,500 team members are to be commended for delivering significant improvements in customer service during the year," he said.

2. ENHANCE OUR MERCHANDISE OFFER

We are focused on inspiring and delighting our customers and want to be the first choice when shopping for fashion, cosmetics and the home. We have the largest range of desired brands and styles that offer newness, fashionability, quality and value.

The Myer merchandise offering includes well-known national brands, Australian and international designers, as well as 66 brands which are owned or licensed and distributed exclusively by Myer, known as "Myer Exclusive Brands".

Our Myer Exclusive Brands are comprised of brands developed by Myer, Designers @ Myer, National brands owned by Myer, and Licensed National brands. Myer Exclusive Brands are now represented across a wide range of price points and all categories. Key brands that are well-established with strong customer advocacy have been successfully extended into new categories. Myer Exclusive Brands deliver a significantly higher margin through the vertical-integration of design, development, sourcing, supply chain, and marketing.

Merchandise highlights

- During the year our best performing brands were **Basque**, **Cue**, **Sportscraft**, **Regatta**, **TS 14+**, **Review**, **MAC Cosmetics**, **Chanel**, **Blaq**, **Reserve**, **Breville**, **Apple** and **Sunglass Hut**.
- Myer Exclusive Brands growth was driven by key brands including **Basque**, **Regatta**, **Reserve**, **Blaq**, **Trent Nathan**, **Bauhaus** and **Australian House and Garden** as well as the extension of established brands into new categories such as **sass & bide** intimates, **Jayson Brunsdon Home**, and **Leona Edmiston Home**.
- Strong growth was achieved in small appliances from premium brands including **Vitamix**, **Bamix**, **Delonghi** as well as innovative in-store concepts displays from **KitchenAid** and **Nespresso**.
- Continued to attract significant new brands including **Napoleon Perdis** which will add over $10 million in sales, as well as grow brands recently purchased or licensed, including **Australian House and Garden**, **Bauhaus** and **Trent Nathan**, that each add over $5 million in sales.
- Improved climatic ranging in the 19 relevant stores to ensure our merchandise offering is appropriate for the different climates right across the country.
- Our global sourcing offices performed ahead of expectations in volume and margin improvement and speed to market. We have invested across all aspects of direct sourcing driving value and volume improvements within a strong governance framework.

“The recent launch of **Piper** with Jodi Anasta as Ambassador is an example of our strategy to strengthen our Myer Exclusive Brands offer with the creation of stronger brands with more depth of range that can be stretched across multiple categories,” said Mr Brookes.

“We are thrilled with the recent performance of leading swimwear brand, **Seafolly**, which has been a department store exclusive since June 2013 and sales are already up 65 percent over last year in 5 short weeks.

“We have a significant number of new brands arriving in store, including **Dita Von Teese**, **Superdry**, **Orla Kiely**, **Dualit**, **Kate Spade New York**, and **Bang & Olufsen**.

“We are also looking forward to launching **Napoleon Perdis** to our customers in 65 Myer stores from October with a national launch program planned for November,” he said.

3. STRENGTHEN OUR LOYALTY PROGRAM

Our **MYER one** loyalty program is one of Australia’s most successful loyalty programs and represents approximately 70 percent of Myer’s sales. The data from this program is a highly effective tool to evaluate key aspects of our business including stores, brands, space, product, service and marketing.

- The program reached a milestone during the year with our five millionth member. During FY2013 membership increased by 9 percent.
- Membership tiers and rewards levels were restructured to include a premium Platinum tier. The Platinum tier was launched for our top 2,000 customers, by CEO invitation only. Platinum members are rewarded with money can’t buy experiences, a concierge and private shopping parties. Launch events were held around the country in August.
- The **MYER one** app launched before Christmas has been updated and improved, giving members smartphone access to Shopping Credit balances, Reward Cards balances, and notifications about events and exclusive news.
- Over $50 million in Rewards Cards were distributed to members during the year with an average spend on redemption of 3.8 times the value of the card.
- **MYER one Wine Club** established with over 15 million Shopping Credits earned by members.
- Strengthened **MYER one** affiliates strategy with highly successful introduction of key partner, Caltex.
- Myer Visa Card, rated five-stars by CANSTAR for outstanding value (with annual spend of $12,000) delivering loyalty rewards.
- The Commonwealth Bank “pay-with-points” collaboration launched in December has been well received by customers and uses market leading technology to allow instant redemption of Commonwealth Awards points at Myer point-of-sale.

- Award-winning Emporium magazine now available each month in a digital format, sent to 1.3 million **MYER one** members. Over 80,000 editions have been downloaded to iPads and tablets. Over 250,000 copies of the printed edition are distributed each quarter, available free to **MYER one** members.

“We are focused on building customer engagement and loyalty by acknowledging and rewarding our most valuable members, including issuing new silver cards to our Silver tier members,” said Mr Brookes.

“Building on the success of our affiliate partner Caltex, we will continue to develop relationships with meaningful key partners to enhance our program.

“We have a pipeline of further enhancements for our **MYER one** loyalty program as it is a key competitive advantage providing incredible insights through sophisticated data analysis,” he said.

4. BUILD A LEADING OMNI-CHANNEL OFFER

Our customers' expectations have evolved in line with increasing online inspiration, information and digital commerce, and Myer now operates in a global marketplace. Against this backdrop, our focus is on building a leading omni-channel offer that is inspiring, compelling and available to our customers wherever and whenever they choose to engage with us.

Our previous investments in a merchandise management system, a point-of-sale system, and a world-class supply chain have set the foundations for the development of our omni-channel offer and provide us with a significant competitive advantage.

- Significant growth in key customer metrics with online sales growth of over 200 percent, the average monthly website visits doubled, and solid growth in the online basket size and average online order value.
- Online continues to climb the store rankings and in some weeks it trades in the top 25 of stores in the Myer network.
- Expansion of the online range has been a priority with an increase in stock-keeping-units (SKUs) during the year to over 70,000.
- Successful recent phase one implementation of a new order management system to deliver substantial improvements to the customer experience when shopping online and significant efficiency benefits for stores, customer service and supply chain. Some of the new features include real time product availability, stock availability by store, courier integration for parcel tracking and multi-address delivery.
- “Click and collect” has been available since December 2012 with strong customer uptake during key promotional periods.
- Engagement of leading global logistics provider, Cargo Services, to provide dedicated fulfilment centre for online to meet projected fulfilment volumes, particularly over peak trading periods. They will dispatch the 15,000 fastest turning SKUs at a significantly lower cost than store-based fulfilment.
- A digital services team was established in house and includes team members with significant international experience from some of the world's leading retailers. Digital services being delivered include Social Media, eCommerce, digital advertising, web design and email marketing.
- Increasingly connected with our diverse customer base including live streaming of our seasonal fashion launch parades, driving significant engagement through social media channels including Facebook, Twitter and Instagram.
- Continued to innovate including pop up shops offering a dynamic product range trialled in high traffic areas such as CBD railway stations and shopping centres.

