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8 September 2014

ASX Market Announcements  
ASX Limited  
Level 4, 20 Bridge Street  
Sydney NSW 2000

Dear Sir/Madam

**Goldman Sachs and Bank of America/Merrill Lynch Investment Conferences:  
London, 8 & 9 September 2014 and New York, 11 & 12 September 2014**

Attached is a presentation to be given by Michael Potts, Finance Director & CFO, at the Goldman Sachs and Bank of America/Merrill Lynch conferences this week.

Yours sincerely



David Cooke  
Company Secretary

Enc.



# International Road Show London & New York

Michael Potts  
Finance Director & CFO

September 2014

# Dick Smith – *market leader in our key focus categories*



1. Source: Reader's Digest: Most trusted Australian Brands 2013: Iconic Brands category

# Our core DNA – *delivering sustainable growth*

## Acquisition

Now

### Buy it

Improved  
supplier terms

PL range  
expansion &  
cost review

Range  
simplification

NZ buying  
integrated into  
Australia

Further  
improvement  
in supplier  
terms

### Move it

Cleared excess  
stock & closed  
surplus  
warehouses

Innovative  
logistics  
through  
StarTrack

NZ warehouse  
utilising NZ  
Post

Australia  
warehouse  
efficiency  
review

Pay & Collect  
Store  
fulfilment

### Sell it

Store rostering  
Assistant  
managers  
removed

CEO Club  
Staff Incentives

3 distinct store  
formats +  
multi-platform  
online offer

NZ marketing  
integrated with  
Australia

54 new stores  
opened in FY14  
3 opened  
FY15TD

# Customer reach – serving a broad demographic

4 channels

Category

Products

Brands

**dick  
smith**

DAVID  
JONES  
ELECTRONICS  
POWERED BY  
dick smith

Office



- Computers/monitors
- Ultrabooks/ laptops/ notebooks
- Tablets
- Security products
- E-readers
- Related accessories and services

Acer	Apple
Asus	Belkin
Canon	Dick Smith
HP	Logitech
Microsoft	Samsung
Sony	Swann
Toshiba	Uniden

Mobility



- Mobile handsets
- Pre- and post-paid mobile plans
- Satellite networks
- Related accessories and services

Amazon	Apple
Garmin	Huawei
LG	Nokia
Pivotal	Samsung
Sony	Vodafone
Telstra	Optus

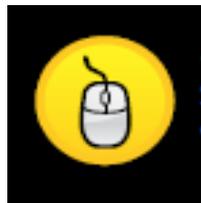
MOVE

Entertainment



- Televisions
- Audio products
- Visual components
- Digital cameras
- Gaming and movies
- Related accessories and services

Bang & Olufsen	
Beats by Dre	Bose
Dick Smith	GoPro
JVC	LG
Nikon	Olympus
Samsung	



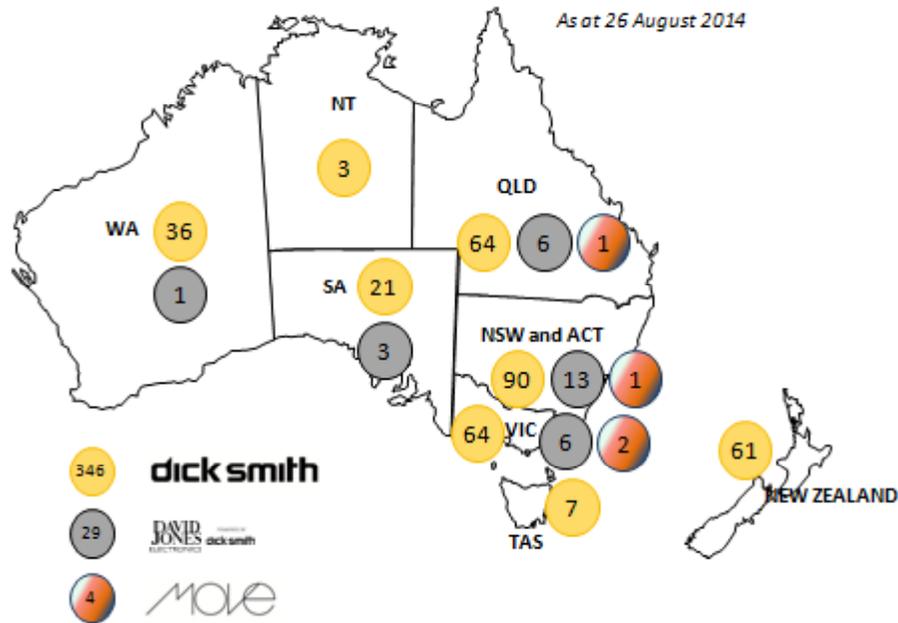
# Key imperatives – *strong performance in key areas*

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- ✓ Store growth
  - 54 stores opened in FY14, with 377 conveniently located stores in Australia & New Zealand
  - Sustainable network of approx. 450 stores in three years, with 15-25 new stores annually
- ✓ Online
  - Sales mix >5% run rate on comprehensive omni-channel platform integrating 6 websites with store network
- ✓ Mobility
  - Post paid access to all networks, with Vodafone 4G access from late June
- ✓ Private label
  - Penetration >11.5% of sales
- ✓ New Zealand restructure
  - Support office functions fully integrated into Australia, with benefits through FY15

