



RESULTS PRESENTATION

FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2015



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Overview of results

Revenue

R2.8 bn
+ 8.3%

LY R2.6 bn

Gross profit

36.4%

LY 36.9%

Operating profit margin

14.7%

LY 18.4%

Earnings per share

335c

LY 384c

Interim dividend

Maintained
at 215c

LY 215c

Overview of results



- Sales patterns since year end
 - Furniture & appliances (81% of business – up 8.9%)
 - Electronics (19% of business – up 8.8%)
- Credit application decline rate 41% (LY:41%)
- Credit sales at 65.9% (LY:69.7)
- Debtor costs as a % of net debtors 7.4% (LY:6.8%)

Overview of results

- Beares now trades out of 84 stores
- Small format Lewis stores – 178
- Exclusivity of merchandise

DEBTOR ANALYSIS



Debtor costs



	H1/2016 Rm	H1/2015 Rm
Total debtor costs (16.7% up)	468	401
▪ Bad debts written off	244	209
▪ Impairment provision	224	192
Debtor costs as a % of net debtors	7.4%	6.8%

Debtor payment analysis



Debtor's Payment Analysis		NUMBER OF CUSTOMERS			DISTRIBUTION OF IMPAIRMENT PROVISION			
			H1/2016	H1/2015		H1/2016	H1/2015	March 2015
Satisfactory paid	Customers who have paid 70% or more of amounts due over the contract period. The provision in this category results from the <i>in duplum</i> provision.	No.	471 067	462 625	Rm	29.8	22.6	21.1
		%	68.1%	67.9%	%	1.9%	1.7%	1.6%
Slow payers	Customers who have paid 65% to 70% of amounts due over the contract period. The provision in this category ranges from 12% to 72% of amounts due and includes an <i>in duplum</i> provision (LY: 11% to 74%).	No.	55 647	53 912	Rm	155.8	127.7	140.4
		%	8.1%	7.9%	%	10.3%	9.7%	10.8%
Non performing customers	Customers who have paid 55% to 65% of amounts due over the contract period. The provision in this category ranges from 23% to 84% of amounts due (LY: 22% to 85%).	No.	50 641	49 971	Rm	212.7	189.3	199.6
		%	7.3%	7.3%	%	14.0%	14.3%	15.4%
Non performing customers	Customers who have paid 55% or less of amounts due over the contract period. The provision in this category ranges from 31% to 100% of amounts due (LY: 27% to 100%).	No.	113 869	115 220	Rm	1 120.2	981.5	933.2
		%	16.5%	16.9%	%	73.8%	74.3%	72.1%
Totals			691 224	681 728	Rm	1 518.5	1 321.1	1 294.3
Total impairment provision % of net debtors					%	24.1%	22.3%	20.9%

FINANCIAL RESULTS



Income statement

	H1/2016 Rm	H1/2015 Rm	%
Revenue (Rm)	2 798	2 583	8.3%
Merchandise sales (Rm)	1 227	1 128	8.8%
Gross profit margin (%)	36.4%	36.9%	
Operating profit (Rm)	410	475	(13.6%)
Operating profit margin (%)	14.7%	18.4%	
Attributable earnings (Rm)	298	341	(12.6%)
EPS (cents)	335	384	(12.7%)
Headline EPS (cents)	323	373	(13.4%)

Segmental analysis



	<u>Group</u>	<u>Lewis</u>	<u>Best</u>	<u>Beares</u>
Revenue (Rm)	2 798	2 226	382	190
Revenue growth (%)	8.3%	3.8%	2.1%	195%
Operating profit (Rm)	410	362	71	(23)
Operating margin H1:16	14.7%	16.3%	18.5%	(12.0%)
H1:15	18.4%	18.5%	19.3%	9.1%
Number of stores H1:16	724	512	128	84

Analysis of costs



	H1/2016 Rm	H1/2015 Rm	Change %
Employment costs	476	421	13.0%
Admin and IT	127	111	14.6%
Marketing	104	95	9.1%
Occupancy costs	160	127	25.6%
Transport/Travel	110	103	6.8%
Depreciation	45	34	34.0%
Other operating costs	117	104	12.8%
Total Operating costs	1 139	995	14.5%
% of revenue	40.7%	38.5%	
Total costs in Lewis and Best	1 022	971	5.3%
% of revenue excluding Beares	39.2%	38.5%	

