



# David Jones Future Strategic Direction



## David Jones Future Strategic Direction



1. David Jones has many existing strengths
2. The Company faces challenges
3. David Jones will address these challenges and grow via a three point strategy:
  - Transforming into an Omni Channel Retailer
  - Growing the store network
  - Strengthening the core business
4. Outlook and shareholder deliverables

## David Jones existing strengths



- Leading branded department store in Australia
- Distinctive 'Home of Brands' positioning
- Best range of national and international brands
- Strong customer service heritage
- Excellent in-store design and ambience
- Stores conveniently located for our target customer base
- Strong brand affinity with loyal and attractive customer base



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## David Jones existing strengths



- Profitable and well positioned store portfolio
- Margins consistent with leading international peers
- Direct ownership of department store card/credit card business
- Direct ownership of flagship Sydney and Melbourne CBD stores
- Strong balance sheet with low debt levels, solid cashflows, and a high dividend payout ratio (above 85%)



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4. Outlook and shareholder deliverables

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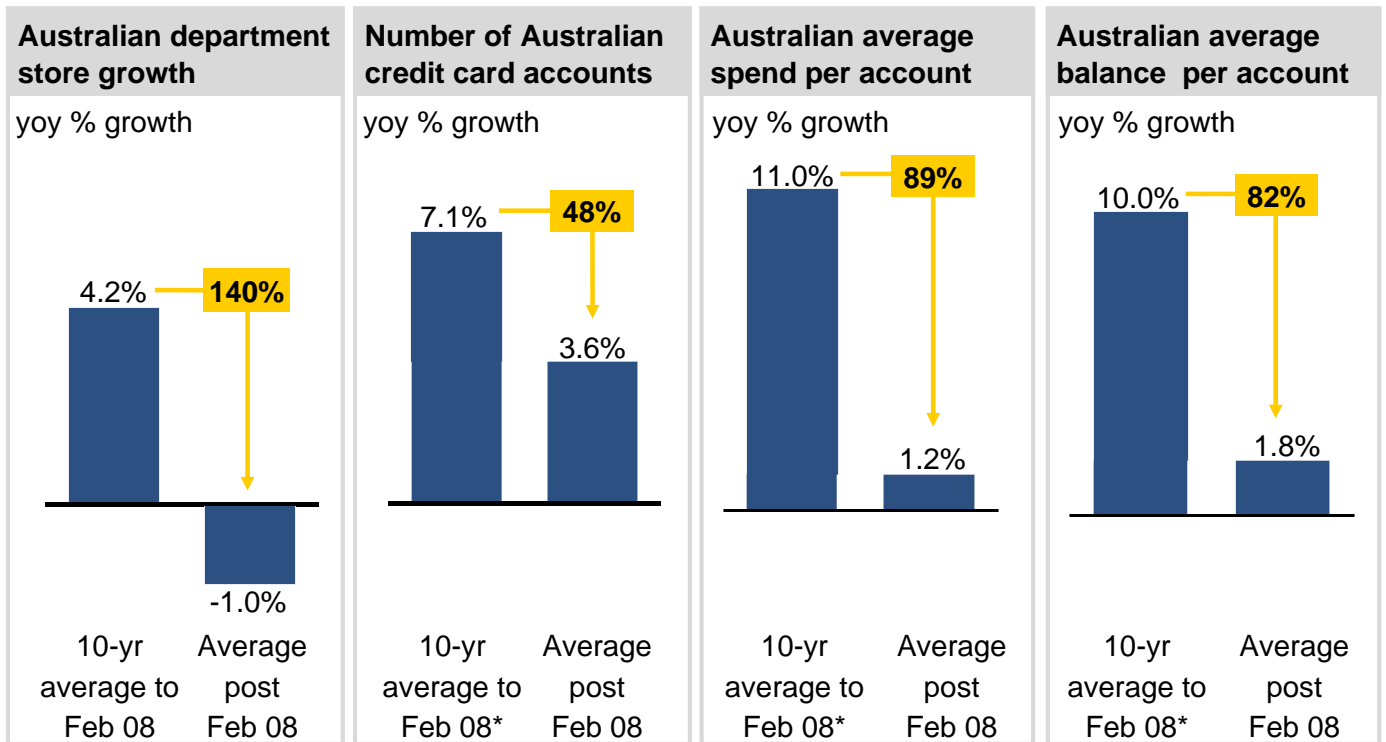
# Challenges facing David Jones



- 1. Structural challenges**
  - Online retail competition
  - Globalisation of retailing
- 2. Macro-economic headwinds**
  - Worst retail sales growth environment in over 20 years
  - Increasing labour, rent, utilities & financing costs
- 3. Challenging Australian consumer credit markets**
  - Our card portfolio is exposed to the prevailing weak discretionary retail spending environment and challenging Australian consumer credit markets

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# Challenging Australian consumer credit markets and weak discretionary retail spending environment



\* Excludes CY02 due to structural change in RBA credit card data from increased non-bank coverage

Source: RBA (Credit cards with an interest-free period excluding charge cards and cards issued to businesses), Dec 2011; ABS 8501, Table 1, Jan 2012

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## Financial Services earnings guidance



- Our revised guidance for the Financial Services business is for:
  - Flat earnings in 2H12, delivering \$49.4m for FY12
  - Flat earnings in FY13, delivering \$49.4m for FY13
  - FY14 earnings to broadly halve to a new sustainable base