“We will accelerate the rollout of “Click and collect” for Christmas, giving our customers more choice and greater flexibility,” Mr Brookes said.

“The progress made in this area is evidence that our strategy to become a leading omni-channel retailer has real momentum and has prompted us to bring our marketing, **MYER one**, online, commercial services and digital teams together into a new business group, and prioritise investment in omni-channel in order to accelerate growth, scale and profitability.

“We are increasingly integrating our marketing, balancing traditional media with digital marketing opportunities. Digital marketing and social media are now a feature of all our campaigns.

“This Christmas, we look forward to delivering an integrated, interactive Christmas experience for our customers in store and online so that the magic of Christmas truly shines at Myer,” he said.

5. OPTIMISE OUR STORE NETWORK

Myer's network of stores across the country is a key strength as we seek to engage with customers across a variety of channels. Our focus is on delighting and inspiring customers in store while maximising returns per square metre by improving productivity through enhanced store layouts, new stores, refurbishments and the closure of a handful of stores. In this context, we continue to review the merits of all existing and planned stores in our portfolio, and continue to engage in proactive lease negotiations, which are yielding results.

- New stores were successfully opened at Fountain Gate (Victoria) in September 2012, Townsville (Queensland) in October 2012, and Shellharbour (New South Wales) in May 2013. All stores are on track to achieve their return on investment hurdles.
- As previously announced, the Fremantle (Western Australia) store closed in January 2013. All team members were redeployed to nearby stores.
- The Highpoint (Victoria) store has been refurbished and was relaunched in March with a number of new brands, refreshed fixtures and fittings, and an improved floor layout.
- A significant refurbishment of our store at Indooroopilly (Queensland) has commenced, scheduled to be relaunched in early 2014.
- A major upgrade of our CBD store in Adelaide (South Australia) has commenced. We have launched a new "lifestyle" zoned homewares floor to a great customer response. This work will be completed early 2014, reflecting the significant scope of works in our store as well as the concurrent centre refurbishment and Rundle Mall upgrade.
- A refurbishment of our Miranda (New South Wales) store has commenced and is scheduled to be completed for Christmas 2014, with one floor handed back to the landlord to reduce the store footprint while maximising productivity.

"We have a "space optimisation" project underway for eight stores, realigning space to maximise available floor space for categories that are higher margin and more appealing to our customers including women's and men's fashion," said Mr Brookes.

"Having completed the exit or rationalisation of certain electronic categories including white goods, gaming and consoles, music and DVDs, and navigation systems we have been able to reallocate floor space to categories that we can stand for, and that are more profitable.

"The previously announced closure of Elizabeth (South Australia) is on track for February 2014. Our **MYER one** data shows us customers are already shopping at nearby stores.

"We will continue to review base leases as a normal part of doing business and ahead of lease expiry to ensure we optimise our store network," he said.

All numbers are unaudited. The financial information includes non-IFRS information which has not been specifically audited in accordance with Australian Accounting Standards but has been extracted from the Preliminary Financial Report (Appendix 4E). This release may contain "forward-looking statements". Forward-looking statements can generally be identified by the use of words such as "may", "will", "expect", "intend", "plan", "estimate", "anticipate", "believe", "continue", "objectives", "outlook", "guidance" and similar expressions. Indications of plans, strategies and objectives of management, sales and financial performance are also forward-looking statements. Forward-looking statements are not guarantees of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are outside the control of Myer. Actual results, performance or achievements may vary materially from any forward-looking statements. Readers are cautioned not to place undue reliance on forward-looking statements, which are current only as at the date of this release. Myer assumes no obligation to update such information.

Table 1: Profit & Loss Statement for the 52 weeks to 27 July 2013

	FY 2013 Actual $m	FY 2012** Actual $m	Change vs. LY
Total Sales Value	**3,144.9**	**3,119.1**	**+0.8%**
Concessions	**485.7**	467.2	+4.0%
Myer Exclusive Brands	**627.5**	588.0	+6.7%
Other	**2,031.7**	2,063.9	(1.6%)
Operating Gross Profit	**1,311.6**	1,288.4	1.8%
Operating Gross Profit margin	***41.71%***	*41.31%*	+40bps
Cash Cost of Doing Business	**(1,007.0)**	(976.6)	+3.1%
Cash Cost of Doing Business/Sales	***32.02%***	*31.31%*	*+71bps*
EBITDA	**304.6**	**311.8**	**(2.3%)**
EBITDA margin	*9.69%*	*10.0%*	*(31bps)*
Depreciation and amortisation	(89.8)	(81.8)	+9.7%
EBIT	**214.8**	**230.0**	**(6.6%)**
EBIT margin	***6.83%***	*7.37%*	*(54bps)*
Interest*	(26.1)	(32.8)	(20.1%)
Net Profit Before Tax*	**188.7**	**197.2**	**(4.3%)**
Tax	(56.6)	(59.2)	(4.3%)
Net Profit After Tax (NPAT)*	**132.1**	**138.0**	**(4.3%)**
Non controlling interest	(2.7)	(1.7)	
NPAT pre sass & bide put option revaluation*	129.4	136.3	**(5.1%)**
sass & bide put option revaluation	(2.2)	3.0	
NPAT (after non controlling interest)	127.2	139.3	**(8.7%)**

* *Excludes impact of sass & bide put option revaluation*
** *Excludes impact of one-off and restructuring charges of $0.1 million in FY2012 NPAT*

Table 2: Balance Sheet as at 27 July 2013

	July 2013 Actual $m	July 2012 Actual $m
Inventory	364	386
Other Assets	54	43
Less Creditors	(388)	(397)
Less Other Liabilities	(224)	(222)
Net Trading Investment	**(194)**	**(190)**
Property	26	27
Fixed Assets	483	488
Tangible Funds Employed	**315**	**325**
Intangibles	931	936
Total Funds Employed	**1,246**	**1,261**
Debt	421	421
Less Cash	(81)	(38)
Net Debt	**340**	**383**
Equity	906	878
Total Investment	**1,246**	**1,261**

Table 3: Other Statistics and Financial Ratios

	FY 2013	FY 2012
Capital Expenditure (gross)	$77m	$62m
Return on Total Funds Employed*	17.15%	18.36%
Gearing	27.26%	30.39%
Net Debt/EBITDA*	1.11	1.23
Stock turn (times)	3.4	3.3
Creditor Days	70 days	70 days

** Calculated on a rolling 12 months basis*

Table 4: Shares and Dividends

	FY 2013	FY 2012
Shares on Issue*	583.4 million	583.3 million
Basic EPS	21.8 cents	23.9 cents
Dividend per share	18 cents	19 cents

