



## Results Presentation

Year Ended January 31, 2009

March 25, 2009

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**H.SAMUEL**  
T H E J E W E L L E R

**Ernest Jones**  
The Diamond & Watch Specialist

# Safe Harbor Statement

## (Private Securities Litigation Reform Act of 1995)

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Certain financial information used during this presentation are considered to be 'non-GAAP financial measures'. For a reconciliation of these to the most directly comparable GAAP financial measures, please refer to pages 35-36.

# Results as Expected Before Goodwill Impairment

- ⇒ Exceptional market conditions
- ⇒ Same store sales down 8.2%
- ⇒ Sales down 8.8%, down 5.7% at constant exchange rates
- ⇒ \$200.9 million income before income tax, impairment and relisting costs
  - ⇒ impairment charge of \$516.9 million
  - ⇒ relisting cost \$10.5 million
  - ⇒ loss before income tax of \$326.5 million
- ⇒ Underlying tax rate 33.5% (fiscal 2008: 34.6%)
- ⇒ EPS \$(4.62), underlying \$1.57

# Financial Overview

	Fiscal 2009	Fiscal 2008
Free cash flow <sup>(1)</sup>	\$51.1m	\$1.4m
Movement in net debt	\$(96.1)m	\$(141.4)m
Interest cover <sup>(2)</sup>	7.9 x	15.9 x
Original fixed charge cover	1.47 x	1.77 x
Revised fixed charge cover	1.93 x	2.36 x
Gearing <sup>(3)</sup>	29.2%	21.2%
ROCE <sup>(3)</sup>	9.6%	17.3%

(1) Cash flow from operations and investing activities

(2) Excluding goodwill impairment and relisting fees

(3) Excluding goodwill

# Sales Growth

	US	UK	Group
	%	%	%
Same store sales	(9.7)	(3.3)	(8.2)
Change in space	3.4	(0.5)	2.5
At constant exchange rates	(6.3)	(3.8)	(5.7)
Exchange translation	-	(12.0)	(3.1)
Total sales growth	(6.3)	(15.8)	(8.8)

# Operating Margin Movement Before Impairment and Relisting Costs

	US %	UK %	Group %
Fiscal 2008 margin	9.8	11.4	9.8 <sup>(1)</sup>
Gross merchandise margin	1.2	-	0.9
Expense deleverage	(3.8)	(2.6)	(3.5)
New space	(0.4)	-	(0.3)
<b>Fiscal 2009 margin</b>	<b>6.8</b>	<b>8.8</b>	<b>6.9<sup>(1)</sup></b>

(1) Included unallocated costs, principally Group expenses

# Receivables

- ⇒ Net bad debt to total sales 4.9%
  - ⇒ 100% provision 90 days past due on a recency basis
- ⇒ Collection rate of 13.1% per month
- ⇒ Acceptance rate down by 300 bpts
- ⇒ Further tightening of credit procedures
  - ⇒ selectively testing increased down payments
  - ⇒ ceased lending on certain criteria
  - ⇒ implemented revised scorecards
  - ⇒ more proactive response to deteriorating trends
  - ⇒ improved collection strategies
- ⇒ Performance largely dependent on economy

# Operating & Investing Cash Flows

Fiscal	2009	2008
Adjusted net income	259.8	333.6
Change in operating assets and liabilities		
Underlying (ex US space growth)	20.7	(72.1)
US space growth	(66.5)	(118.8)
Forex impact on currency swaps	<u>(49.6)</u>	<u>(1.9)</u>
	<u>(95.4)</u>	<u>(192.8)</u>
Net cash from operating activities	164.4	140.8
Investing activities		
Underlying (ex US space growth)	(74.3)	(79.3)
US space growth	<u>(39.0)</u>	<u>(60.1)</u>
Net cash before financing activities	<u>51.1</u>	<u>1.4</u>



# Movement in Net Debt

Fiscal	2009	2008
<b>Opening net debt</b>	<b>(374.6)</b>	<b>(233.2)</b>
Free cash flow	51.1	1.4
Net shareholder distribution <sup>(1)</sup>	<u>(123.7)</u>	<u>(146.9)</u>
	(447.2)	(378.7)
Foreign exchange impact	(23.5)	4.1
<b>Closing net debt</b>	<b>(470.7)</b>	<b>(374.6)</b>

