# michael hill. 

INTERNATIONALLIMITED

ANNUAL RESULTS 30 JUNE 2016

## DISCLAIMER

This annual results presentation dated 18 August 2016 provides additional comment on the annual year results announcement released to ASX and NZX on the same date. As such, it should be read in conjunction with, and subject to, the explanations and views provided in those documents.


## HIGHLIGHTS

- Revenue up 9.5\% to a record \$551.1m
- Same store sales up $5.2 \%$
- Gross profit lifted to $64.0 \%$
- EBIT of $\$ 47.1 \mathrm{~m}$ up $11.9 \%$ (incl \$2.6m of ASX project costs)
- NPAT of $\$ 19.6 \mathrm{~m}$ includes IR tax settlement provision and tax consolidation cost base adjustments arising as a consequence of the ASX listing. NPAT adjusted for these 2 items was \$29.0m
- Professional Care Plan sales of $\$ 39.3 m$ for the 12 months up $10.6 \%$. $\$ 71.6 \mathrm{~m}$ now held on Balance Sheet as deferred revenue
- Final dividend of AU 2.5c
- Net debt of $\$ 32.0 \mathrm{~m}$ down $16.4 \%$ as a result of $\$ 47.8 \mathrm{~m}$ of operating net cash inflows
- Equity ratio $48.5 \%$
- 11 Michael Hill and 8 Emma \& Roe stores opened in period
- Total of 313 stores at year end
- Settlement IR tax dispute


## OPERATIONAL REVIEW

## MICHAEL HILL AUSTRALIA RETAIL SEGMENT

| For the year ending | 2016 | 2015 | move |
| :---: | :---: | :---: | :---: |
| Revenue | 307.3 m | 294.4 m | $4.4 \%$ |
| Same store sales | 299.6 m | 288.7 m | $3.8 \%$ |
| Gross profit \% | $62.7 \%$ | $62.3 \%$ | $+0.4 \%$ |
| Total expenses | 142.5 m | 137.9 m | $3.3 \%$ |
| EBIT | 50.3 m | 45.9 m | $9.6 \%$ |
| EBIT as a \% of revenue | $16.4 \%$ | $15.6 \%$ | $+0.8 \%$ |
| Net stores opened/(closed) | 1 | 3 |  |
| Total stores open | 168 | 167 | +1 |

- Australian segment experienced solid top line growth and a pleasing EBIT result. This was achieved through a focus on improved productivity of the teams and cost control.
- Management's emphasis will remain on improving productivity through consistent use of our proven retail management systems. With the store foot print in this market maturing there is scope to lift performance with a focus on getting the best from our people and improvements to store locations.
- Three new stores are planned for in the Australian market for the 2016/17 year.


## MICHAEL HILL NEW LEALAND RETAIL SEGMENT

| For the year ending | 2016 | 2015 | move |
| :---: | :---: | :---: | :---: |
| Revenue | 122.2 m | 114.0 m | $7.2 \%$ |
| Same store sales | 122.2 m | 114.0 m | $7.2 \%$ |
| Gross profit \% | $61.7 \%$ | $61.8 \%$ | $-0.1 \%$ |
| Total expenses | 48.1 m | 46.7 m | $3.1 \%$ |
| EBIT | 27.3 m | 23.5 m | $15.9 \%$ |
| EBIT as a \% of revenue | $22.3 \%$ | $20.7 \%$ | $+1.6 \%$ |
| Net stores opened/(closed) | 0 | 0 |  |
| Total stores open | 52 | 52 |  |

- Continued strong growth in this market as a result of management's focus on productivity and from leveraging the strong consumer demand in and around the Auckland region.
- Increased sales from a stable store network helped drive a pleasing $1.6 \%$ increase in EBIT margin
- The segment is benefiting from a stable and experienced leadership team.
- Flagship store opened in Vulcan Lane, Auckland replaced existing Queen Street store in August 2015.