**Weighted average number of shares*

FULL YEAR RESULTS

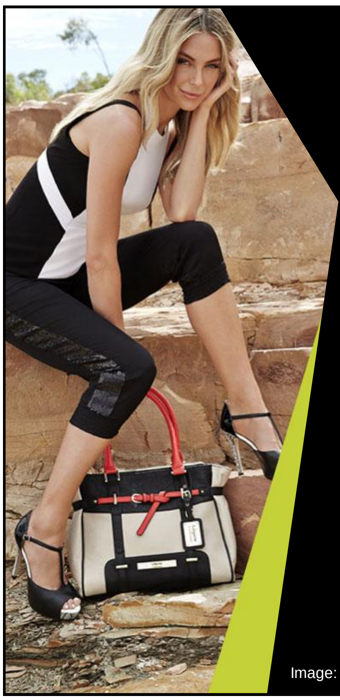
12 September 2013

BERNIE BROOKES
CEO and Managing Director

MARK ASHBY
Chief Financial Officer

MYER

Image: Jayson Brunsdon Black Label (Myer Exclusive Brand)



FY2013 RESULTS

Overview

Financial update

Delivering our five-point plan

Investing for the future

Outlook

JOIN THE BUZZ
#MYERFY13RESULTS

Image: Wayne by Wayne Cooper (Myer Exclusive Brand)

MYER

FY2013 financial headlines

- Total sales $3.1 billion, up 0.8%
- Operating gross profit margin +40 bps to 41.7%
- Cash CODB $1,007 million, up 3.1%
- EBITDA $305 million, EBITDA margin 9.7%
- EBIT $215 million, EBIT margin 6.8%
- Reported NPAT $127 million, down 8.7%
- NPAT* excluding sass & bide put option revaluation $129 million, down 5.1%
- Strong cash flow supports final dividend of 8 cps, full year dividend 18 cps, fully franked

"Continued execution of five-point plan"

** Excludes sass & bide put option revaluation: FY2012 ($3.0 million gain) and FY2013 ($2.2 million expense)*

MYER

Image: Orla Kiely

Full year highlights

- Sales and gross profit growth in key categories
- Myer Exclusive Brands now 20.0% of sales mix
- sass & bide double-digit sales and profit growth
- Increased recognition of our customer service journey
- Ongoing investment: new stores, refurbishments, brands, online
- **MYER** one strengthened with Platinum tier, app launched
- Online sales, page views and average monthly visits doubled
- Net debt down 11.2%, lending facilities refinanced

MYER

Image: sass & bide

FY2013 RESULTS

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JOIN THE BUZZ
#MYERFY13RESULTS

Image: Wayne by Wayne Cooper (Myer Exclusive Brand)

MYER

Financial summary

	FY2013	vs. FY2012	
Sales	$3,145m	+0.8%	FY13 comparable sales +0.4%
Operating gross profit	$1,312m	+1.8%	Reflects continued focus on growing both sales and margin
Operating gross profit margin	41.7%	+40bps	Drivers: Myer Exclusive Brands; reduced markdowns and shrinkage; improved sourcing; sass & bide
Cash CODB	$1,007m	+3.1%	Reflects increased labour, occupancy & utilities costs; investment in omni-channel, Myer Exclusive Brands, new stores and refurbishments

Image: Wayne Jnr by Wayne Cooper (Myer Exclusive Brand)

MYER

FINANCIAL UPDATE / 6

Financial summary

	FY2013	vs. FY2012**	
EBITDA	$305m	-2.3%	Sales growth and GP margin expansion insufficient to offset cash CODB increase
EBITDA margin	9.7%	-31bps	
Depreciation	$90m	+9.7%	Depreciation up $8m, impact of capex investment in recent years.
EBIT	$215m	-6.6%	
EBIT Margin	6.8%	-54bps	
NPAT*	$129m	-5.1%	*NPAT pre sass & bide put option revaluation
Reported NPAT	$127m	-8.7%	

*** FY2012 excludes impact of one-off and restructuring charges*

Image: Maddox (Myer Exclusive Brand)

MYER FINANCIAL UPDATE / 7

FY2013 sales performance

Highlights:

- Myer Exclusive Brands, Concessions, new stores, online, new brands
- sass & bide double-digit sales growth
- Best states: QLD, WA, VIC, NSW
- Top categories: Cosmetics, Womenswear, Menswear, Accessories

Challenges:

- Tough retail environment, particularly Q4
- Refurbishment of three of top 20 stores

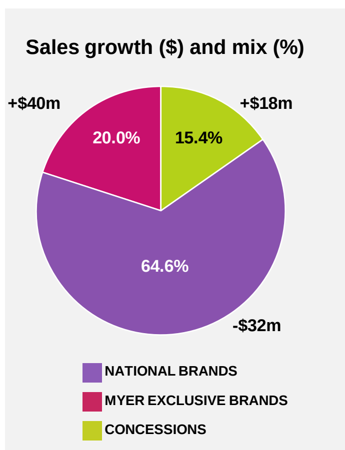


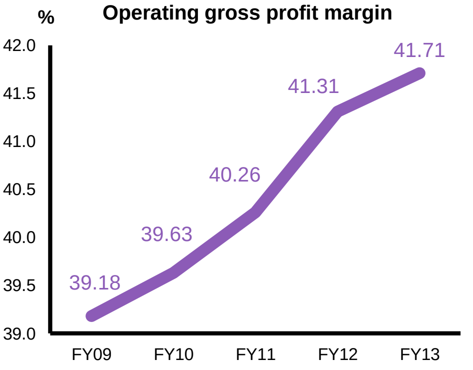
Image: Wayne Cooper (Myer Exclusive Brand)

MYER FINANCIAL UPDATE / 8

Operating gross profit growth

	$m	%change
FY13	1,312	+1.8%
FY12	1,288	+1.3%
FY11	1,272	-2.3%
FY10*	1,301	+1.9%
FY09	1,278	-2.6%

*FY10 on pro-forma basis, includes Melbourne store profit underpinning



"Delivered gross profit improvement as well as sales growth"

MYER FINANCIAL UPDATE / 9

Gross profit margin drivers

Myer Exclusive Brands	$40m sales growth to 20% of sales (new brands, brand extensions, established brand growth), margin expansion
Direct sourcing	Global sourcing offices purchases up 69.5%*
Shrinkage	Further reduction in shrinkage, remains below 1%
Markdown management	Continued targeted markdowns, lower than FY2012
Other	Clean inventory position, improved stock turns, sass & bide
Sales mix	Myer Exclusive Brands contribution to margin growth diluted by Concession sales growth

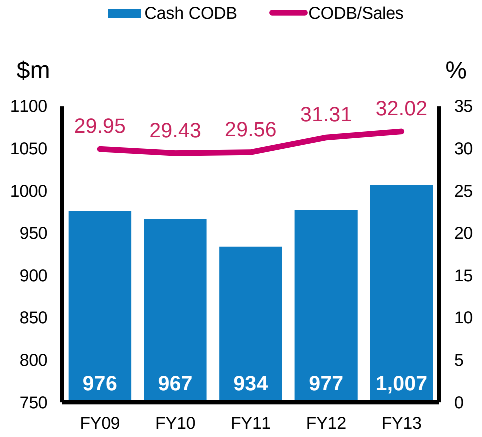
*MSAL commenced in Dec. 2011, operating for 8 months of FY2012.