(1) Dividends, share repurchases and equity issued

# Goodwill Impairment

## ⇒ Fiscal 2008 year end

- ⇒ reported under IFRS, \$30.6m of purchased goodwill
- ⇒ Move to NYSE and adoption of US GAAP, additional purchased goodwill of \$486.3m
- ⇒ additional purchased goodwill relates to transactions prior to 1991

## ⇒ Fiscal 2009 year end

- ⇒ annual review and triggering events
- ⇒ evaluation undertaken, resulting in an impairment charge of \$516.9m, eliminating goodwill
- ⇒ no impact on borrowing agreements
- ⇒ no change to tangible net assets

# Amended Borrowing Agreements

## ⇒ Key amendments

- ⇒ fixed charge cover reduced to 1.4x from c1.85x
- ⇒ prepay \$100m of Notes at par & accrued interest
- ⇒ revolver facility reduced to \$370 million
- ⇒ fees & associated costs of \$9.5 million in fiscal 2010
- ⇒ restrictions on shareholder distributions

## ⇒ Key features

- ⇒ fixed charge covenant relief until January 2013
- ⇒ rebalancing of fixed and variable debt
- ⇒ increased interest costs, \$3 - 5 million in fiscal 2010

# Fiscal 2009 Operating Review

# Competitors Under Pressure

	Sales \$m		No. of stores	
	2007	2002	2007	2002
Kay <sup>a</sup>	1,490	1,011	894	667
Zales <sup>ab</sup>	1,089	1,004	789	757
Jared <sup>a</sup>	756	259	154	67
Helzberg <sup>d</sup>	500	550	268	254
Fred Meyer <sup>de</sup>	465	475	400	442
Gordon's <sup>ab</sup>	329	321	282	298
Friedman's <sup>cd</sup>	300	674	Liquidated 2008	665
Bailey Banks & Biddle <sup>ab</sup>	284	315	69	120
Shane <sup>g</sup>	270	n/a	In Chapter 11	n/a
Whitehall <sup>af</sup>	243	341	Liquidated in 2008	378
Other Specialty	c.25,000	c.19,700	c.22,000	c.23,000

a Source: Accounts

b July 2002 or 2007 year end

c Includes Crescent

d Source: National Jeweler estimate

e Includes Littman's and departments in supermarkets

f Includes Lundstrom

g Chapter 11 filing

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# Outperformance over Holiday 2008

	Same Store Sales	Gross Margin
Signet US	(16.1)%	c.+250 bpts <sup>(1)</sup>
Zales (inc Canada)	(17.9)%	-530 bpts
Finlay specialty jewelry	c.(35.0)%	na
Blue Nile (US)	c.(28.0)% <sup>(2)</sup>	c.-50 bpts <sup>(3)</sup>
Birks & Mayors (US)	(28.0)%	-590 bpts <sup>(3)</sup>
Shane	(32.0)% <sup>(4)</sup>	na
Tiffany (US)	(35.0)%	na

(1) Gross merchandise margin

(3) Group wide

(2) 13 week basis

(4) From Chapter 11 filing



# US Sales Drivers

- ⇒ Support store staff
  - ⇒ continue training
  - ⇒ ensure appropriate selection
- ⇒ Leverage competitive merchandise advantages
  - ⇒ develop innovative ranges
  - ⇒ targeted promotional merchandise
  - ⇒ quickly respond to changes in buying patterns
- ⇒ Focus advertising on key brands and media
  - ⇒ leading share of voice
  - ⇒ successful, long running campaigns

# US Gross Merchandise Margin

- ⇒ Gross merchandise margin up 120 bpts
  - ⇒ further rise in gold costs
  - ⇒ prices increased in Q1
  - ⇒ more differentiated merchandise
  - ⇒ measured and well planned promotional activity
  - ⇒ focus on gross margin dollars
- ⇒ Inventory
  - ⇒ accelerated clearance activity during year
  - ⇒ quick response to lower sales



# US Expense Control

## ⇒ Store operations

- ⇒ reduced store staff hours
- ⇒ improve in-store operating systems
- ⇒ rationalize repair workshops

## ⇒ Home office

- ⇒ reduced head count through attrition
- ⇒ operational efficiencies

## ⇒ Lower marketing spend

- ⇒ significant cuts in radio advertising
- ⇒ eliminated electronic media support for regional brands

# UK Sales Drivers

- ⇒ Support store staff
  - ⇒ focus on development and execution of training
- ⇒ Leverage competitive merchandise advantages
  - ⇒ strong watch performance
  - ⇒ expand key volume lines
- ⇒ Focused advertising
  - ⇒ expand customer relationship marketing
- ⇒ Continued roll out of customer oriented stores