*Key imperatives driving our future growth*

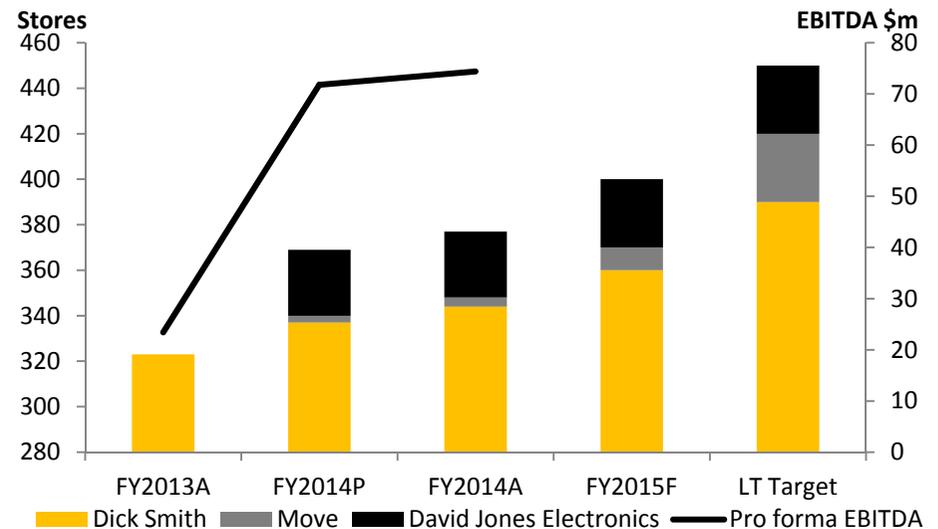
# Largest store network – ~400 stores by FY15



## H1 FY2015 planned store openings

- August: Airlie Beach, Qld (opened); Ocean Keys, WA (opened); Merrylands, NSW (opened)
- September: Goulburn, NSW; MOVE Garden City, Qld
- October: MOVE Macquarie, NSW; David Jones Macquarie, NSW; Blacktown, NSW; MOVE Southland, Vic
- November: Miranda, NSW

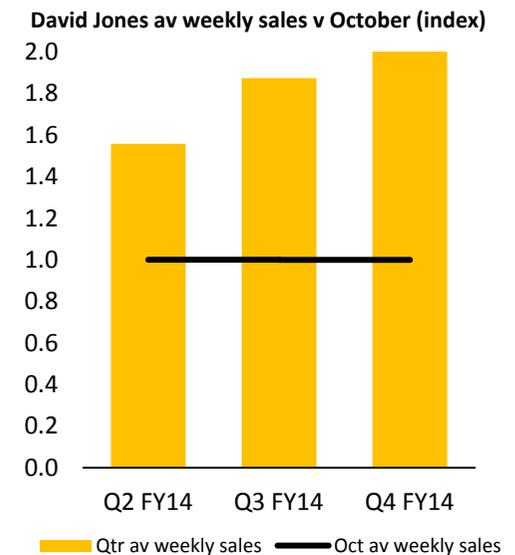
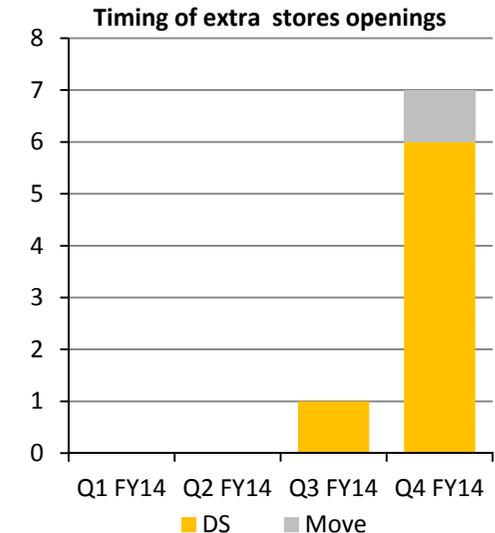
	FY13 30-Jun	At 26 August 2014		
		Opened	Closed	Total
<b>Australia</b>				
Dick Smith	262	24	1	285
Electronics Powered by DS	0	31	2	29
MOVE	0	4	0	4
	<b>262</b>	<b>59</b>	<b>3</b>	<b>318</b>
<b>New Zealand</b>				
Dick Smith	61	0	0	61
	<b>61</b>	<b>0</b>	<b>0</b>	<b>61</b>
<b>TOTAL</b>	<b>323</b>	<b>59</b>	<b>3</b>	<b>379</b>



**Strong store network benefits customer convenience & omni-channel experience**

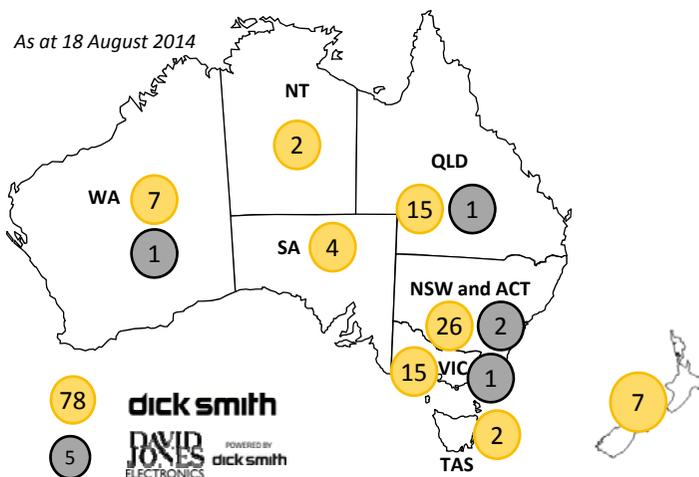
# Key initiatives – *store growth to continue*