"Focus continues on improving gross profit margin"

MYER FINANCIAL UPDATE / 10

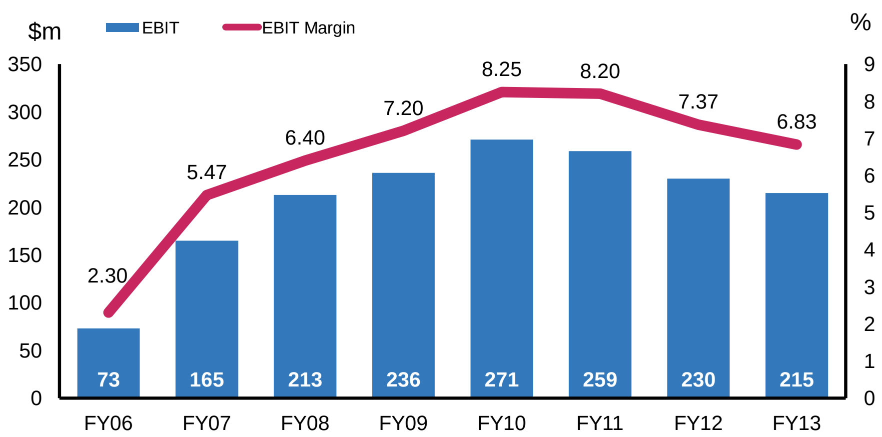
Cash cost of doing business

- Investment in omni-channel, Myer Exclusive Brands, MYER one
- New store costs
- Opex associated with refurbishments
- Increased store labour costs
- Increased occupancy costs (rent, utilities, rates, taxes)



MYER

Historical EBIT performance



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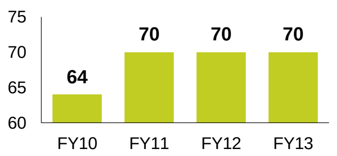
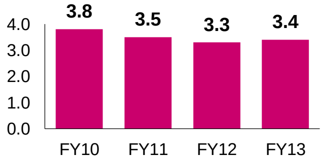
Strong cash flow, working capital management

$(m)	FY13	FY12
Operating cash flow	**300.2**	**269.5**
Cash conversion	*98.6%*	*86.4%*
Tax	48.3	57.4
Interest	25.0	30.7
Net cash capex paid (post landlord contribution)	67.4	39.5
Acquisitions and other	0.9	8.4
Cash flow before financing activities	**158.6**	**133.5**

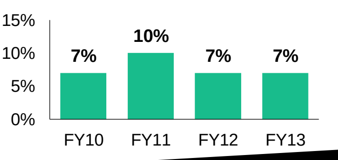
Creditor days



Inventory turns



Out of stocks



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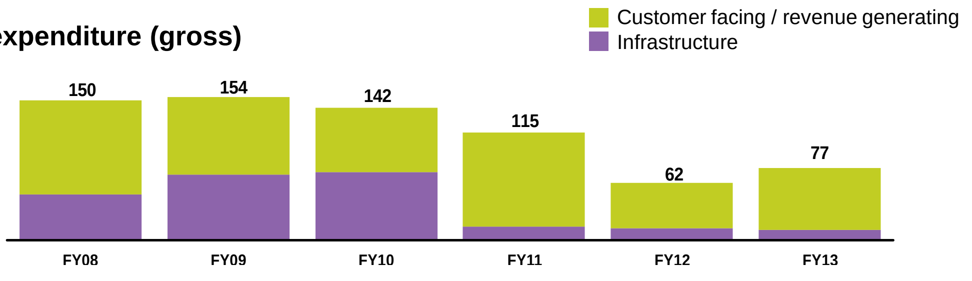
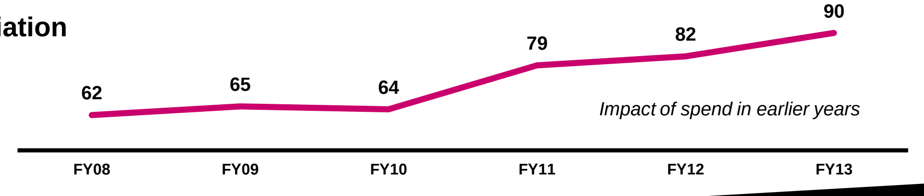
FINANCIAL UPDATE / 13

Shift in capital investment

Capital expenditure (gross)



Depreciation



MYER

FINANCIAL UPDATE / 14

Strong stable balance sheet

Key credit metrics	27 July 2013	Bank covenants
Net debt	$340m	
Net debt / EBITDA	1.11x	<2.5x
Fixed charge cover*	2.23x	>1.65x
Shareholders' equity	$906m	>$500m

"Strong cash generation and balance sheet support dividend payout ratio"

Fixed charge cover is calculated as EBITDAR / net interest expense + fixed rental expense

Image: G-Star

MYER

FINANCIAL UPDATE / 15

Image: Wayne by Wayne Cooper (Myer Exclusive Brand)

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Progress against five-point plan

1. **Improve customer service**
2. **Enhance our merchandise offer**
3. **Strengthen our loyalty program**
4. **Build a leading omni-channel offer**
5. **Optimise our store network**

"Continued execution of five-point plan while investing in growth areas of the business, significant opportunities exist"

Image: Vue cookware (Myer Exclusive Brand)

1. Improve customer service

Service initiatives

- New training program focused on customer service culture
- Engagement program for premium MYER one members
- Customer Service Centre technology upgrade and integration with online service
- Successful personal shopping service extended to menswear
- Year two benefits of leading point-of-sale system investment

"2013 ARA Australian Retail Customer Satisfaction Award Finalist"

1. Improve customer service

Efficiency initiatives
- Shrinkage further reduced, remains below 1%
- Increased compliance by suppliers to 'floor ready' standards
- Stock management processes review to increase speed to floor
- Safety record improvement, LTIFR* 8.6 (FY12: 10.8)

Feedback metrics trend upwards
- Compliments up, complaints down
- Customer voice feedback program, provides net promoter score

"Efficiency gains reinvested in customer facing hours in store"

** Lost time injury frequency rate*

MYER

Image: Sydney City Store team member (Kitchen Appliances Department)

DELIVERING OUR PLAN / 19

2. Enhance merchandise offer

- Focus on unique and inspirational products for our customers
- Best performing brands included:

CHANEL MAC sunglass hut CUE SPORTSCRAFT BASQUE
REVIEW Breville blaq regatta RESERVE ts

- Growth in established and new Myer Exclusive Brands
- Strong growth from Concessions
- Increasingly price competitive in global marketplace
- Enhanced climatic ranging

"Focus is on being first choice for fashion, cosmetics and the home"

MYER

Image: Kitchenaid

DELIVERING OUR PLAN / 20

2. Enhance merchandise offer

Myer Exclusive Brands segments and examples

Developed by Myer	Designers at Myer	Purchased by Myer	Licensed by Myer
PiPeR, Miss Shop, BASQUE, blaq, regatta, TOKITO, Ovue, RESERVE, milkshake, sass & bide intimates	JAYSON BRUNSDON BLACK LABEL, COZI by jennifer hawkins, HI THERE from karen walker, BY NICOLA FINETTI, Leona by Leona Edmiston, JANE LAMERTON	BAUHAUS, Trent Nathan, GRAB, WAYNE COOPER, jack & milly, urban soul	delicious., MATERIAL WORLD BY MADONNA, AUSTRALIAN HOUSE & GARDEN

"66 vertically-integrated brands across different price points and categories"

2. Enhance merchandise offer

Myer Exclusive Brands growth continues

- Now represent 20.0% of sales mix
- Top performing Myer Exclusive Brands in FY2013:

AUSTRALIAN HOUSE & GARDEN, BAUHAUS, blaq, regatta, Trent Nathan, RESERVE, BASQUE

- Introduction of new brands in FY2013:

AUSTRALIAN HOUSE & GARDEN, Trent Nathan, MATERIAL WORLD BY MADONNA, KAREN WALKER HOME, sass & bide intimates, fleurette by fleur wood

"Myer Exclusive Brands deliver significantly higher margins"

Image: Blaq (Myer Exclusive Brand)

2. Enhance merchandise offer

Strengthening Myer Exclusive Brands

- Strategy to identify and build key Myer Exclusive Brands
- More depth of range:
  - Stretch across multiple categories
  - Customer engagement with brand vs label
- Successful key brand launches
  - Piper
  - Jayson Brunsdon Black Label

MYER

Images: Piper and Jayson Brunsdon Black Label (Myer Exclusive Brands)

2. Enhance merchandise offer

Leveraging our supply chain advantage

- Global sourcing offices, over 110 employees
- Volume and margin improvement, delivering ahead of expectations
- Factory consolidation delivering quality and price improvements
- Supporting Myer Exclusive Brands growth
- Speed to market a constant focus
- Strong sourcing governance framework

"Quality control and assurance through close relationships and local oversight"

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Image: Cozi by Jennifer Hawkins (Myer Exclusive Brand)

EXCITING NEW BRANDS

napoleon PERDIS
kate spade NEW YORK
Superdry 極度乾燥(しなさい)
NIGHTS NEVER DIE
A.BRAND
Orla Kiely
BANG & OLUFSEN B&O
DELFONICS
CROSLEY
LSA International
Dualit.
Christian Lacroix
Keith Haring
CHiNO KIDS
Dita Von Teese
Hisense
SONOS
ASSEMBLY LABEL
DESIGNERS GUILD

MYER DELIVERING OUR PLAN / 25

2. Enhance merchandise offer

Price harmonisation case study: Clinique DDML+

- Best-selling product, one sold every 90 seconds in Myer
- July 2013: price adjusted and product reformulated
  - 125ml was $74, **now $49**
  - 75ml was $40, **now $29**
- Sales results (first six weeks)
  - Sales ($) up **36%**
  - Sales (units) up **108%**

"Price harmonisation delivering value to customers"

MYER DELIVERING OUR PLAN / 26

3. Strengthen our loyalty program

- Milestone 5 millionth member joined the program
- Represents ~70% of sales
- Tier restructure including new premium Platinum tier
- MYER one smartphone app launched, >200,000 downloads
- $50m Rewards Cards, average spend on redemption 3.8x
- Affiliates program refocused on key national partners
- Significant advancements in data analytics driving sales

"Key competitive advantage providing incredible insights through sophisticated data analysis"

MYER one

Image: MYER one smartphone app being scanned at POS

DELIVERING OUR PLAN / 27

3. Strengthen our loyalty program

Innovating to delight MYER one members

- Offering MYER one members more choice to be rewarded
- MYER one Wine Club established and growing
- MYER Visa Card delivering loyalty rewards
- Commonwealth Bank pay-with-points collaboration
- Digital gift cards scanned direct from smartphone
- Better targeted email communication with members

"Stretching the brand to broaden our relationship with MYER one members"

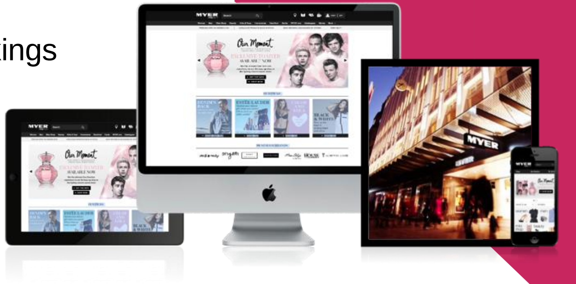
MYER one

DELIVERING OUR PLAN / 28

4. Build a leading omni-channel offer

Key metrics demonstrate solid progress

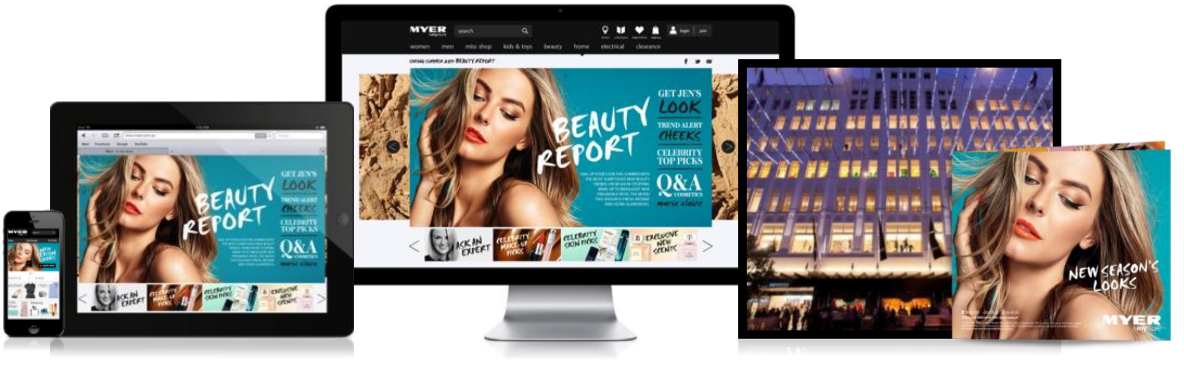
- Online sales growth >200%
- Online store continues to climb store rankings
- Average monthly website visits doubled
- Growth in average basket size and online order value
- SKUs online now over 70,000
- Consistent customer experience across all channels