## MICHAEL HILL CANADA RETAIL SEGMENT cao

| For the year ending | 2016 | 2015 | move |
| :---: | :---: | :---: | :---: |
| Revenue | 94.1 m | 79.1 m | $18.9 \%$ |
| Same store sales | 77.5 m | 73.6 m | $5.3 \%$ |
| Gross profit \% | $62.1 \%$ | $61.6 \%$ | $+0.5 \%$ |
| Total expenses | 49.0 m | 42.7 m | $14.8 \%$ |
| EBIT | 9.5 m | 6.0 m | $56.5 \%$ |
| EBIT as a \% of revenue | $10.0 \%$ | $7.6 \%$ | $+2.4 \%$ |
| Net stores opened/(closed) | 7 | 6 | 60 |
| Total stores open | 67 |  | +7 |

- Solid same store sales growth of $5.3 \%$.
- Gross margin continues to lift as the brand gains acceptance across the country and branded collections provide a premium on margin.
- Strong EBIT growth due to increased market share being gained from competition, stronger margins and improved economy of scale on marketing costs.
- 110 store locations have been identified, with ten new stores planned for 2016/17.


## MICHAEL HILL USA RETAIL SEGMENTusoo

| For the year ending | 2016 | 2015 | move |
| :---: | :---: | :---: | :---: |
| Revenue | 14.0 m | 11.3 m | $24.4 \%$ |
| Same store sales | 10.7 m | 10.4 m | $3.5 \%$ |
| Gross profit \% | $58.7 \%$ | $57.9 \%$ | $+0.8 \%$ |
| Total expenses | 10.5 m | 8.5 m | $24.3 \%$ |
| EBIT | $(2.3 \mathrm{~m})$ | $(1.9 \mathrm{~m})$ | $(18.4 \%)$ |
| EBIT as a \% of revenue | $(16.2 \%)$ | $(17.0 \%)$ | $+0.8 \%$ |
| Net stores opened/(closed) | 1 | 1 |  |
| Total stores open | 10 | 9 | +1 |

- Same store sales were up $3.5 \%$ for the 12 months which was short of our expectations and budgets. A renewed focus on growing top line sales is needed to bring this test group of stores to a level that would justify further store openings. Woodfield Mall store closed for 3 months for centre redevelopment.
- EBIT loss higher than last year due to planned cost increases not being met by modest top line growth.
- Our second New York store opened in October 2015 in Roosevelt Fields bringing total stores to ten.
- Branded collections made up 30\% of total sales.
- Credit sales represented $40 \%$ of all sales


## EMMA \& ROE RETAIL SEGMENT

| For the year ending | 2016 | 2015 | move |
| :---: | :---: | :---: | :---: |
| Revenue | 9.3 m | 4.9 m | $91.6 \%$ |
| Same store sales | 5.6 m | 4.2 m | $34.6 \%$ |
| Gross profit \% | $69.9 \%$ | $69.2 \%$ | $+0.7 \%$ |
| Total expenses | 9.0 m | 6.3 m | $43.2 \%$ |
| EBIT | $(2.4 \mathrm{~m})$ | $(2.9 \mathrm{~m})$ | $(15.8 \%)$ |
| EBIT as a \% of revenue | $(26.0 \%)$ | $(59.1 \%)$ | $+33.1 \%$ |
| Net stores opened/(closed) | 8 | 2 |  |
| Total stores open | 16 | 8 | +8 |

- A solid lift in same store sales in the first full year of operation of the Emma \& Roe brand.
- Average annualised store revenue of around $\$ 0.9 \mathrm{~m}$ was achieved with expectations of this growing to \$1.0m in the 2016/17 year.
- Strong gross margins achieved for the period.
- Eight new stores were opened in Australia during the year with another ten planned for 2016/17 and two for the New Zealand market.
- Up to 200 store locations have been identified as possible locations for the Emma \& Roe brand throughout Australasia and up to 100 for the Canadian market.