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  - Transforming the company
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4. Outlook and shareholder deliverables

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# David Jones Strategic Initiatives



## A. Transforming the Company

1. Transform David Jones into an Omni Channel Retailer
2. Further invest in customer service and engagement
3. Manage (with its suppliers) the transition to global cost price harmonisation over time
4. Increase investment in technology capabilities
5. Realign management skills and capabilities to our new future strategic direction

## B. Growing the store network

1. Open six new full-line department stores in high value locations (two currently under construction, four signed with delivery date subject to landlord development schedules)
2. Open several smaller format David Jones stores in attractive demographic locations

## C. Strengthening the core business

1. Continue to offer the best range of national & international brands
2. Continue to implement CODB reduction projects to offset some of the expected cost increases
3. Restore gross profit margins to long-term sustainable levels
4. Undertake five high-value store refurbishments
5. Consolidate and grow the Financial Services business from the new sustainable F14 base

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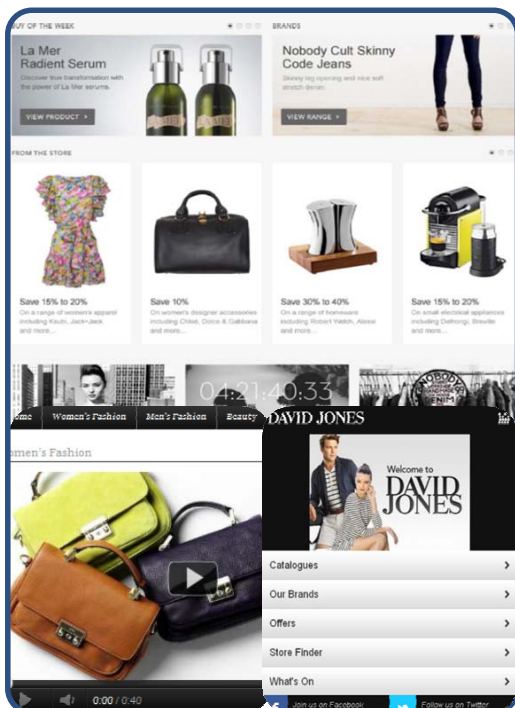
# Transforming the Company: Omni Channel Retailing



## Transform David Jones into an Omni Channel Retailer

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# Transforming the Company: Omni Channel Retailing



We will provide our customers with a seamless experience across all sales channels, anywhere, anytime, every time

- Omni Channel Retailing represents a huge opportunity for David Jones
  - Online retailing is at its early stages in Australia (4.9% of total sales are online)
  - Bricks & clicks retailers are the winners overseas
  - International experience suggests Omni Channel shoppers are 4-6 times more valuable than single channel customers\*
  - Sales through these channels, at scale, are more profitable than the in-store channel
- We are transforming into an Omni Channel Retailer in order to capture this opportunity
- Over time we expect approximately 10% of our total sales to be generated through our web-store, mobile applications and social commerce site

\* Saks Chief Marketing Officer, 2012

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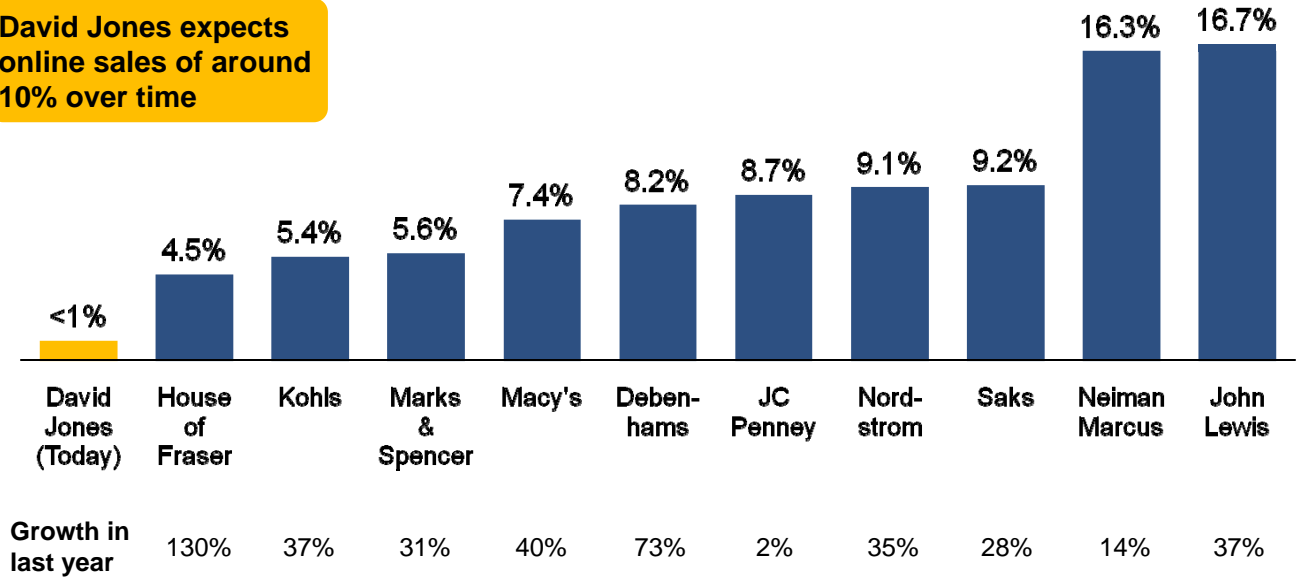


