

Matalan

FY13

Investor Presentation

13th June 2013



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Today's agenda

Introduction

Allan Leighton

Operational and strategic review (FY13)

Darren Blackhurst

FY13 Financial review

Stephen Hill

Operational and strategic outlook (FY14)

Darren Blackhurst

Questions and close

Allan Leighton

Operational and strategic review

FY13

Darren Blackhurst

FY13 Financial Highlights

- EBITDA £100.4m (Guidance £95m-£105m)
- Cash £120.7m (Guidance £120m)

FY13 Key themes

- Customer base
- Multi-channel
- Stock management and margin
- Supply chain review

FY13 Financial review

Stephen Hill

- Income Statement
- Cash
- Stock

Income statement

	FY13 £'m	FY12 £'m	Var £'m	Var %
Revenue	1,125.4	1,117.5	7.9	0.7%
Gross profit	127.6	116.7	10.9	9.3%
<i>Gross profit %</i>	<i>11.3%</i>	<i>10.4%</i>		<i>0.9%</i>
Administrative expenses (incl. exceptionals)	(62.4)	(58.9)	(3.5)	5.9%
Operating profit	65.2	57.8	7.4	12.8%
Net finance costs	(47.4)	(55.7)	8.3	(14.9)%
Profit/(Loss) before income tax	17.8	2.1	15.7	(747.6)%
EBITDA	100.4	91.1	9.3	10.2%
<i>EBITDA %</i>	<i>8.9%</i>	<i>8.2%</i>		<i>0.8%</i>

Cash

	FY13 £'m	FY12 £'m	Var £'m
Operating profit	65.2	57.8	7.4
Non cash items	33.1	32.7	0.4
W/c movement	(3.4)	(13.7)	10.3
Tax	(4.7)	(8.1)	3.4
Capex	(21.7)	(21.0)	(0.7)
Free cash flow	68.5	47.7	20.8
Interest	(44.0)	(38.0)	(6.0)
Refinancing costs	0.0	3.4	(3.4)
Net increase/(decrease) in cash	24.5	13.1	11.4
Opening	96.2	83.1	
Closing	120.7	96.2	

Stock

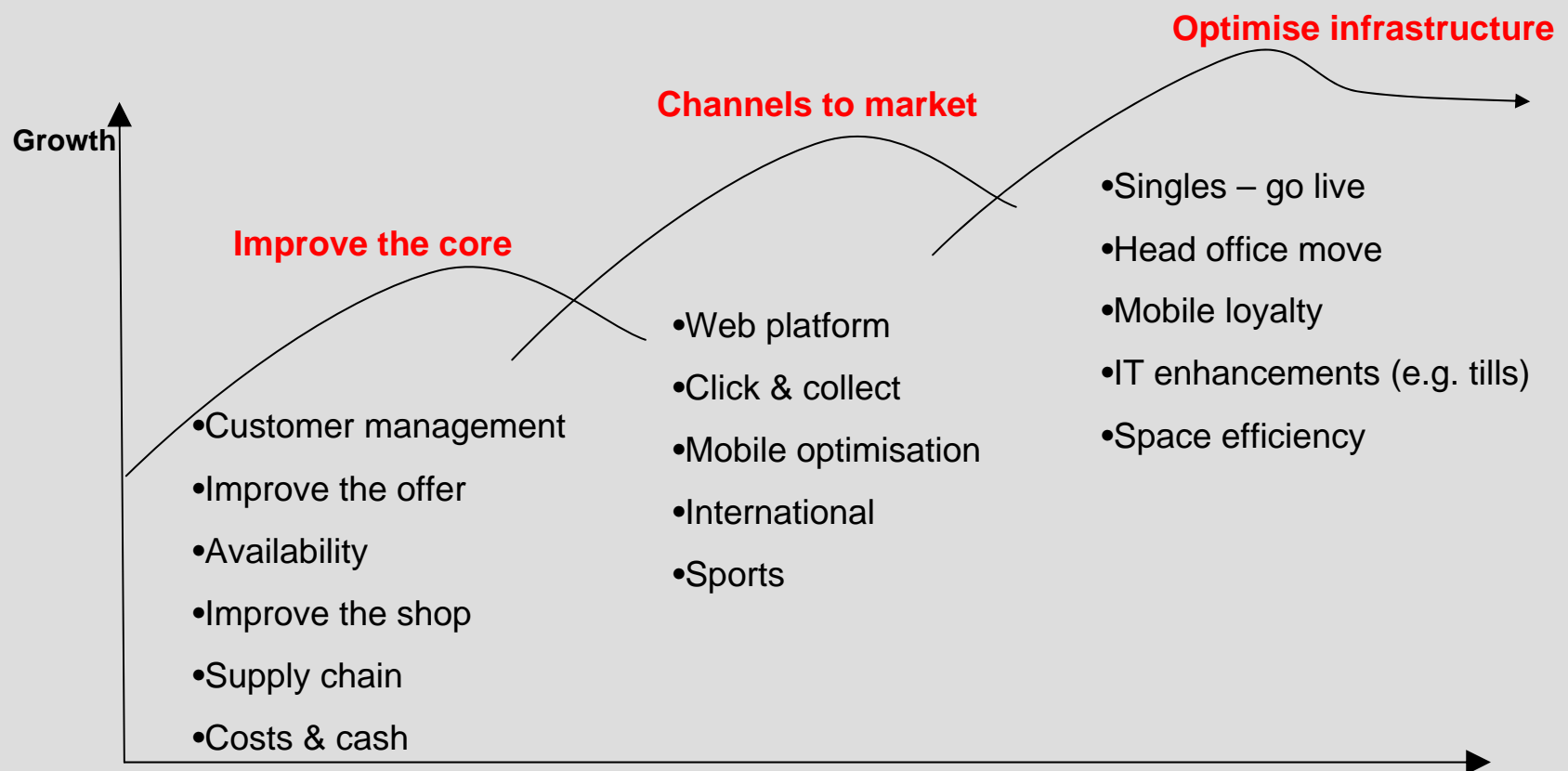
- Opening stock £131.8m
- Closing stock £140.7m
- Terminal stock volume up 9%

Operational and strategic outlook

FY14

Darren Blackhurst

3- 5 year strategy



3 – 5 year strategy

FY14 Focus

- Improve the offer
- Customer base
- Multi-channel
- Stock management and margin
- Supply chain
- Store format/space utilisation

FY14 Financial guidance

- EBITDA (c. 10% growth) £108m - £112m
- Closing cash £85m - £90m
- Capital expenditure £65m-£70m

Closing comments / Allan Leighton