Balance sheet overview



	H1/2016	H1/2015
	Rm	Rm
Property, plant and equipment	362	329
Trademark	59	-
Investments	1 814	1 714
Inventory	519	425
Tax and Deferred Tax - net	30	(2)
Net Debtors	4 901	4 744
Cash	247	268
Total assets	7 932	7 478
Shareholders' equity and reserves	5 421	5 097
Retirement benefits - net	31	20
Creditors and re-insurance liabilities	734	784
Interest - bearing borrowings	1 746	1 577
Total equity and liabilities	7 932	7 478

Capital ratios



	H1/2016	H1/2015
ROE – after tax (%)	11.0%	13.6%
ROCE – after tax (%)	9.6%	11.4%
ROA – before tax (%)	11.8%	14.2%
Interim dividend declared (cents)	215	215
Gearing ratio (%)	27.6%	25.7%

ACCOUNTING MATTERS



Accounting Matters - Restatement - Income Statement



	H1/2016 Rm	H1/2015 Rm	FY15 Rm
Refund of premiums and interest	(2.1)	(2.9)	(5.4)
Insurance and re-insurance accounting	0.5	17.1	0.4
Maintenance contracts	2.2	(12.8)	(41.1)
Profit before taxation	0.6	1.4	(46.1)
Taxation	(0.2)	(0.4)	12.9
Effect on attributable profit	0.4	1.0	(33.2)
Increase / (decrease) in diluted earnings per share	0.4 cents	1.1 cents	(37.0 cents)

Accounting Matters - Restatement - Balance Sheet



	H1/2016 Rm	H1/2015 Rm	FY15 Rm
Refund of premiums and interest	(56.8)	(52.1)	(54.6)
Insurance accounting	(144.3)	(162.0)	(162.9)
Maintenance contracts	(166.9)	(140.7)	(169.1)
Effect on total assets	(368.0)	(354.8)	(386.6)
Reinsurance accounting	152.7	119.0	134.7
Taxation	(145.7)	(132.6)	(145.9)
Effect on total liabilities	7.0	(13.6)	(11.2)
Effect on net asset value	(375.0)	(341.2)	(375.4)

REGULATORY UPDATE



Regulatory update

- Referral to National Consumer Tribunal
 - NCR referred Lewis and Monarch to the National Consumer Tribunal
 - Alleged mis-selling of loss of employment insurance to pensioners and self-employed customers
 - Internal investigation launched
 - Identified instances of such mis-selling
 - Human error and contrary to the group's policies which prohibit the sale of such cover to customers
 - Currently refunding premiums together with interest to affected customers
 - No date set for pre-hearing

Regulatory update

- Affordability assessment regulations
 - Early adopted in July 2015
 - Three payslips / bank statements requirement
 - Minimum monthly expense table
- Capping of credit life insurance
 - Regulator not yet engaged with industry to discuss

OUTLOOK



Outlook

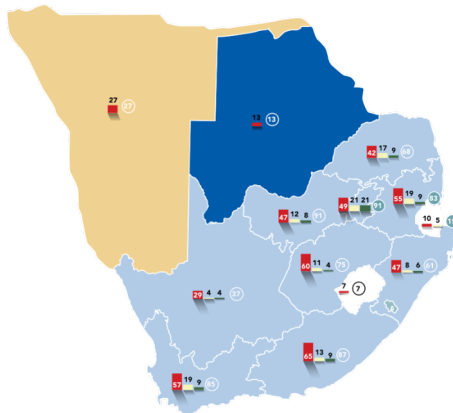


	Actual H1/2016	Target 2016
Financial and operating targets		
Gross profit margin (%)	36.4%	37 - 38.5
Operating costs as a % of revenue	40.7%	36.5 - 37.5
Debtor costs as a % of net debtors	7.4%	12 - 14
Credit sales as a % of total sales	65.9%	68 - 70
Operating profit margin (%)	14.7%	19 - 21
Satisfactory paid customers (%)	68.1%	66 - 70
Gearing (%)	27.6%	30 - 34

Outlook



- Trading outlook



QUESTIONS