# Transforming the Company: Omni Channel Retailing



## ONLINE SALES AS A PERCENTAGE OF TOTAL SALES – FY11\*

David Jones expects online sales of around 10% over time

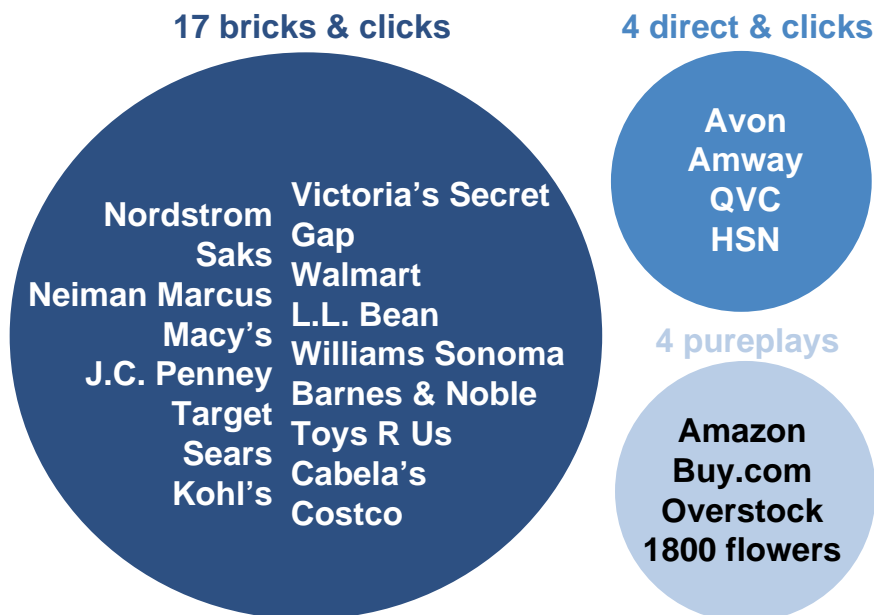


\* Debenhams, John Lewis, Saks, Nordstrom and Neiman Marcus includes heritage catalogue businesses  
 Source: Internet Retailer Top 500 Guide (2009 Edition); Company Annual Reports and announcements; Verdict; Nordstrom estimate based on 35% yoy growth

# Transforming the Company: Omni Channel Retailing



## US TOP 25 ONLINE RETAILERS IN DEPARTMENT STORE TYPE MERCHANDISE\*



\* Excludes computer, electronics and hardware specialists and service based websites; total of 20 websites removed  
 Source: US Top 500 Online Guide; PJP analysis

# Transforming the Company: Omni Channel Retailing



## Australian online retail sales growing rapidly...

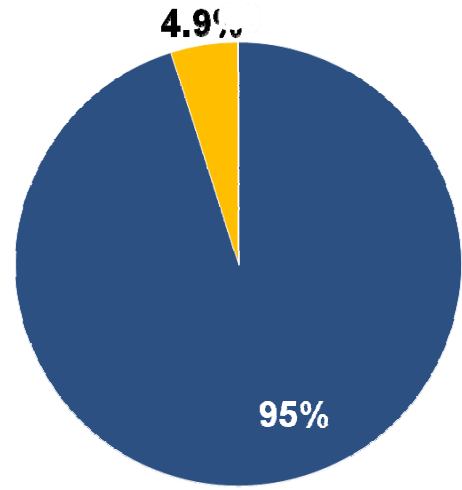
\$ Millions per month



Source: Quantum

## ...but still at very early stages

% share of Australian retail sales online



Source: Quantum

# Transforming the Company: Omni Channel Retailing



# DAVID JONES

**Video Presentation**



# Transforming the Company: Omni Channel Retailing



## To be delivered progressively by Christmas 2012

### 1. Launch of four new sales channels:



New webstore



Transactional mobile webstore



Native mobile applications



Social commerce store

### 2. Integrate across all channels, including:

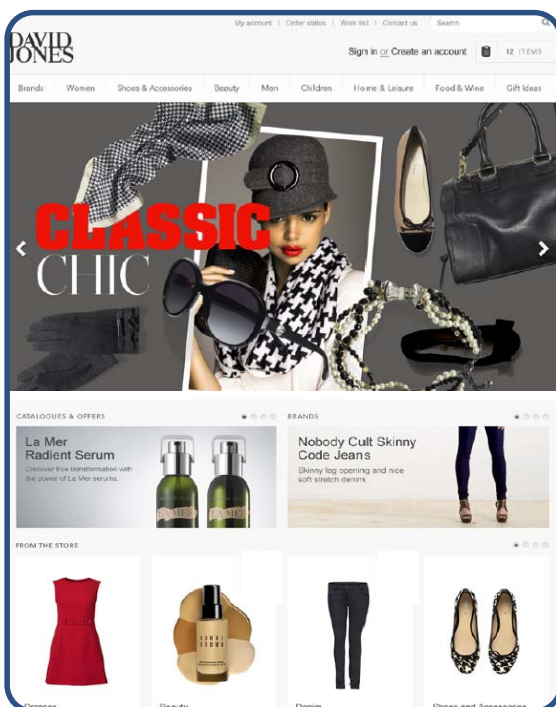
- Integrated marketing program
- Customer has integrated view of inventory
- Integration of store-based activities (e.g. Gift Registry purchasing & booking)
- Integration with corporate site