- Store growth profile commenced, with 54 stores opened
  - 21 Dick Smith; 29 David Jones Electronics Powered by Dick Smith; 4 Move
  - Timing of extra store openings: Opened 8 additional stores to Prospectus – all opened late in year with insignificant impact on sales and profit
- New stores & formats achieving internal expectations
  - David Jones sales growth accelerating off October base
    - David Jones Electronics seasonally adjusted LFL weekly sales doubled in Q4 FY2014 compared to October 2013
  - Product offer refinement continues, to maximise sales & GM opportunity
- Move considered one of the most innovative formats globally
- Store-in-store delivering
  - Over 145 Apple, Samsung and Sony stores in store
- Well placed for 3 years of approx. 20 new stores pa (target 450 stores)
  - Anticipate approx. 20 new stores in FY2015, with 10 new stores by Christmas



# Key initiatives – *Omni-channel*

- Online sales grew 55% to more than 4.1% of retail sales
  - ~5% of retail sales in H2 FY2015;
  - well placed to achieve 10% of sales by FY2017
- Comprehensive footprint active through multiple platforms
  - Dick Smith Australia, NZ; David Jones; ebay; Catch of the Day; Westfield
  - Extended customer base yet to be fully explored
- Competitive and sustainable advantage
  - leveraging Australasia's largest consumer electronics store network
  - Lower freight & fulfilment costs & speedier delivery
- Click & collect available in all stores
- Online fulfilment from over 80 stores; over 100 by Christmas



**dick smith**  
DO MORE SAVE MORE

**SPEND & SAVE**  
ENTER CODE WICKED20, WICKED40 OR WICKED60 @ CHECKOUT ONLINE ONLY

SAVE \$20 WHEN YOU SPEND \$99 TO \$299 OR  
SAVE \$40 WHEN YOU SPEND \$300 TO \$499 OR  
SAVE \$60 WHEN YOU SPEND \$500+

HURRY, LIMITED TO THE FIRST 1000 CUSTOMERS! LEARN MORE

**10% OFF** APPLE MACBOOK AIR & iMAC  
**10% OFF** KINDLE E-READERS & SELECTED SAMSUNG TABLETS  
**20% OFF** HOME THEATRE, SOUND BARS & SELECTED NAVMAN GPS  
**UP TO 25% OFF** TOSHIBA NOTEBOOKS OVER \$500  
**25% OFF** BEATS BY DR DRE HEADPHONES

**ONLINE ONLY OFFERS - HURRY, ENDS TOMORROW!**

**\$239** DICK SMITH 32.5" 8000 Series High Definition LED LCD TV with DVD  
**\$199** CANON Digital Camera  
**\$35** CANON M2550 Multifunction Printer  
**\$329** DICK SMITH 40" 9200 Series Full High Definition LED LCD TV  
**\$249** CANON Digital Camera  
**\$79** CANON M2550K Multifunction Printer

**TOSHIBA** Leading Innovation  
**CHEAPEST EVER \$799** TOSHIBA Satellite 15.6" L50-B05P Notebook PC1551  
Powered by 4th gen Intel® Core™ i7 processor and packing performance, value and extraordinary enhancements into its thinner stylish design, this 15.6" Satellite L50 laptop is perfect for work, study and play.

**dick smith** DO MORE SAVE MORE

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**HOUR OF POWER** IT'S ON! Back by popular demand, check out our Hour of Power deals! Looked from 10am - 8pm tomorrow. Online Only. Some are still hot to reveal so be sure to check back tomorrow!

**10AM-8PM EST TOMORROW - ONLINE ONLY**

**SECURITY & GPS DEALS @ 10-11am EST**

**CAMERA DEALS @ 11am-12pm EST**

**AUDIO DEALS @ 12-1pm EST**

**MOBILE & TABLET DEALS @ 1-2pm EST**

**OFFICE DEALS @ 2-3pm EST**

**ENTERTAINMENT DEALS @ 3-4pm EST**

**HARD DRIVE & HOME PHONE DEALS @ 4-5pm EST**

**GAMING DEALS @ 5-6pm EST**

**HOME THEATRE DEALS @ 6-7pm EST**

**TV DEALS @ 7-8pm EST**

**CHECK BACK TOMORROW FOR HOURLY DEALS!**

**dick smith** DO MORE SAVE MORE

# Key initiatives – *delivering ongoing growth*

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- Mobility**
- Post paid gaining traction – Vodafone 4G & subsidised handset offers from 24 June
  - Australia’s largest independent pre-paid and outright mobile phone retailer
  - Unique position allowing customers to mix and match plans, networks & handsets
- 

- Private Label**
- Further increase in penetration to >11.5% of sales
    - Strong improvement in gross margin on better sourcing and review of price points
  - Further 40% increase in product range by Christmas
- 



- New Zealand**
- Transformation complete, focus on delivering the benefits in full
    - Fully integrated marketing & buying - results coming through, with full impact in FY15
  - Strong underlying pro forma EBITDA from focus on profitable sales
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# FY14 highlights<sup>1</sup> – *maiden result exceeds guidance*

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- ✓ Total pro forma sales \$1,227.6m, achieved Prospectus
  - H2 sales +9.5% y-y<sup>2</sup>; 0.4% ahead of Prospectus
  - Australia LFL sales +0.8%<sup>2</sup>, 0.2% ahead of Prospectus on strong Q4
- ✓ Gross margin 25.1%, consistent with Prospectus
- ✓ CODB 19.0%, 20bp ahead of Prospectus
- ✓ EBITDA \$74.4m, 3.6% ahead of Prospectus
- ✓ NPAT \$42.1m, 5.3% ahead of Prospectus
- ✓ Dividend 8cps, representing 66% payout
- ✓ Strong balance sheet, with no debt, reflecting strong cash generation

1. Pro forma unless otherwise stated.

2. Adjusted for excessive promotional and inventory clearance activity in FY13, as outlined in the Prospectus dated 21 November 2013.