# UK Gross Merchandise Margin

- ⇒ Gross merchandise margin in line with fiscal 2008
  - ⇒ commodity cost pressures increased
  - ⇒ price rises implemented
  - ⇒ merchandise mix
    - strong watch category
    - key volume lines
- ⇒ Increased promotional stance
- ⇒ Strong January 'sale'

# Operating Strategy for Fiscal 2010

# Management Priorities in 2010

- ⇒ Reinforce position as market leader
  - ⇒ strengthen balance sheet
  - ⇒ leverage competitive strengths
  - ⇒ maximise gross merchandise dollars
- ⇒ Reduce Risk
  - ⇒ meaningful expense saving program
  - ⇒ eliminate space growth
- ⇒ Cash generation
  - ⇒ maximize profit
  - ⇒ significant inventory reductions
  - ⇒ greatly reduced capital expenditure

# US Sales Initiatives

- ⇒ Support store staff
  - ⇒ maintain focus on training
- ⇒ Merchandising
  - ⇒ offer superior value in unbranded ranges
  - ⇒ further develop exclusive collections
- ⇒ Focus on network television advertising
- ⇒ Same store sales down 2.7% in first 7 weeks
  - ⇒ Valentine's Day trading stronger than the remainder of the period
  - ⇒ timing of Easter adverse by about 1%
  - ⇒ outlook very uncertain

# US Merchandise Margin Initiatives

- ⇒ Maximize gross merchandise margin \$
  - ⇒ continue pricing discipline
  - ⇒ commodity costs volatile
  - ⇒ use supply chain expertise
  - ⇒ further develop exclusive merchandise
- ⇒ Year to date
  - ⇒ meaningful increase
  - ⇒ wrap around of price and merchandise mix changes
- ⇒ Target is to at least maintain gross merchandise margin for fiscal 2010

# US Expense Initiatives

- ⇒ Expense pressures
  - ⇒ anticipate 1% to 2% inflation
  - ⇒ negligible net space impact
  - ⇒ further increase in bad debt
- ⇒ \$100 million expense savings planned
  - ⇒ store related
  - ⇒ home office related
  - ⇒ advertising
- ⇒ \$13 million one-off benefit from change in vacation policy



# US Inventory Initiatives

- ⇒ Net change in space neutral
- ⇒ Elimination of remaining rough inventory
- ⇒ Minimize non-productive inventory
- ⇒ Focus on GMROI
  - ⇒ be responsive to consumer buying patterns
  - ⇒ accelerate clearance process
- ⇒ Reduce 'open to buy'
- ⇒ C.\$90 million inventory reduction target

# Reduce US Space Growth

	Kay Mall	Kay Off Mall	Regionals	Jared	Total	Change in Space
<b>Jan 2007</b>	<b>772</b>	<b>60</b>	<b>341</b>	<b>135</b>	<b>1,308</b>	<b>11%</b>
Opened	23	45	21	19	108	
Closed	(6)	-	(11)	-	(17)	
<b>Jan 2008</b>	<b>789</b>	<b>105</b>	<b>351</b>	<b>154</b>	<b>1,399</b>	<b>10%</b>
Opened	27 <sup>†</sup>	30	3	17	77	
Closed	(21)	(4)	(50) <sup>†</sup>	-	(75)	
<b>Jan 2009</b>	<b>795</b>	<b>131</b>	<b>304</b>	<b>171</b>	<b>1,401</b>	<b>4%</b>
Openings (forecast)	3	3	1	8	15	
Closures (approx.)	(13)	(5)	(57)	-	c.(75)	
<b>Jan 2010 (forecast)</b>	<b>785</b>	<b>129</b>	<b>248</b>	<b>179</b>	<b>c.1,341</b>	<b>(1)%</b>