### 3. Transform size and scale of online channels:

- Significant expansion in number of SKUs online from 9,000 today to 90,000. This compares favourably to international department stores

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# Transforming the Company: Omni Channel Retailing



Current status

- Free delivery for David Jones American Express and Storecard holders
- Gift finder and brand finder
- 9,000 SKUs

1Q13

- Launch new David Jones webstore
- 90,000 SKUs** Compares favourably to Macy's 50,000 online SKUs, and Nordstrom's 138,000

Christmas 2012

- Additional SKUs
- Visibility of in-store inventory
- Shoppable videos
- Reviews and ratings
- More carrier options & payment plans

2013 onwards

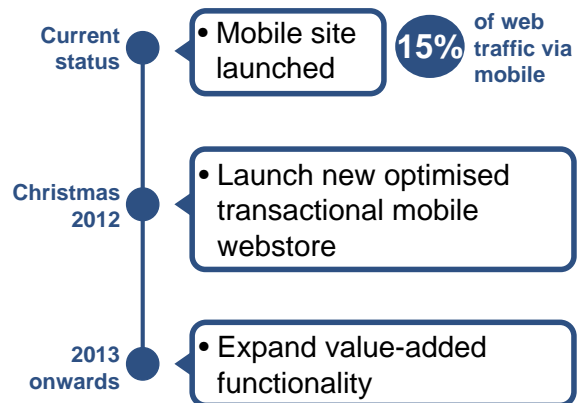
- Continued development and enhancement to meet evolving customer needs and become best practice (e.g. 3D product gallery)

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# Transforming the Company: Omni Channel Retailing



David Jones customers will be able to research, browse, shop and organise delivery, on the go, across all major mobile devices



# Transforming the Company: Omni Channel Retailing



David Jones' apps will bring the David Jones brand and service proposition alive on iPhones, iPads and Android devices

- David Jones will implement a multi-app approach, creating apps that focus on unique user needs
- Every app will feature the ability to browse, purchase and arrange for delivery
- Initial roll-out for iPhone, iPad and Android devices will occur by Christmas 2012

# Transforming the Company: Omni Channel Retailing



**4-6x** Omni Channel customers are 4 – 6 times more valuable than single channel customers\*

Customer to have integrated view of inventory and fulfilment across all channels

- Our portfolio of well located stores will be integral to the Omni Channel experience, allowing our customers to:
  - Order online, pick-up in store of choice
  - Buy online return in-store
  - Order in-store via dedicated terminals (full integration into POS to follow)
  - Arrange shipment for big ticket items directly
  - Browse & review stock levels across stores

\* Saks Chief Marketing Officer, 2012

# Transforming the Company: Omni Channel Retailing



David Jones' fully integrated gift offering will allow our customers and their guests to create their registry and purchase gifts across all channels

- Current status**
  - Ability to view gift list online
- Christmas 2012**
  - Gift registry purchase via the webstore
  - Book appointments with Bridal at David Jones and Gift Registry across all channels
- 2013 onwards**
  - Fully integrated gift and bridal offer with ability to set up and maintain gifts lists in any channel

# Transforming the Company: Omni Channel Retailing



To be unveiled over time from 2013 onwards

Continued  
webstore  
enhancement

Fully integrated  
Gift registry

Development  
of a 'store of the  
future' format  
that fully integrates  
new technology  
and services

Continued focus  
on customer  
analytics and  
trigger marketing  
across all  
channels

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# Transforming the Company: Omni Channel Retailing



## INVESTING IN TECHNOLOGY AND REALIGNING PROCESSES & STRUCTURES

### Dedicated Resources (~200 people)

- OCR Executive (direct CEO report)
- Dedicated digital agency & IBM team
- Incremental internal operations resources
- Integrated digital marketing team
- Incremental internal IT & operational resources

### Systems

- Omni Channel enabled POS
- Warehouse management system
- Content management system
- Order management system
- New webstore

### Processes

- Building digital marketing capabilities and processes
- Integrated buying/merchandise for webstore
- In-store staff processes supporting OCR
- Customer service support for OCR
- OCR warehouse and fulfilment processes

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# Transforming the Company: Further invest in customer service and engagement



## Invest in customer service and engagement

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# Transforming the Company: Further invest in customer service and engagement