***Beat Prospectus despite challenging market***

# Profit and Loss (Pro forma) – *trading driven result*

(A\$m)	FY2014 Pro forma	FY2014 Prospectus	% diff		
Sales	1,227.6	1,226.0	0.1%	↑	<ul style="list-style-type: none"> <li>Underlying sales growth 4.2% y-y</li> <li>Strong trading focus drove sales, despite challenging market conditions</li> <li>Key categories of office, mobility &amp; accessories performed well</li> <li>Omni-channel sales +55% to 4% of retail sales</li> </ul>
Gross Profit	308.0	307.8	0.1%	↑	
Gross margin	25.1%	25.1%	(0)bp		<ul style="list-style-type: none"> <li>140bp improvement y-y; in line with Prospectus</li> </ul>
CODB	233.6	236.0	(1.0)%	↓	
CODB/Sales	19.0%	19.2%	(20)bp		
EBITDA	74.4	71.8	3.6%	↑	<ul style="list-style-type: none"> <li>Strong focus on efficiency improvements, including NZ transformation and lower occupancy costs</li> <li>\$46.5m y-y reduction despite 54 additional stores</li> </ul>
EBITDA margin	6.1%	5.9%	20bp		<ul style="list-style-type: none"> <li>Pro forma EBITDA ahead of prospectus on strong cost management</li> </ul>
Depreciation	12.8	13.1	(2.3)%	↓	<ul style="list-style-type: none"> <li>Lower depreciation than Prospectus, despite additional stores, reflecting store opening timing</li> </ul>
EBIT	61.6	58.7	5.0%	↑	
EBIT margin	5.0%	4.8%	23bp		
Interest	1.4	1.4	(2.2)%		
Profit before tax	60.2	57.3	5.1%	↑	
Tax	18.0	17.2	4.8%		<ul style="list-style-type: none"> <li>Effective tax rate 30%</li> </ul>
NPAT	42.1	40.0	5.3%	↑	
EPS	17.8	16.9	5.3%	↑	<ul style="list-style-type: none"> <li>Represents 66% NPAT payout from listing to June 2014</li> </ul>

# Pro forma Profit and Loss – *Country segment*

	<b>AUS (A\$m) Actual</b>	<b>NZ (NZ\$m) Actual</b>	<b>NZ (A\$m) Actual</b>	<b>DSG (A\$m) Actual</b>	
<b>FY14</b>	<b>Pro forma</b>	<b>Pro forma</b>	<b>Pro forma</b>	<b>Pro forma</b>	
Sales	1,048.6	199.3	179.0	1,227.6	<ul style="list-style-type: none"> <li>Country sales in line with prospectus forecast</li> <li>Australian H2 FY2014 sales +14%</li> <li>NZ benefited from a stronger currency</li> </ul>
LFL Sales Growth	(7.4)%	(28.6)%	(19.4)%	(11.5)%	
Pro forma Adj LFL Sales Growth <sup>1</sup>	0.8%	(24.1)%	(14.3)%	(1.9)%	<ul style="list-style-type: none"> <li>Australian LFL strengthened during H2FY2014, +4% in Q4 FY2014</li> <li>New store impact minimal</li> <li>New Zealand LFL impacted by focus on margin</li> </ul>
Gross Profit	262.1	51.1	45.9	308.0	
Gross Profit margin	25.0%	25.6%	25.6%	25.1%	<ul style="list-style-type: none"> <li>Gross margin in line with prospectus</li> <li>Gross margin 140bp ahead of FY2013; NZ +427bp, Australia +80bp y-y</li> </ul>
Cost of doing business	200.0	37.5	33.6	233.6	
CODB % of sales	19.1%	18.8%	18.8%	19.0%	<ul style="list-style-type: none"> <li>Centralised cost base into Australia benefited NZ and added cost to Australia</li> </ul>
EBITDA	62.1	13.6	12.3	74.4	
EBITDA margin	5.9%	6.8%	6.9%	6.1%	<ul style="list-style-type: none"> <li>Australian EBITDA 3.2x FY13; NZ EBITDA 3.3x FY13</li> <li>NZ benefit from strong currency</li> </ul>
Depreciation	10.8	2.3	2.1	12.8	
EBIT	51.4	11.3	10.2	61.6	<ul style="list-style-type: none"> <li>NZ highly profitable, with transformation benefits still flowing through</li> </ul>
EBIT Margin	4.9%	5.6%	5.7%	5.0%	

1. Adjusted for excessive promotional and inventory clearance activity in FY13, as outlined in the Prospectus dated 21 November 2013.