"Providing online inspiration, information and digital commerce in a global marketplace"

MYER DELIVERING OUR PLAN / 29

4. Build a leading omni-channel offer



"Engaging our customers across all channels"

MYER DELIVERING OUR PLAN / 30

LEADING DIGITAL PRESENCE

- In house digital team established with international experience
- Social media, e-commerce, digital advertising, web design, email marketing
- Increasing digital channels in marketing mix
- Award winning digital Emporium magazine to 1.3m MYER one members monthly, interactive content, shop direct from pages
- Driving significant customer engagement

myer.com.au
Shop online 24/7

MYER one App
iPhone & Android

Emporium
iPad Edition

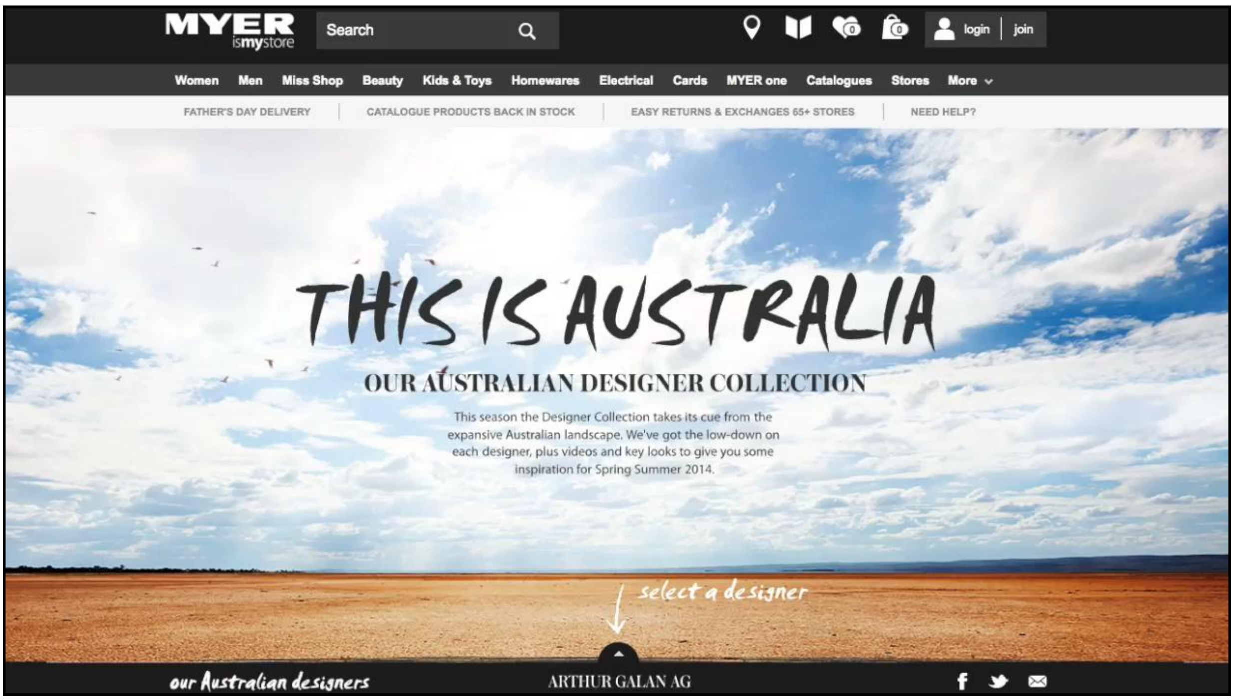
220,000 followers

1,400 followers

15,600 followers

31,800 followers

DELIVERING OUR PLAN / 31



4. Building a leading omni-channel offer

Developing fulfilment capability for scale

- Efficient order fulfilment is critical to online profitability
- Click and collect since December 2012
- Cargo Services to provide dedicated fulfilment centre for online
  - More efficient fulfilment and delivers scale
  - 15,000 fastest turning SKUs
  - Significant savings on in-store fulfilment
  - Complements in-store fulfilment model

"Fulfilment capacity well placed moving into the peak Christmas trading period"

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Image: Melbourne City Store (in-store fulfilment dock)

DELIVERING OUR PLAN / 33

4. Building a leading omni-channel offer

Systems investment in fulfilment capability

- Investment in new order management system delivers better customer experience and improved productivity
- Most recent phase delivered August 2013:
  - **Detailed product information:** size selector with real time availability, stock availability by store
  - **Customer login:** enables MYER one information storage, address book and check status of current online orders
  - **New delivery options:** home delivery, expanded 'click and collect', multi-address delivery, courier integration for parcel tracking

Image: Melbourne City Store (Click and Collect Counter)

5. Optimise our store network

- Store network integral to omni-channel strategy
- New stores opened Fountain Gate, Townsville, Shellharbour
- Closures: Forest Hill (FY2012), Tuggeranong (FY2012), Fremantle (FY2013), Elizabeth (February 2014)
- Space hand back to improve returns
- Refurbishments: Highpoint, Adelaide, Indooroopilly, Miranda
- Planned stores under review: Greenhills, Plenty Valley
- Space optimisation project underway in 8 stores
- Continue to review base leases, ahead of lease expiry

"Focus on maximising returns per square metre"

Image: Team members in Sydney City store (menswear department)

NEW STORE AT SHELLHARBOUR

Opened May 2013

Regional city – only full-line department store in region

Catchment population: 205,000

12,000sqm, two floors

Wide range of new merchandise

Centre MAT: $263m

DELIVERING OUR PLAN / 37

ADELAIDE REFURBISHMENT

Full store refurbishment, completion due April 2014

Centre and mall upgrade also underway

New ‘lifestyle’ zoned homewares floor

Space reduced, 6 to 5 floors

DELIVERING OUR PLAN / 38

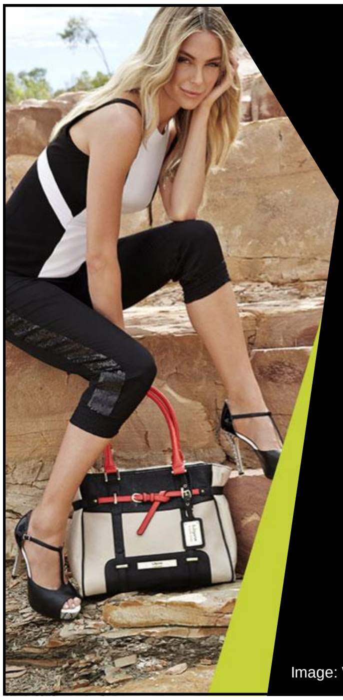

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Image: Wayne by Wayne Cooper (Myer Exclusive Brand)