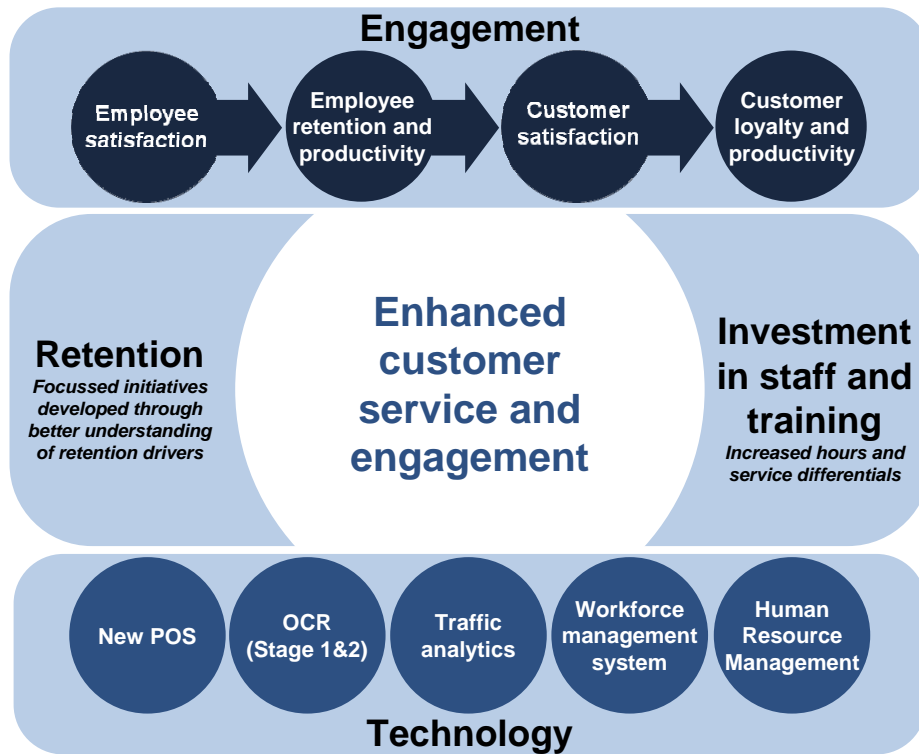


- David Jones is transforming its customer service and engagement proposition by further investing in customer service and in-store experiences that will differentiate its offering from competing retailers
- As different channels of retailing emerge and gain popularity, customers are increasingly expecting more in terms of in-store service and in-store experience
- To address this expectation, the Company is adopting a broad suite of initiatives to enhance customer engagement and service



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# Transforming the Company: Further invest in customer service and engagement



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# Transforming the Company: Further invest in customer service and engagement



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**Hours**
  - Investment in increased floor staff hours as a relative proportion to sales
- 
**Supervision**
  - Creation of 100 new floor staff supervisor roles
- 
**Service differential**
  - Creation of over 200 new, innovative frontline service roles across the entire store portfolio that will deliver differentiated & specialised services to customers
- 
**Training**
  - Continuation of investment in frontline training to improve selling and conversion skills
- 
**Measurement**
  - Provision of better performance reporting to frontline staff to enable tracking against targets
- 
**Incentives**
  - Increase in the Company's Incentive program for frontline staff to drive sales and reward high performance
- 
**Service touch points**
  - Increase in resources for other critical customer service touch points, for example additional staff in fitting rooms

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# Transforming the Company: Further invest in customer service and engagement



90 additional new in-store customer events and promotions p.a.

Vogue Fashion Night Out

Card Member Flower Show



Card Member Fashion Launch



Collette Dinnigan Trunk Show

Kora Treasure Yourself Signing

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# Transforming the Company: Manage transition to global cost price harmonisation over time



**Manage (with its suppliers) the transition to global cost price harmonisation over time**

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# Transforming the Company: Manage transition to global cost price harmonisation over time



As part of our transformation, we are managing (with our suppliers) the transition to global cost price harmonisation, over time, to protect our customer value proposition

## Cost price differential issue

- Historical cost price differential in Australian retail is caused by:
  - GST and tariff exemption
  - cost structures such as rent and salaries
  - distribution structures
- Today lower global prices are more readily available to consumers due to:
  - growth of online retailing
  - strong \$A
  - increased outbound tourism

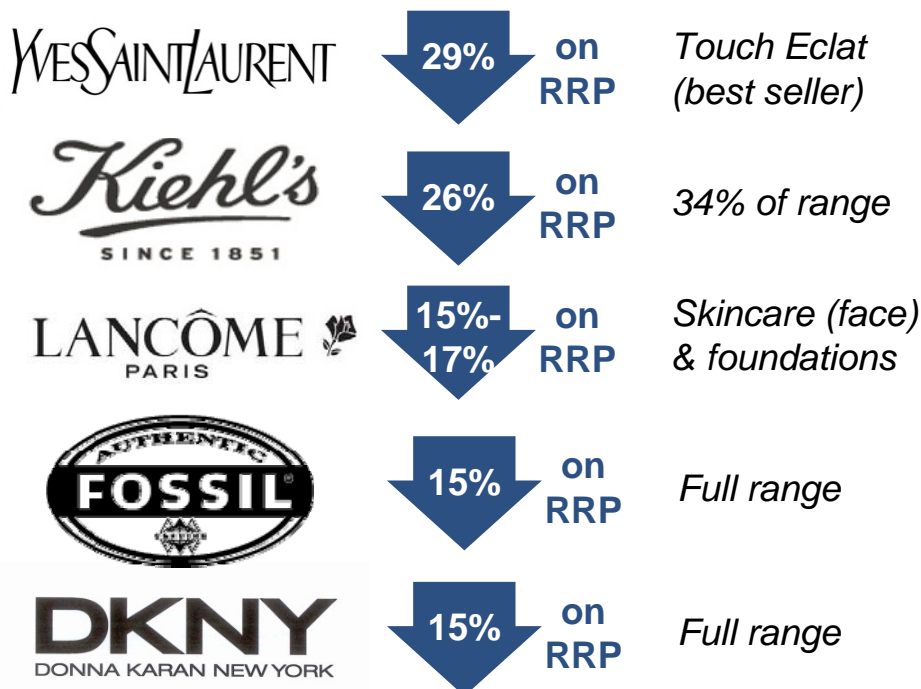
## David Jones' strategy

- We have commenced a detailed work program to address the issue, however discussions with local and international suppliers and stakeholders are complex, and will take time
- In working towards global cost price harmonisation we aim to:
  - maintain gross profit margins
  - capture extra volume as a result of lower prices, to help off-set the impact of deflation on the Company's NPAT