# FY14 Sales Performance – *accelerated in H2 FY2014*

- Group**
- Stronger performance through H2 FY2014
  - Comprehensive omni-channel experience
    - multiple platforms , store fulfilment and click & collect
  - Key categories strong (Computers, Mobility & Accessories)
  - Solid growth in Private Label on relaunch and new offerings

- Australia**
- Strong sales momentum through H2 FY2014 on improved LFL & new stores
    - Q4 FY2014 LFL sales +4% on strong offers
  - David Jones Electronics and Move performed in line with expectations
  - Roll out of Store-in-Store concept continues to drive strong branded sales
  - Strong growth in Office, with Q4FY2014 computer share over 17% (+5pp in FY2014)

- NZ**
- Sales benefited from stronger NZ dollar
  - Adjusted pro forma LFL sales down 24.1% (NZD), reflecting rebasing of business and 427bp gross margin uplift
  - Key categories of Office, Mobility and Accessories performed as expected
  - Significant sales opportunity, with transformation now complete, to benefit FY15

- Sales growth initiatives**
- New product ranging, sales initiatives to continue driving positive LFL
    - New products include Vodafone post paid, fitness, pet care,
    - Private label to increase range by >40% before Christmas
  - Approx. 20 stores planned to open in FY15, with ~13 stores committed
  - Full benefit in FY2015 from FY2014 as well as FY2015 new store benefit
  - Omni-channel to benefit from new platforms, pay & collect in all stores & >100 store fulfilment locations

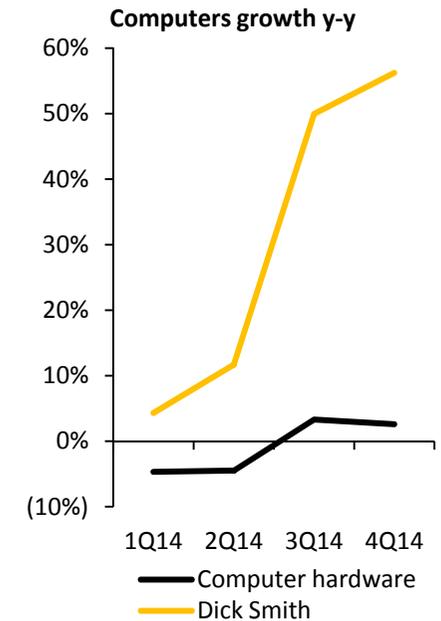
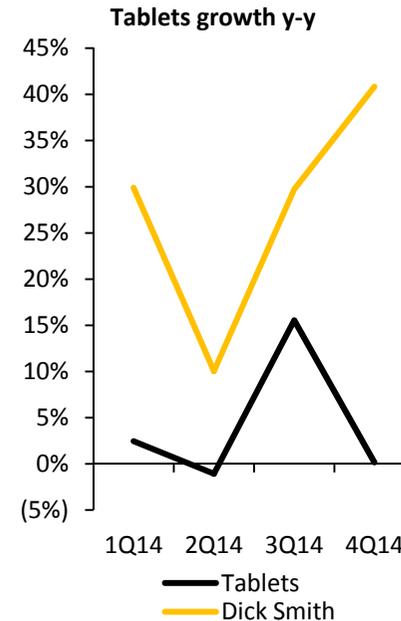
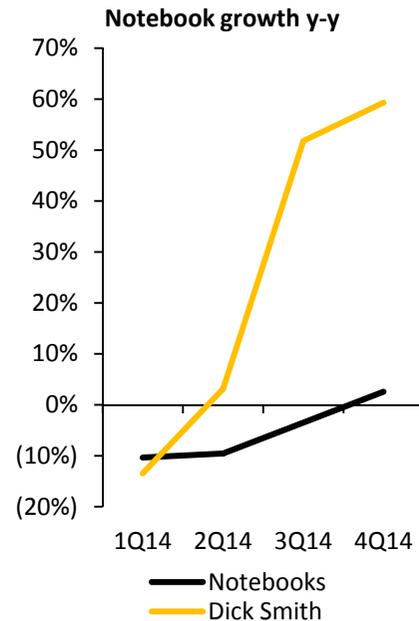
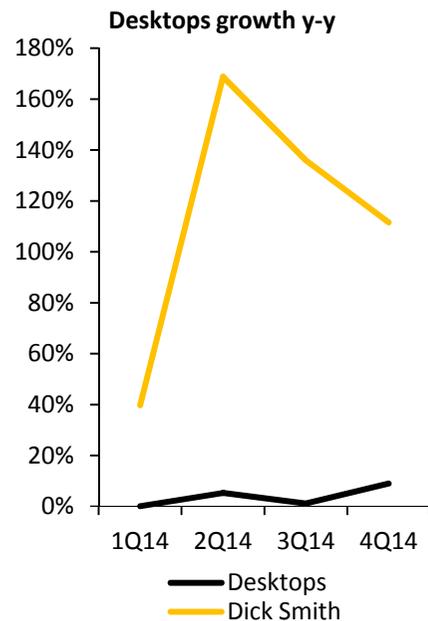
Pro forma adj sales growth		
Group	Total	LFL
H1 FY2014	(0.9)%	(4.2)%
H2 FY2014	9.5%	0.9%
<b>FY2014</b>	<b>4.2%</b>	<b>(1.9)%</b>

Pro forma adj sales growth		
Australia	Total	LFL
H1 FY2014	2.9%	(1.3)%
H2 FY2014	13.6%	3.2%
<b>FY2014</b>	<b>7.8%</b>	<b>0.8%</b>

Pro forma adj sales growth		
New Zealand (A\$)	Total	LFL
H1 FY2014	(17.7)%	(17.4)%
H2 FY2014	(10.4)%	(10.4)%
<b>FY2014</b>	<b>(14.5)%</b>	<b>(14.3)%</b>