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sass & bide ownership

- Agreement to acquire remaining 35% (delivering full ownership)
- Since 65% acquisition in 2011: sales up 45%, profit up 112%
- FY2013: successful brand stretch into intimate apparel, 2 new freestanding stores, 2 new concessions
- Exciting pipeline of growth initiatives, including international expansion, New York store (November 2013)
- Business as usual, creative founders to remain with business
- sass & bide to retain autonomy of management and design
- Acquisition price approximately $30 million

Image: sass & bide

MYER INVESTING FOR THE FUTURE / 40

Investing for the future

Adapting the business for current and future challenges	
Investing in growth initiatives	Myer Exclusive Brands, MYER one, omni-channel, sass & bide, new stores
Leveraging previous $600m investments	IT, supply chain, POS, merchandise system, stores
Improving productivity	Training, labour management tool, MYER one analytics
Revitalising store environments	New VM concepts, refurbish 2-3 stores per year, pop-up stores

"Significant capital investment creates foundations for future growth"

Image: Manning Cartel

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INVESTING FOR THE FUTURE / 41

Image: Wayne by Wayne Cooper (Myer Exclusive Brand)

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Outlook

- Cautious outlook for FY2014
- Anticipate year of two different halves
- Sales benefits: new stores, completion of two major refurbishments, key categories growth, new brands, online sales
- Sales impacts: store closure, refurbishment of 3 of top 20 stores
- Gross profit margin expansion at similar rate to FY2013
- Cash CODB 4-5% increase, including $11m one-off costs
- Forecast capital expenditure $90m (net)
- Depreciation $6m increase (recent investment and write-offs)
- Performance improving into FY2015, stronger fundamentals

MYER

Image: Toni Maticevski

OUTLOOK / 43

FULL YEAR RESULTS

12 September 2013

BERNIE BROOKES
CEO and Managing Director

MARK ASHBY
CFO

MYER

Image: Jayson Brunsdon Black Label (Myer Exclusive Brand)

1H13 versus 1H12 performance

	1H2013 $m	1H2012 $m	Change $m	Change %
Total sales	1,732.5	1,704.0	+28.5	+1.7%*
Operating Gross Profit	714.0	698.3	+15.7	+2.3%
OGP Margin	*41.2%*	*41.0%*		*+23bps*
CCODB	(528.6)	(515.4)	+13.2	+2.6%
EBITDA	185.4	182.9	+2.5	+1.4%
Depreciation	(43.9)	(40.0)	+3.8	+9.6%
EBIT	141.5	142.9	-1.4	-1.0%
Interest	(14.1)	(17.1)	-2.9	-17.2%
NPAT	87.9	87.3	+0.6	+0.7%

** +1.4% on a comparable stores basis*

MYER APPENDIX / 45

2H13 versus 2H12 performance

	2H2013 $m	2H2012*** $m	Change $m	Change %
Total sales	1,412.4	1,415.1	-2.7	-0.2%*
Operating Gross Profit	597.6	590.1	+7.5	+1.3%
OGP Margin	*42.3%*	*41.7%*		*+61bps*
CCODB	(478.3)	(461.2)	+17.1	+3.7%
EBITDA	119.3	128.9	-9.7	-7.5%
Depreciation	(45.9)	(41.8)	+4.1	+9.8%
EBIT	73.3	87.1	-13.8	-15.8%
Interest**	(12.0)	(15.7)	-3.7	-23.3%
NPAT (pre sass & bide put option revaluation)**	41.5	49.0	-7.5	-15.3%
NPAT	39.3	52.0	-12.7	-24.5%

**-0.7% on a comparable stores basis*
***Excludes impact of sass & bide put option revaluation*
**** Excludes impact of one-off and restructuring charges of $0.1 million in FY2012 NPAT*

MYER APPENDIX / 46

Historical sales including concessions

	1Q12	2Q12	3Q12	4Q12	1Q13	2Q13	3Q13	4Q13
Total sales $m*	681.4	1022.6	649.1	766.0	688.0	1,044.4	652.5	759.9
Total Sales growth	-3.5%	-0.4%	-1.3%	-0.3%	+1.0%	+2.1%	+0.5%	-0.8%
LFL sales growth**	-5.1%	-1.7%	-2.1%	+0.3%	+0.8%	+1.7%	+0.4%	-1.6%

Notes:
* Total sales are post IFRS adjusted.
** In the like-for-like methodology (comparable store sales) sales for refurbished stores are excluded for the period of refurbishment only. Also excluded are new and closed stores as well as sass & bide pre-acquisition in March 2011.

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APPENDIX / 47

Indicative new stores schedule*

Store	State	Year	Size (GLA sqm)	Landlord	Centre MAT** $mill	Estimated catchment population	Metro infill	Growth corridor	Regional city
Myer Melbourne expansion[1]	VIC	FY2014	7,000	CFS	NA	c. 4 million			
Hobart replacement store	TAS	FY2015	12,620	Private	NA	203,000			
Mt. Gravatt	QLD	FY2015	12,500	Westfield	566	276,000	✓		
Joondalup	WA	FY2015	12,000	Lend Lease	567	200,000		✓	
Woden	ACT	FY2016	12,500	Westfield	392	144,000	✓		
Werribee replacement store	VIC	FY2016	12,500	Pacific	431	148,000		✓	
Tuggerah	NSW	FY2016	12,000	Westfield	470	151,000			✓
Greenhills[2]	NSW	FY2016	12,000	Stockland	327	145,000			✓
Darwin	NT	FY2017	12,000	GPT	388	151,000			✓
Coomera	QLD	FY2017	12,000	Westfield	NA	134,000		✓	
Plenty Valley[2]	VIC	FY2017	12,000	Westfield	311	140,000		✓	