# Transforming the Company: Manage transition to global cost price harmonisation over time



## RECENT EXAMPLES



# Transforming the Company: Increase investment in Technology capabilities



**Invest in technology to enable Company transformation and generate efficiencies**

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# Transforming the Company: Increase investment in Technology capabilities



## Omni Channel Retail system

Launch platform with world's best practice Omni Channel functionality, providing customers with a seamless retail experience across physical, online and mobile channels

## POS system

- Support Omni Channel functionality (e.g. check stock online) by enabling inventory visibility in-store and online
- Increase processing efficiency and staff productivity

## Merchandise planning system

- Optimise inventory management through better assortment and allocation
- Increase gross profit through reduced markdowns

## Workforce management system

- Enable real-time costing of labour
- Deliver optimal scheduling of labour
- Automate schedule change applications, including leave

## Traffic analytics

- Provide visibility of customer traffic
- Enhance quality and efficiency of customer service by integrating staff scheduling with traffic forecasts
- Enable staff accountability to sales conversion KPI's

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# Transforming the Company: Build management skills



**Realign management skills and capabilities to our new future strategic direction**

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# Transforming the Company: Build management skills



**The transformation taking place in OCR, Digital Marketing, Technology, Customer Service and Customer Engagement, is being supported with new expertise and capability in these areas**

## **Examples of investment in skills & capabilities:**

**New  
OCR  
Executive**

New Executive Committee position, reporting to CEO, dedicated to the development, implementation and integration of the Company's OCR strategy

**~200  
dedicated  
resources**

IT, digital and operations capabilities added through employees, contractors and consultants

**New Retail  
Services  
division**

Retail services division created from restructure of IT and Property Areas to reflect transformation into fully integrated OCR

**The Company is continuing to review its Management composition to ensure its skill base is aligned to the future strategic direction of the Company**

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# David Jones strategic initiatives



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## B. Growing the store network

1. Open six new full-line department stores in high value locations (two currently under construction, four signed with delivery date subject to landlord developments)
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## C. Strengthening the core business

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# Growing the store network: Open six new stores



**David Jones plans to open six new full-line department stores in high value locations (two currently under construction, four signed but subject to landlord developments)**

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# Growing the store network: Open six new stores



## Six new full-line department stores

- Scope to open more stores in attractive locations in which David Jones should be represented
- The six planned new stores (two currently under construction, four others signed but subject to landlord developments) are in attractive centres in high value locations with strong demographics
- The expanded physical store network is part of the Company's fully integrated OCR strategy and each new store (starting with Highpoint) will be specifically designed as a "store of the future"
- New stores are expected to generate incremental sales of at least \$280 million p.a. and an additional \$30 million p.a. of EBIT at maturity



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# Growing the store network: Open six new stores



## Two new full-line stores currently under construction

### Highpoint Shopping Centre (VIC)

- Opening March 2013
- Large catchment (~950,000 people)
- Customer traffic in excess of 15 million customers p.a.
- 5<sup>th</sup> largest shopping centre in Victoria, 10<sup>th</sup> largest in Australia



### Indooroopilly Shopping Centre (QLD)

- Opening April 2014
- Best demographic profile in metropolitan Brisbane
- Strong demography with ~35,000 high income earners
- Average household income of ~\$95,000 p.a.



Source: Urbis; Mapinfo Dimasi; Big Guns 2010

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# Growing the store network: Open six new stores



Four new full-line stores scheduled to open subject to landlord development



## Macquarie Centre (NSW)

- Strong demographics with an average household income of ~\$100,000 p.a.
- Sixteenth largest shopping centre based on sales



## Whitford (WA)

- 3<sup>rd</sup> largest shopping centre in Western Australia
- Customer traffic of ~8 million people p.a.
- David Jones will be the only department store in the centre



## Pacific Fair (QLD)

- Gold Coast's largest shopping centre
- Large catchment population of ~500,000 and growing at twice the national average



## Sunshine Plaza (QLD)

- Total catchment population of ~300,000 plus over 40,000 tourists per day
- Low department store penetration with the closest David Jones store 90km away

Source: Dimasi; Big Guns 2010; ABS Census 2006

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# Growing the store network: New smaller format stores



**David Jones plans to open several smaller format stores in attractive demographic locations**

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# Growing the store network: New smaller format stores



- David Jones' smaller store in Perth's Claremont Quarter allows the Company to trade in a lucrative demographic area which is otherwise not suitable for a full-line store
  - The Claremont catchment area is one of the top 5 suburban demographic areas in Australia
  - Claremont Quarter is a village-like shopping location which does not have sufficient space for a full-line store
- The success of our smaller Claremont Quarter store, which is trading strongly, has given us the confidence to seek out similar, less traditional locations, for other smaller format stores



Source: ABS and Dimasi

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# Growing the store network: New smaller format stores



## New smaller format stores

- Smaller format stores of ~7,000m<sup>2</sup> in high-value catchments are an attractive new business growth opportunity for David Jones:
  - Our existing Claremont store is a prime example of a successful smaller format store
  - Smaller format stores are close to our core business, leveraging existing merchandising, operating and service capabilities, as well as the David Jones brand
  - Each smaller format store is expected to deliver at least \$2m of incremental EBIT
- A shortlist of several potential high-value locations have been identified following a comprehensive national review process