# FY14 Sales Performance – *Computers core to growth*

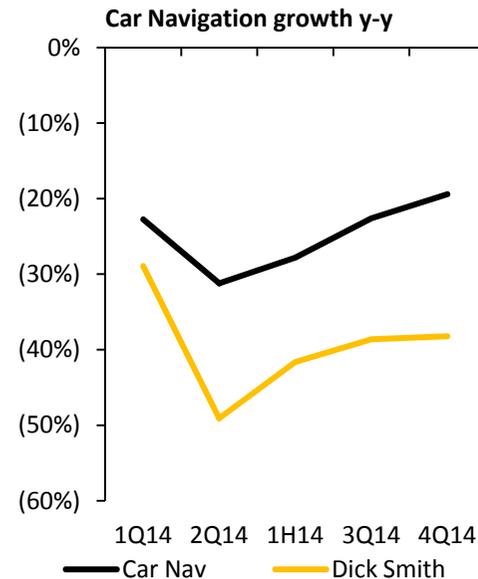
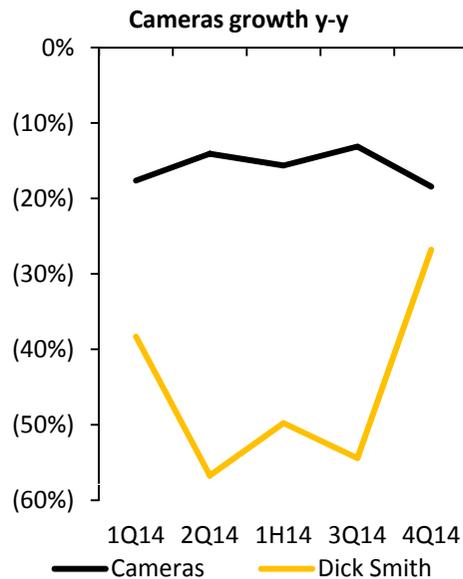
- Integral to our DNA
- Strong growth in all key hardware categories
  - Competitive offers; trading mentality
- Achieved significant market share growth, particularly H2 FY2014



Source: GfK Retail Panelmarket data, Period ending June 2014

# FY14 Sales Performance – *Other categories*

- De-emphasising non-core categories
- Concentrating on growth categories which can make a difference
- Cameras and car navigation are examples of two categories in decline which we're de-emphasising
- Focus is on those categories with growth potential
  - Computers, fitness, mobility & accessories



Source: GfK Retail Panelmarket data, Period ending June 2014

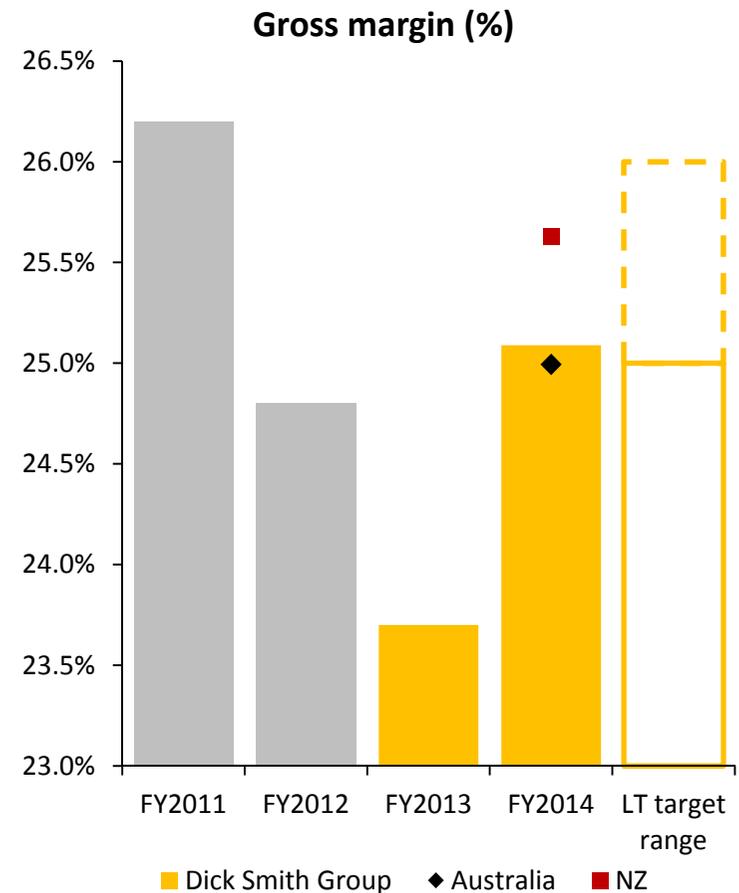
# Gross Margin – *consistent with prospectus forecast*

- Group**
- In line with Prospectus; 140bp uplift on FY2013
  - Improved trading terms and inventory management
  - 25% is a sustainable base

- Australia**
- Achieved Prospectus despite competitive market, online impact through strong deals
  - Positive mix in Private Label and accessories