\* A Jared store is equivalent to just over four mall stores in size

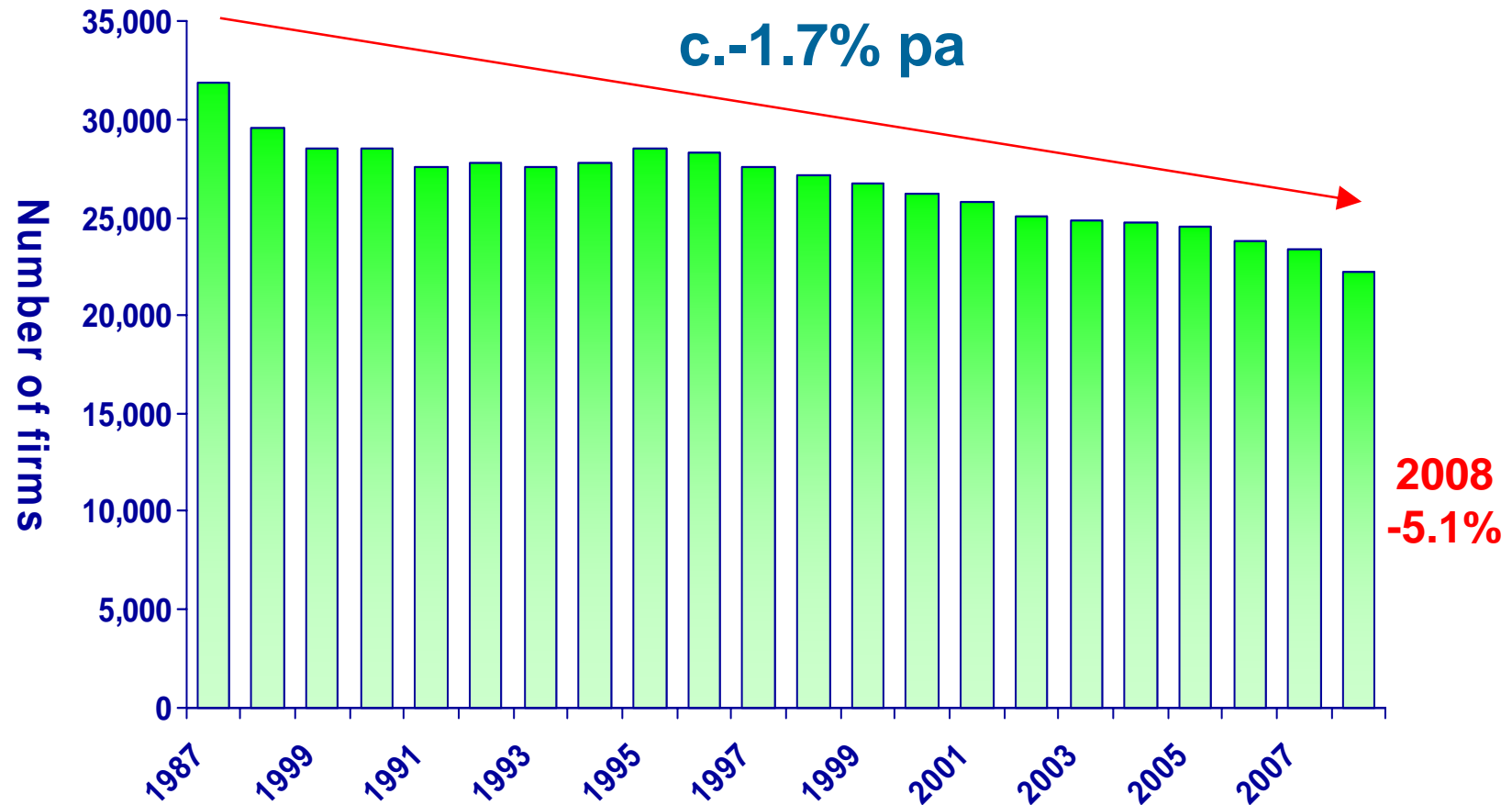
† Includes 14 rebranded stores

# US Capital Expenditure Initiatives

\$ million	Fiscal 2010 plan	<b>Fiscal 2009</b>	Fiscal 2008
New stores	14.9	<b>39.0</b>	60.1
Other stores	7.7	<b>17.3</b>	28.0
Other	13.0	<b>20.4</b>	23.0
Total	35.6	<b>76.7</b>	111.1

- ⇒ New store capex down 62% in fiscal 2009
- ⇒ Consistent historic investment
  - ⇒ delay refits where appropriate
  - ⇒ defer certain home office projects

# Fewer Specialty Jewelry Firms



Source: Jewelers Board of Trade

# UK Sales Initiatives

- ⇒ Maintain focus on training
- ⇒ Merchandising
  - ⇒ increase key volume lines
  - ⇒ further strengthen relationship with key watch vendors
- ⇒ Expand customer relationship marketing
- ⇒ First 7 weeks same store sales down 3.8%
  - ⇒ H.Samuel down 0.8%
  - ⇒ Ernest Jones down 7.1%
  - ⇒ little impact from timing of Easter
  - ⇒ outlook very uncertain