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# David Jones Strategic Initiatives



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# Strengthening the core business: Best range of national & international brands



**David Jones will continue to offer the best range of national & international brands**

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## Strengthening the core business: Best range of national & international brands



### David Jones will continue to offer the best range of national & international brands



- David Jones is continuing to invest in and add to its brand portfolio
- We are focussed on adding new national and international brands that customers want to ensure our brand offering remains fresh, exciting and new
- Over the past 15 months the Company has introduced 138 new brands:
  - Recent additions include Jac + Jack, Gucci Accessories, Bassike, Lanvin, Dries Van Noten & Motel
- The Company has a strong and capable merchandise team with a successful track record of being able to identify and secure the best brands across all of David Jones' categories

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## Strengthening the core business: Cost of Doing Business (CODB) reductions



### David Jones will continue to implement CODB reduction projects to offset some of the expected cost increases

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# Strengthening the core business: Cost of Doing Business (CODB) reductions



**David Jones will continue to implement CODB reduction projects to offset some of the expected cost increases**

## Examples of initiatives for reducing CODB

- Eliminating store administration tasks through the introduction of a new workforce management tool for rostering and scheduling
- Eliminating manual processes by interfacing the production of all shelf-talker price tickets with our inventory management system
- Automating store reconciliation tasks through the interface of cash management equipment with the Company's financial systems
- Reducing supply chain costs by focusing on big ticket deliveries, import processing and logistics costs and recoveries

**CODB reduction projects expected to deliver ~\$30m of incremental EBIT over the next 3 years to help offset cost inflation in labour, rent and utilities**

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# Strengthening the core business: Gross Profit (GP) margin improvements



**David Jones will improve gross profit margins, returning them to long-term sustainable levels**

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## Strengthening the core business: Gross Profit (GP) margin improvements



**David Jones will improve gross profit margins, returning them to long-term sustainable levels**

### Five initiatives for improving gross margin

1. Investing in a new, all-encompassing merchandise planning system
2. Improving vendor trading terms and exclusive arrangements by reviewing all vendors against benchmarks
3. Improving the efficiency of rebate collection through automation of the process
4. Reviewing low profit departments
5. Continuing to secure exclusive, unique partners and allocating space to high margin departments

**Gross profit margins expected to return to long-term sustainable levels of 39.5% to 40%**

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## Strengthening the core business: High-value store refurbishments



**David Jones plans to undertake five high-value store refurbishments to generate incremental sales and EBIT**

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# Strengthening the core business: High-value store refurbishments



## David Jones plans to undertake five high-value store refurbishments to generate incremental sales and EBIT

- David Jones' store refurbishments have delivered a significant positive contribution and high return on investment
- David Jones plans to continue refreshing its store portfolio through the refurbishment of five high-value stores in the next few years. These refurbishments are expected to deliver ~\$10m of incremental EBIT upon completion
- Refurbishments are likely to deliver a significant positive contribution and high return on investment by:
  - Leveraging the improving wealth demographics of our existing store locations
  - Reallocating space into higher margin categories & brands
  - Improving space productivity by converting existing non-productive space into selling space,
  - Improving store ambience, layout and brand presentation



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# Strengthening the core business: High-value store refurbishments



## Five planned high-value store refurbishments

Toowong Village (QLD)	Elizabeth Street (NSW)	Miranda (NSW)	Burwood (NSW)	Karrinyup (WA)
<ul style="list-style-type: none"> <li>• Store will be fully refurbished</li> <li>• Sell space will increase by more than 20%</li> <li>• Additional space will be allocated to high margin, high-value categories</li> </ul>	<ul style="list-style-type: none"> <li>• The store's ground and lower ground floors will be refurbished</li> <li>• High margin categories will be refurbished and expanded</li> </ul>	<ul style="list-style-type: none"> <li>• Sell space will increase to reach sell to GLA ratio of ~78%</li> <li>• Additional space will be allocated to high margin, high-value categories</li> <li>• New brands will be introduced</li> </ul>	<ul style="list-style-type: none"> <li>• Sell space will increase to reach sell to GLA ratio of ~79%</li> <li>• Additional space will be allocated to high margin, high-value categories</li> <li>• New brands will be introduced</li> </ul>	<ul style="list-style-type: none"> <li>• Refurbishing and expanding store at this high value location</li> </ul>

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# Strengthening the core business: Financial Services initiatives



**David Jones plans to consolidate and grow the Financial Services business from the new sustainable FY14 base**

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# Strengthening the core business: Financial Services initiatives



**David Jones plans to consolidate and grow the Financial Services business from the new sustainable FY14 base**



- Our Financial Services business provides customer insights and delivers an annual revenue and profit stream for the Company
- From 2008 (when David Jones entered the alliance with American Express) to the end of F13 the Company will have generated \$230m in EBIT
- Due to the deterioration of the discretionary retail environment and the consumer credit card market, the Company now expects flat earnings in its Financial Services business in 2H12 and FY13, with EBIT broadly halving in FY14 to a sustainable new base
- The difference between 7.5% EBIT growth and flat earnings over 2H12 and FY13 equates to \$7.5 million. This will be reinvested in five growth initiatives to increase performance of the business

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# Strengthening the core business: Financial Services initiatives