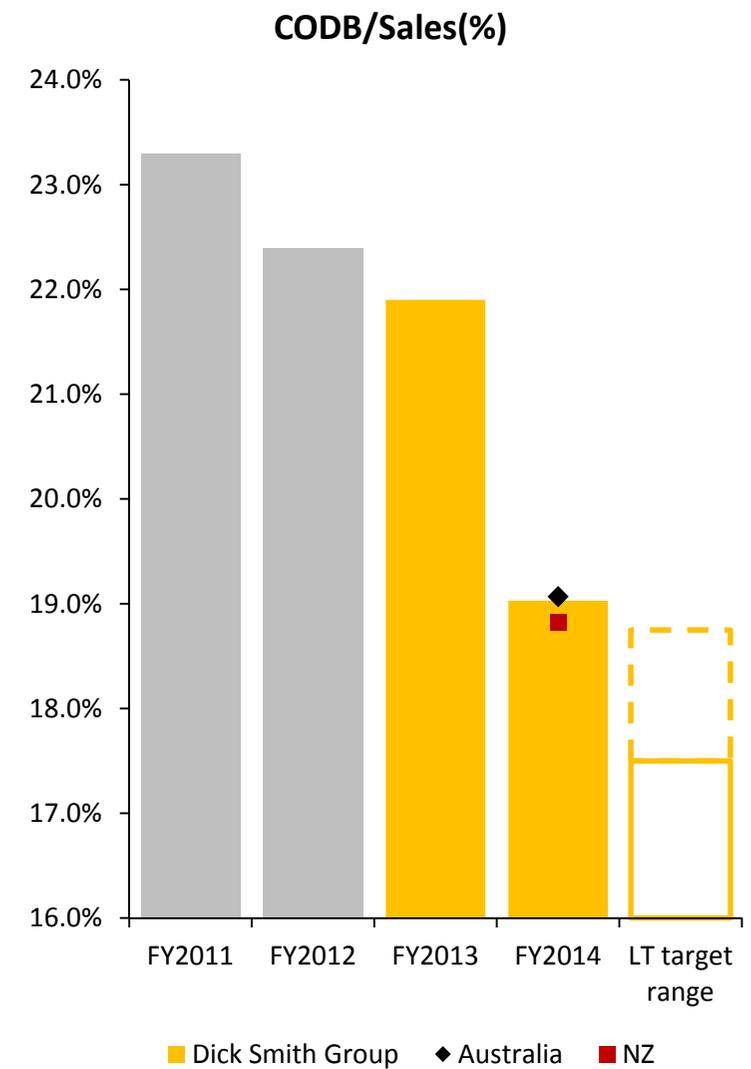
- NZ**
- Gross margin of 25.6%, +88bp to Prospectus
  - Focus on profitable sales

- Gross margin growth initiatives**
- Private label & accessories margin enhancing
  - Trading terms improvement continues
  - New products & categories likely GM enhancing



# CODB – *benefits gained, more to be realised*

<b>Group</b>	<ul style="list-style-type: none"> <li>Continued focus on productivity improvements delivered 20bp Prospectus beat</li> <li>Procurement savings, supply chain and corporate efficiencies delivers 290bp improvement y-y</li> </ul>
<b>Australia</b>	<ul style="list-style-type: none"> <li>Continued investment in marketing &amp; store wages funded by strong cost control particularly in supply chain                             <ul style="list-style-type: none"> <li>Australia absorbed some costs on NZ restructure</li> </ul> </li> </ul>
<b>NZ</b>	<ul style="list-style-type: none"> <li>120bp improvement to Prospectus                             <ul style="list-style-type: none"> <li>NZ restructure implemented faster than expected</li> <li>Improved occupancy cost performance</li> </ul> </li> </ul>
<b>CODB reduction initiatives</b>	<ul style="list-style-type: none"> <li>Transformation results achieved expectations</li> <li>Further opportunity to sustainably improve supply chain &amp; support office efficiencies                             <ul style="list-style-type: none"> <li>Chullora DC restructured late June, with more opportunity</li> </ul> </li> <li>Anticipate sales growth leverage on fixed cost component</li> </ul>



# Balance Sheet – *Strong & sustainable, with no debt*

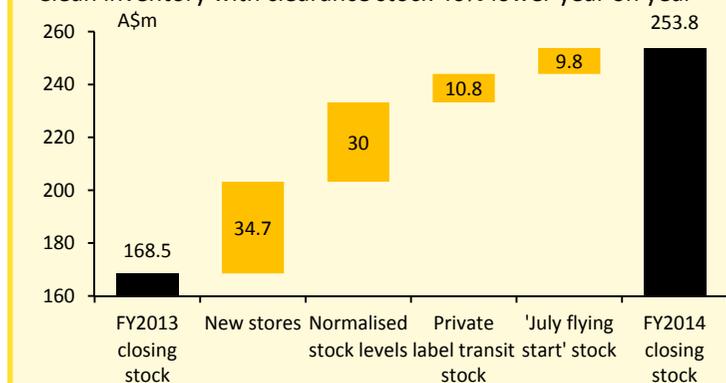
	FY2013 <sup>1</sup>	FY2014	Variance
<b>ASSETS</b>			
<b>Current assets</b>			
Net cash	13.0	29.9	16.9
Receivables	10.4	46.7	36.3
Inventories	168.5	253.8	85.3
Other current assets	15.8	5.5	(10.3)
<b>Total current Assets</b>	<b>207.7</b>	<b>335.9</b>	<b>128.2</b>
<b>Non-current assets</b>			
Net property, plant and equipment	60.3	78.8	18.5
Deferred tax assets	38.9	36.5	(2.4)
<b>Total non-current assets</b>	<b>99.2</b>	<b>115.3</b>	<b>16.1</b>
<b>TOTAL ASSETS</b>	<b>306.9</b>	<b>451.2</b>	<b>144.3</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	129.3	249.0	119.7
Other current liabilities	19.0	17.8	(1.2)
<b>Total current liabilities</b>	<b>148.3</b>	<b>266.8</b>	<b>118.5</b>
<b>Non-Current Liabilities</b>			
Borrowings	26.5	-	(26.5)
Other	15.6	17.4	1.8
<b>Total non-current liabilities</b>	<b>42.1</b>	<b>17.4</b>	<b>(24.7)</b>
<b>TOTAL LIABILITIES</b>	<b>190.4</b>	<b>284.2</b>	<b>93.8</b>
<b>NET ASSETS</b>	<b>116.5</b>	<b>166.9</b>	<b>50.4</b>
<b>EQUITY</b>			
Contributed equity	347.0	346.1	(0.9)
Reserves	(344.3)	(339.2)	3.7
Retained profits	113.8	160.0	47.7
<b>TOTAL EQUITY</b>	<b>116.5</b>	<b>166.9</b>	<b>50.4</b>