1. Emporium expansion underway in CFS Lonsdale Street building.
2. Under review.

**Subject to variation and review*
*** Moving Annual Turnover*

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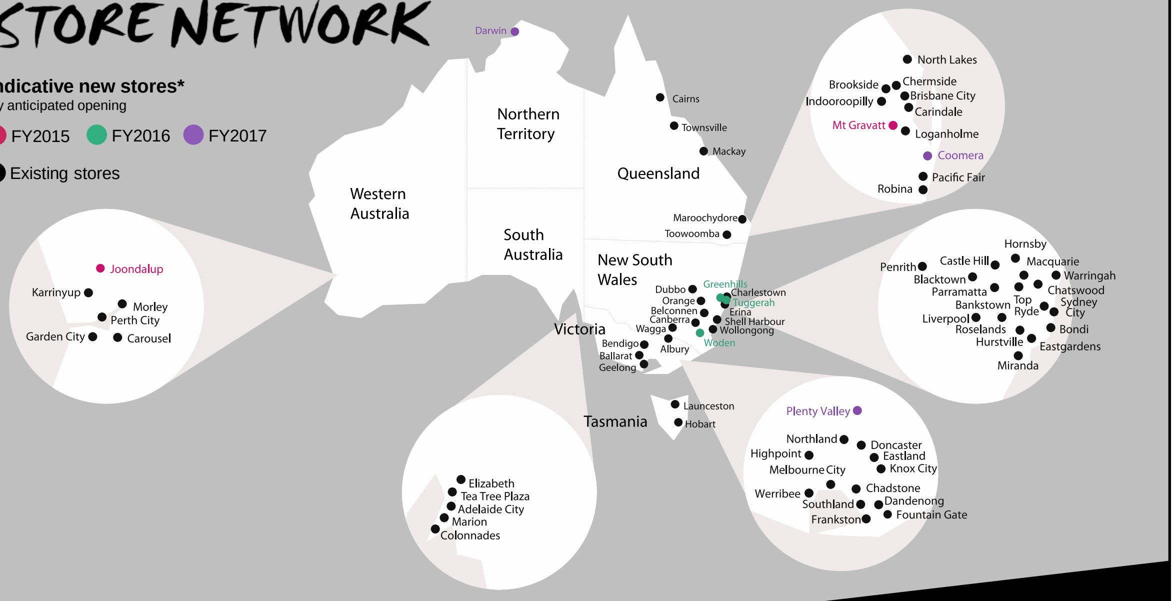
APPENDIX / 48

STORE NETWORK

Indicative new stores*
By anticipated opening

FY2015 FY2016 FY2017

Existing stores



*** Subject to variation and review**

Loyalty program - MYER one loyalty loop

Myer engages with **MYER one** members with relevant and targeted offers

Customer shops at Myer Store or online

Accumulates 2 Shopping Credits per $1 spent at Myer

Receives $20 **MYER one** Reward Card for every 2,000 shopping credits *(quarterly mailer)*

$$$

MYER one member spends on average 3.8x value of card when redeemed

Myer accumulates valuable data relating to customer shopping habits

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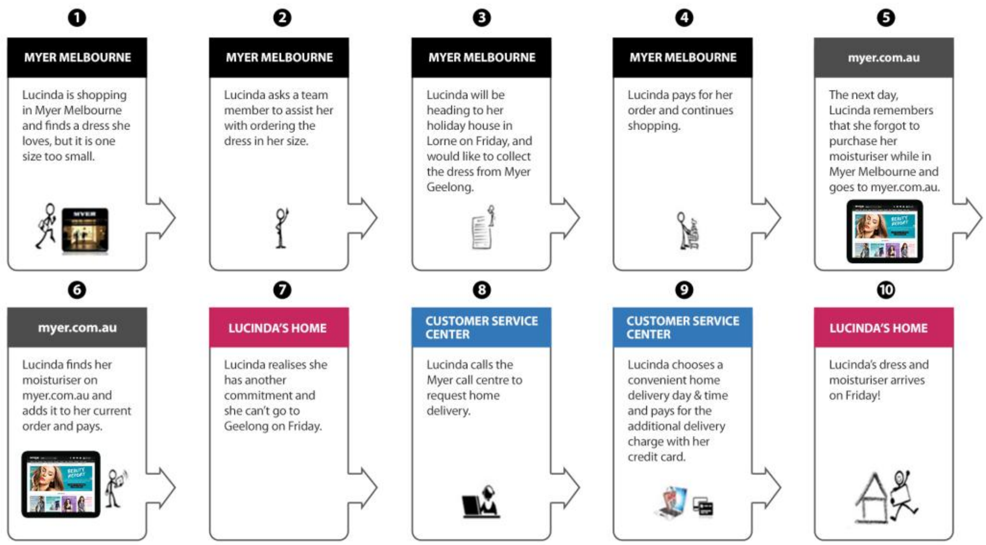
Omni-channel roadmap continues to evolve

Build foundations	Compete – claim share	*Expand – take share*
• Effective transactional website • Effective content management solution • Grow product range • Deploy Core IT infrastructure • Build scalable cost effective fulfilment • Operate effective pricing and promotions across channels • Build digital marketing capability • Align business process and team to serve multiple channels	• Grow customer database • Effective multimedia marketing campaign management (EDM, Search, Digital) • Leverage data insights to drive business development • Drive increase in digital traffic • Focus on improving conversion • Product range is representative of city store • Click & Collect • Fulfilment & delivery becomes efficient at scale	• Trading in new countries • Sell products on global shopping platforms . • Endless aisle product range • Personalised brand engagement with customers • Agile customer led business development • Strategic acquisitions to accelerate growth • Leveraging insights from data, buying and omni-channel fulfillment become Myer's competitive advantages

"Building a rock solid foundation. Preparing to scale."

MYER

Future omni-channel transaction



Sustainability focus

Sustainability at Myer				
My Customer	My Team	My Community	My Environment	My Business
Customer service & satisfaction MYER one loyalty rewards	Attraction and retention Capability and development Reward and recognition Workplace safety	Strategic partnerships Philanthropy Volunteering	Energy and emissions Waste & recycling Packaging stewardship	Corporate governance Ethical sourcing Shrinkage loss prevention Product responsibility

"A sustainability strategy built on five key pillars"

MYER

Award winning achievements

- **World Retail Awards –** Advertising Campaign of the Year (finalist)
- **ARA Australian Retail Awards –** VISA Retailer of the Year (runner-up), Roy Morgan Australian Retail Customer Satisfaction Award (finalist)
- **Australian Catalogue Awards 2013 –** Winner of Catalogue of the Year, Campaign of the Year, Adult Apparel and General Apparel categories
- **Joe Berry Awards 2013** – Julie Brannigan, Myer Support Office (finalist)
- **NRA Young Retailer of the Year 2013** – Harrison Ford, Myer Melbourne, Melissa Pews, Myer Karrinyup (finalists)
- **ARA Hall of Fame inductee and President's Award –** Bernie Brookes

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MYER AMBASSADORS

Jennifer Hawkins: Face of Myer

Kris Smith: Ambassador

Lauren Phillips: Ambassador

Laura Dundovic: Ambassador

Jodi Anasta: Piper Ambassador

Disclaimer

All numbers are unaudited. The financial information includes non-IFRS information which has not been specifically audited in accordance with Australian Accounting Standards but has been extracted from the Preliminary Financial Report (Appendix 4E).

This release may contain "forward-looking statements". Forward-looking statements can generally be identified by the use of words such as "may", "will", "expect", "intend", "plan", "estimate", "anticipate", "believe", "continue", "objectives", "outlook", "guidance" and similar expressions. Indications of plans, strategies and objectives of management, sales and financial performance are also forward-looking statements. Forward-looking statements are not guarantees of future performance, and involve known and unknown risks, uncertainties and other factors, many of which are outside the control of Myer. Actual results, performance or achievements may vary materially from any forward-looking statements. Readers are cautioned not to place undue reliance on forward-looking statements, which are current only as at the date of this release. Myer assumes no obligation to update such information.