## E-COMMERCE TRENDS

- e-commerce stores operating in each of our 4 markets
- There were 10.9 m visits to our web sites over the 12 months up from 8.8 m
- CRM capability is progressing well, with early deliverables successfully embedded. A new POS is being deployed in the company over the next 2 years which will deliver new CRM capabilities
- Continuing strong customer engagement via social media channels
- Ongoing collaboration across the channels to deliver frictionless customer experience
- Strong revenue growth in non-bridal product categories, including the Emma \& Roe range



## IN HOUSE CREDIT NORTH AMERICA

- Loan book has grown to $\$ 13.9$ m, up $12.6 \%$ on prior year
- Represents 25\% of sales in Canada and 40\% in the US
- Interest and other income grew 29.8\% to \$1.4m
- Bad debts run at approximately $5 \%$ of credit sales made
- Presents a strategic advantage to increase our bridal sales market share within North America and offers an opportunity to own a comprehensive customer database which allows for direct targeted marketing
- Provides flexibility for the Group to align the lending risk with our sales margin and maximise the sales opportunities


## PROFESSIONAL CARE PLANS (PCP)

- Total PCP sales grew $10.6 \%$ to $\$ 39.3 m$
- Revenue recognised of $\$ 30.8 \mathrm{~m}$, up $22.0 \%$ caused by more stores selling the product, an accumulation of recognition of prior years revenue and another year incremented to the recognition pattern.
- Deferred revenue of $\$ 71.6 \mathrm{~m}$ held on balance sheet
- Provides a competitive advantage by establishing an ongoing relationship with customers


## INVENTORY MANAGEMENT

- Total inventory on hand was $\$ 200.0 \mathrm{~m}$ up from $\$ 182.2 \mathrm{~m}$
- Stock turn across the Group is 1.06 for the 12 months up from 0.92 . Stock turn is calculated on average monthly inventory holding.
- Gross margin ROI was 1.39 for the year
- Gross margin grew from 63.9\% to 64.0\%


## BRANDED COLLECTIONS

- Objective of these Collections is to drive consumer preference and to demand a margin premium
- We estimate that the margin premium is in the region of $5 \%$
- Global branded product sales reached $14.9 \%$ of total sales compared to $13.2 \%$ prior year
- Goal is to have $20 \%$ of global sales coming from branded collections

FINANCIAL REVIEW

## FINANCIAL REVIEW wou

| For the year ending | 2016 | 2015 | move |
| :--- | :---: | :--- | :---: |
| Group revenue | 551.1 m | 503.4 m | $9.5 \%$ |
| Same store sales | 512.7 m | 487.3 m | $5.2 \%$ |
| Gross profit \% | $64.0 \%$ | $63.9 \%$ | $+0.1 \%$ |
| Marketing | 30.2 m | 31.9 m | $(5.5 \%)$ |
| Retail wage costs | 109.2 m | 99.1 m | $10.1 \%$ |
| Occupancy costs | 54.2 m | 50.6 m | $7.1 \%$ |
| Foreign exchange (gains)/losses | 0.4 m | $(1.8 \mathrm{~m})$ |  |
| EBITDA | 65.8 m | 57.8 m | $13.9 \%$ |
| EBITDA \% | $11.9 \%$ | $11.5 \%$ | $+0.4 \%$ |
| Depreciation and amortisation | 18.8 m | 15.7 m | $19.2 \%$ |

## FINANCIAL REVIEW (AUD)

|  | For the year ending | 2016 | 2015 |
| :--- | :---: | :---: | :---: |
| EBIT | 47.1 m | 42.1 m | $11.9 \%$ |
| EBIT \% of sales | $8.5 \%$ | $8.4 \%$ | $+0.1 \%$ |
| Net interest expense | 5.5 m | 4.7 m | $18.6 \%$ |
| NPBT | 41.5 m | 37.4 m | $11.0 \%$ |
| NPAT * | 19.6 m | 27.8 m | (29.5\%) |
| NPAT adjusted for tax impacts | 28.9 m | 27.8 m | $4.2 \%$ |
| Earnings per share * | AU 5.11 c | AU 7.24c |  |
| Final dividend per share | AU 2.5c | $\mathrm{NZ} \mathrm{2.5c}$ |  |
| Net operating cash flows | 47.8 m | 54.6 m | $(12.4 \%)$ |
| Capital expenditure | 24.5 m | 22.1 m | $11.0 \%$ |