## 1. Launch Platinum Card



- Launch the DJ American Express Platinum card in 2H CY2012, to expand our portfolio of cards, targeting the premium customer segment who values rich rewards and unique benefits
- Platinum card segment is attractive with higher spend and balances as customers shift the card to front of wallet

## 2. Drive everyday and external spend



- Continued focus 3:2:1 VP (launched Oct 10)
- External spend bonus points & promotions
- New customer communications & engagement journey with regular communications
- Increased focus on supplementary cards

## 3. New benefits, events & promotions



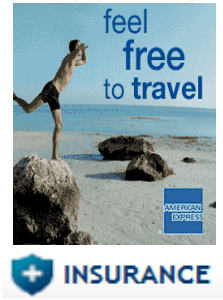
- 40 new cardholder events and promotions
- New customer shopping weekends and exclusive shopping nights
- New in-store benefits, such as free standard delivery and extended Fashion pay later option

## 4. Re-focus on Storecard



- Improved Storecard rewards, including the addition of targeted giftcard rewards
- Re-introduced storecard applications at POS
- Full re-training of in-store service and selling standards (completed Oct 2011)

## 5. Expand card related insurances



- Focus on consumer insurances to leverage the combined card base:
  - Travel
  - Personal accident and health cover
  - Secure ID
- In addition to:
  - Online/fraud protection
  - Purchase protection already offered on the David Jones American Express cards today

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# David Jones Future Strategic Direction



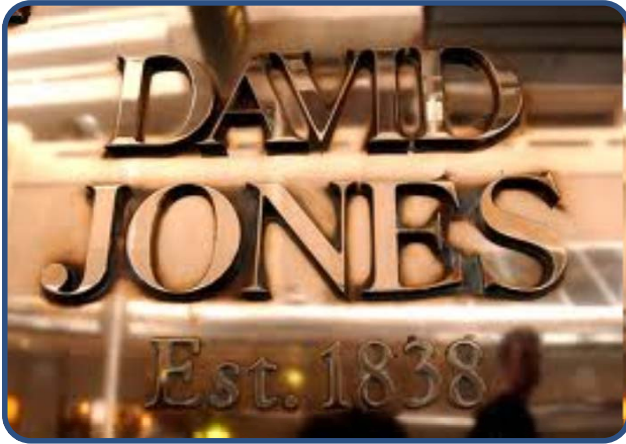
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## 4. Outlook and shareholder deliverables

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# Funding



- Implementation of key components of David Jones' future strategic direction will be predominantly funded by the Company's cashflows, as well as landlord and supplier contributions
- The Company's capital expenditure is expected to be between \$70-80m p.a.
- The company will maintain a strong balance sheet

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# Outlook and Shareholder Deliverables



- The Company's "Future Strategic Direction" has been formulated on the basis that:
  - The recent macro-economic conditions impacting LFL sales growth will continue
  - Certain costs such as labour, occupancy and utilities will increase
- The Company expects a recovery in retail sales will arise during the planning period but, as its timing is uncertain, this has not been taken into account
- As and when the macro-economic environment improves we expect the company will be well placed to leverage the sales growth upside and thereby positively impact PAT growth
- The "Transformation" component of the Company's future strategic direction will require significant investment over the next 18 months. This investment will have short term financial implications for the Company in 2H12 and 1H13
- In addition, the Company's "Growth Initiatives" will require capital and the initiatives implemented to "Strengthen the Core Business" will result in certain costs being incurred over the next 12 months

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## Guidance for FY12



- The Company has implemented a number of new operational and strategic initiatives which will impact total costs in the balance of FY12. These, together with the expected continuing challenging trading conditions and the cost of clearing excess inventory are expected to result in a decline in FY12 PAT of 35-40% on FY11
- The two key components affecting the expected result are:
  - A sales decline in 2H12 and clearing costs associated with excess inventory
  - Transformational initiatives with direct and indirect costs associated with 200 new personnel in IT, Digital and Operations, a new IT platform, a new POS system, a new Merchandise Planning Tool and Traffic Analytics, an increased investment in customer service, as well as restructuring costs
- Other components impacting the expected result include:
  - Financial Services EBIT growth slowing from 7.5% p.a. over the past 3½ years to flat
  - Interest costs increasing substantially due to the establishment of the new bank facility, reflecting current funding margins
  - Increasing costs relating to the company's labour, occupancy and utilities cost
  - The cycling of one-off benefits to Profit in 2H11 resulting from the significantly reduced employee incentives paid that half due to the downturn in performance in that period

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## Outlook and Shareholder Deliverables



- The Company expects its Growth Initiatives and the Strengthening of its Core Business to deliver incremental EBIT in FY14 that will offset the adverse impacts on EBIT of increasing costs and the conversion of the Financial Services business into a sharing of underlying profits
- The company's future strategic direction beyond FY12 is formulated on the basis that LFL sales growth is relatively flat, and on that basis expects moderate PAT growth
- Upon a recovery in retail sales the company is well placed to enjoy an acceleration in growth

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# David Jones Future Strategic Direction



- Our “Three Point Strategy” will enable us to create a strong business model from which the Company will be well positioned to deliver year on year sustainable PAT growth
- It will provide us with enormous leverage to generate sales and PAT growth as and when the macro-economic environment improves
- The Board of Directors has reaffirmed the Company’s dividend pay-out ratio of not less than 85% of Profit after Tax and the growth of Dividends in line with PAT



# David Jones Future Strategic Direction