1. Prospectus pro forma

▪ Net cash, consistent with Prospectus

▪ Higher on David Jones sales received in arrears & vendor rebates

▪ Inventory at sustainable levels; 'Water mark' ~\$220-240m  
 ▪ Clean inventory with clearance stock 40% lower year on year



▪ Reduction in prepaid rent, foreign exchange contracts revalued

▪ \$30m capex before landlord contribution, largely driven by new stores & David Jones  
 ▪ Depreciation \$12.8m

▪ Improved supplier trading terms, higher inventory, timing of creditor payments

▪ No drawn debt as at 29 June 2014, consistent with expectations

# Cash Flow – *110% operating cash leverage*

	FY2014	
	Statutory	Pro forma
<b>EBITDA</b>	<b>43.9</b>	<b>74.4</b>
Movement in Working Capital	6.7	6.7
Net Interest Paid	(2.3)	(1.4)
Income Tax Payment	(0.7)	(0.7)
Share-based Payments	4.7	0.6
<b>Net Cashflow form Operating Activities</b>	<b>52.2</b>	<b>79.6</b>
Capital Expenditure	(30.0)	(30.0)
Repayment of deferred consideration	(24.0)	0.0
<b>Net Cashflows from Investing Activities</b>	<b>(54.0)</b>	<b>(30.0)</b>
Repayment of borrowings	0.0	(26.5)
Proceeds from Issue of Equity Securities	343.6	0.0
Payment for the acquisition of shares in Dick Smith Sub	(358.6)	0.0
Other items		(6.4)
<b>Net Cashflow from Financing Activities</b>	<b>(15.0)</b>	<b>(32.9)</b>
<b>Net increase/(decrease) in Cash Held</b>	<b>(16.8)</b>	<b>16.7</b>
Effects of exchange rate on cash	0.2	0.2
Cash at the beginning of the period	46.5	13.0
<b>Cash at the end of the period</b>	<b>29.9</b>	<b>29.9</b>

- Working capital impacted by timing of creditor payments, enhanced inventory quantity and quality, new store openings and improved supplier terms
- Inventory higher than expectations, reflecting conscious decision to strengthen stock levels to drive July sales
- Increase in sundry receivables on improved supplier terms

<u>Working Capital<sup>1</sup></u>	<u>FY2014</u>
(Increase)/decrease in current assets	
Receivables	(36.3)
Inventory	(85.3)
Increase/(decrease) in current liabilities	
Trade payables & accruals	119.2
Other	9.1
<u>Net movement in Working Capital</u>	<u>6.7</u>

- Mainly new stores & David Jones

- Debt acquired at time of IPO repaid. New facility entered on 27 June 2014 for \$82m reflecting cash flow seasonality.
- All covenants met during the year.

1. Movement in pro forma balance sheet at 30 June 2013 to 29 June 2014

# FY2015 Outlook – *sustainable growth*

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- ➔ Strong start to FY2015 with low double digit total sales growth and 1.8% LFL sales growth on a 'clean comparative base' in first 7 weeks. Strong store opening pipeline (~10 by Christmas) should sustain this strong growth profile.
- ➔ FY2015 LFL sales to benefit from full year benefit of integrated marketing campaign, NZ returning to sales growth, new product and range extensions, continued growth in omni-channel mix and improved underlying performance in David Jones
- ➔ Indicative approx. 20 new stores in FY2015 with 13 committed to & 10 by Christmas
- ➔ Continued focus on growth pillars of new stores, omni-channel, mobility & private label
- ➔ Sustained gross margin likely, with private label benefiting from 40% product range uplift
- ➔ CODB/sales expected to decline on structural improvements in supply chain & NZ and reduced costs in procurement & support office.
- ➔ FY2015 to benefit from full year of David Jones integration , Move, omni-channel, NZ support office restructure and in-store efficiencies and other initiatives completed in FY2014

# Appendix: Statutory to Pro forma Reconciliation

(\$Am)	Sales	EBITDA	EBIT	NPAT	Net Cash Flow
<b>2014 Statutory results<sup>1</sup></b>	<b>1,227.6</b>	<b>43.9</b>	<b>31.0</b>	<b>19.8</b>	<b>(16.9)</b>
Restructuring costs		2.7	2.7	2.7	2.7
Other Costs		1.5	1.5	1.5	(0.9)
Share based payments		4.1	4.1	4.1	(4.1)
Impact of the offer		22.3	22.3	22.3	22.3
Repayment of borrowings					(26.5)
Repayment of Woolworths liability					24.0
Acquisition price adjustment to pre IPO owners					15.0
Interest Cost				1.0	1.0
Tax adjustments				(9.2)	
<b>2014 Pro forma results<sup>2</sup></b>	<b>1,227.6</b>	<b>74.4</b>	<b>61.6</b>	<b>42.1</b>	<b>16.7</b>

1. Refer audited financial statements included in 2014 Annual Report

2. Adjustments made between statutory and pro forma results were made in accordance with ASIC guidance statement RG230.



Questions

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