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## FINANCIAL REVIEW ${ }_{\text {(AUD) }}$

| For the year ending | 2016 | 2015 |
| :--- | :---: | :---: |
| Trade and other receivables | 26.6 m | 21.0 m |
| Includes in-house receivables | 14.3 m | 12.3 m |
| Inventories | 200.0 m | 182.2 m |
| Working capital | 139.1 m | 158.5 m |
| Deferred tax asset | 64.1 m | 48.4 m |
| Total deferred revenue | 75.4 m | 6.9 .7 m |
| Borrowings | 40.9 m | 45.1 m |
| Net debt | 32.0 m | 38.3 m |
| Equity ratio * | $48.5 \%$ | (9.4\%) |

[^1]
## SUPPORTING INFORMATION \& TRENDS

## GROUP REVENUE TO 30 JUNE ausoocs



EARNINGS BEFORE INTEREST \& TAX TO 30 JUNE (ausooss


## EBIT CONTRIBUTIONS BY COUNTRY TO 30 JUNE aussooss



## STORE EXPANSION

## TOTAL MICHAEL HILL STORES OPERATING



Store Numbers at 30 June

- 2000-106 +4
- 2001-115 +9
- 2002-120 +5
- 2003-134 +14
- 2004-143 +9
- $2005-156+13$
- 2006-177 +21
- 2007 - $192+15$
- 2008-210 + 18
- 2009-239 +29
- 2010-232-7
- 2011 - $240+8$
- $2012-252+12$
- $2013-267+15$
- $2014-278+11$
- $2015-288+10$
- $2016-297+9$


## AUSTRALASIAN EXPANSION

## AUSTRALIA

| Stores Open 30/6/16 |  | 168 |
| :---: | :---: | :---: |
| Planned for 16/17 | 3 stores | 171 |
| Planned for 17/18 | 3 stores | 174 |
| Planned for 18/19 | 1 store | 175 |

175 store locations have been identified as suitable locations

NEW ZEALAND
Stores Open 30/6/16 ..... 52
Planned for $16 / 17$ 1 store ..... 53
Planned for 17/18 0 stores ..... 53
Planned for 18/19 0 stores ..... 53

## NORTH AMERICAN EXPANSION

## CANADA

| Stores Open 30/6/16 |  |
| :---: | :---: |
| Planned for 16/17 | 10 stores |
| Planned for $17 / 18$ | 10 stores |
| Planned for $18 / 19$ | 10 stores |

110 store locations have been identified as suitable locations

UNITED STATES
Stores Open 30/6/16 ..... 10
Planned for $16 / 17$ 0 stores ..... 10
Planned for 17/18 3 stores ..... 13
Planned for 18/19 5 stores ..... 18

TOTAL EMMA \& ROE STORES OPERATING


Store Numbers at 30 June

- 2013-5 +5
- 2014-6 +1
- 2015-8 +2
- 2016-16 +8


## EMMA \& ROE EXPANSION

## AUSTRALIA

| Stores Open 30/6/16 | 15 |
| :---: | :---: |
| Planned for 16/17 | 10 stores |
| Planned for $17 / 18$ | 10 stores |
| Planned for $18 / 19$ | 10 stores |

NEW ZEALAND

| Stores Open 30/6/16 |  |
| :---: | :---: |
| Planned for 16/17 | 2 stores |
| Planned for $17 / 18$ | 5 stores |
| Planned for $18 / 19$ | 5 stores |

## STORE PHOTOS




## michael hill

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[^0]:    * Please note that several key measures have been materially affected by the separate booking of the IR tax settlement of (AU\$28.8m) and the income tax consolidation cost base adjustments of AU\$19.4m as a consequence of the ASX listing.

[^1]:    * Please note that several key measures have been materially affected by the separate booking of the IR tax settlement of (AU $\$ 28.8 \mathrm{~m}$ ) and the income tax consolidation cost base adjustments of AU\$19.4m as a consequence of the ASX listing.