# UK Margin Initiatives

- ⇒ Pressure on gross merchandise margin
  - ⇒ gold cost increases
  - ⇒ currency impact
  - ⇒ mix changes
- ⇒ Action taken
  - ⇒ increase prices
  - ⇒ work closely with suppliers to utilize buying scale and expertise
- ⇒ Y.t.d. gross merchandise margin up slightly
- ⇒ Full year gross merchandise margin expected to be somewhat lower

# UK Expense Initiatives

- ⇒ Higher fixed expense base
- ⇒ Major reduction exercise in 2006
- ⇒ Inflationary pressures
- ⇒ Increased pension costs
- ⇒ Staff expense savings
  - ⇒ 150 fewer central positions
  - ⇒ reduce store staff hours
- ⇒ Lower marketing expenditure
  - ⇒ only 2.8% of sales in fiscal 2009
- ⇒ UK expense base expected to be flat

# UK Capital Expenditure Initiatives

£ million	Fiscal 2010 plan	<b>Fiscal 2009</b>	Fiscal 2008
Stores	8.1	<b>18.4</b>	9.3
Other	2.6	<b>3.8</b>	6.2
Total	10.7	<b>22.2</b>	15.5

## ⇒ H.Samuel

- ⇒ customer oriented stores substantially completed and require less frequent refits

## ⇒ Ernest Jones

- ⇒ focus on most productive stores



# Strong Cash Flow Generation

- ⇒ Lower net income
- ⇒ Decrease in working capital
  - ⇒ targeted c.\$100 million inventory reduction
  - ⇒ lower receivables balanced by expected slower collection rate
- ⇒ Capital expenditure about \$55 million
- ⇒ Target debt reduction of \$175 million to \$225 million before exchange impact
- ⇒ Robust Balance Sheet a competitive advantage

# Regulation G

# Fiscal 2009 Sales

The Group has historically used constant exchange rates to compare period-to-period changes in certain financial data. This is referred to as 'at constant exchange rates' throughout this presentation and constitutes a "non GAAP financial measure". The Group considers this to be a useful measure for analysing and explaining changes and trends in the Group's results. The impact of the re-calculation of sales at constant exchange rates, including a reconciliation to the Group's GAAP results, is analysed below.

	Fiscal 2009 as reported	Fiscal 2008 as reported	Change as reported	Impact of exchange rate movement	Fiscal 2008 at constant exchange rates (non-GAAP)	Change at constant exchange rates (non-GAAP)
	\$m	\$m	%	\$m	\$m	%
US	2,536.1	2,705.7	(6.3)	-	2,705.7	(6.3)
UK, Channel Islands & Republic of Ireland	808.2	959.6	(15.8)	(119.9)	839.7	(3.8)
	<b>3,344.3</b>	<b>3,665.3</b>	<b>(8.8)</b>	<b>(119.9)</b>	<b>3,545.4</b>	<b>(5.7)</b>

# Fiscal 2009 Operating Loss

The Group has historically used constant exchange rates to compare period-to-period changes in certain financial data. This is referred to as 'at constant exchange rates' throughout this presentation and constitutes a "non GAAP financial measure". The Group considers this to be a useful measure for analysing and explaining changes and trends in the Group's results. The impact of the re-calculation of operating losses/income at constant exchange rates, and the impact of goodwill impairment and relisting fees, including a reconciliation to the Group's GAAP results, is analysed below.

	Fiscal 2009 as reported	Fiscal 2008 as reported	Change as reported	Impact of goodwill impairment and relisting	Fiscal 2009 calculated (non-GAAP)	Impact of re- exchange rate movement	Fiscal 2008 at constant exchange rates (non-GAAP)	Change at constant exchange rates (non-GAAP)
	\$m	\$m	%	\$m	\$m	\$m	\$m	%
US	(236.4)	265.2	n/a	408.0	171.6	-	265.2	(35.3)
UK, Channel Islands & Republic of Ireland	(37.4)	109.3	n/a	108.9	71.5	(13.7)	95.6	(25.2)
Unallocated	(23.5)	(15.8)	48.7	10.5	(13.0)	2.0	(13.8)	(5.8)
	<b>(297.3)</b>	<b>358.7</b>	<b>n/a</b>	<b>527.4</b>	<b>230.1</b>	<b>(11.7)</b>	<b>347.0</b>	<b>(33.7)</b>