SIGNET JEWELERS LTD Form 6-K March 25, 2009

# FORM 6-K

# SECURITIES AND EXCHANGE COMMISSION Washington, D.C. 20549

# **Special Report of Foreign Issuer**

Pursuant to Rule 13a - 16 or 15d - 16 of The Securities and Exchange Act of 1934

For the date of March 25, 2009

# SIGNET JEWELERS LIMITED

(Translation of registrant's name into English)

Clarendon House,

2 Church Street,

Hamilton HM11,

#### Bermuda

(Address of principal executive office)

Indicate by check mark whether the registrant files or will file annual reports under cover Form 20-F or Form 40F.

Form 20-F X Form 40-F

Indicate by check mark whether the registrant by furnishing the information contained in this Form is also thereby furnishing the information to the Commission pursuant to

Rule 12g3-2(b) under the Securities Exchange Act of 1934.

Yes No X

If "Yes" is marked, indicate below the file number assigned to the registrant in connection with Rule 12g3-2(b): 82-

Signet Jewelers Ltd (NYSE and LSE: SIG)
Results for the 52 weeks ended January 31, 2009

Embargoed until 7.30 a.m. (EDT) March 25, 2009

# Signet Full Year Results As Expected Before Goodwill Impairment

Results for the 52 weeks ended January 31, 2009 ("fiscal 2009")

Group same store sales: down 8.2%

Group total sales: \$3,344.3 million, down 5.7% at constant exchange rates

(1)

Income before goodwill impairment, relisting costs and income taxes: \$200.9 million

(2)

Goodwill impairment charge: \$516.9 million Reported loss before income taxes: \$326.5 million

Basic loss per share: \$4.62

Adjusted basic earnings per share: \$1.57

(2)

(1) See note 11.

(2) Before charging \$516.9 million impairment of goodwill and \$10.5 million of relisting costs. These financial measures are supplemental non-GAAP measures which management believe useful to understanding the Group's performance. See note 11 for a reconciliation to reported financial measures.

#### Group

**Strategy** 

Enhance position as strongest middle market specialty retail jeweler

Reduce business risk

Focus on profit & cash flow maximization to further strengthen balance sheet

# Group

Objectives for the 52 weeks ending January 30, 2010 ("fiscal 2010")

\$100 million US cost reduction program

Significant working capital reduction

Capital expenditure of about \$55 million

\$175 million to \$225 million cash inflow before financing activities

Terry Burman, Group Chief Executive, commented: "Against a very challenging retail environment, we capitalized on the Group's competitive strengths to outperform our middle market competitors and to successfully execute our strategy of maximi

 $\mathbf{Z}$ 

ing gro

ss merchandise margin dollars.

As sector rationalization continues at an accelerated pace,

proven management, a strong balance sheet and sustainable competitive advantages are important considerations

in relationships with staff, suppliers and landlords. As we enter fiscal 2010

our prime objective is to strengthen further the Group's industry leading position so as to be able to benefit from

the reduced capacity within the specialty jewelry sector and to be well positioned for the eventual

consumer recovery.

To reinforce our position, w

e also aim to reduce net debt by around \$200 milli

on in fiscal 2010.

Given the very challenging environment, the Group has made an encouraging start to fiscal 2010. In the US

, same store sales

for the first seven weeks

were down by

2.7

%

against

the comparable period in fiscal 2009

with Valentine's Day trading stronger than the remainder of the period

Т

he change in timing of Easter

had an adverse impact of about 1%.

Gross merchandise margin was meaningfully up, reflecting the benefit of the price increases implemented in the first quarter of fiscal 2009 and favorable mix changes

, which

more than offset the increase in the

cost

of gold.

In the

UK

, same store sales

for the first seven weeks

were down

3.8

%, with the timing of Easter having limited impact. Gross merchandise margin was up slightly, reflecting higher prices offsetting increased merchandise costs. However, pressure on

UK

gross merchandise margin is expected to build during the rest of the year due to higher gold costs and the weakness of the pound sterling against the US dollar."

Enquiries: Terry Burman, Group Chief Executive +1 441 296 5872

Walker Boyd, Group Finance Director +1 441 296 5872

Michael Henson, Taylor Rafferty +1 212 889 4350 Jonathan Glass +44 (0) 20 7404 5959

, Brunswick

Signet operated 1,959 specialty retail jewelry stores at January 31, 2009; these included 1,401 stores in the US, where the Group trades as "Kay Jewelers", "Jared The Galleria Of Jewelry", and under a number of regional names. At that date Signet operated 558 stores in the UK

, where the Group trades as "H.Samuel", "Ernest Jones", and "Leslie Davis".

Further information on Signet is available at

www.signetjewelers.com

See also

www.kay.com

,

www.jared.com

www.hsamuel.co.uk and

www.ernestjones.co.uk

.

#### Results conference call details

There will be a conference call today at 9.00 a.m. EDT (1.00 p.m. GMT and 6.00 a.m.

Pacific Time) and a simultaneous audio webcast and slide presentation available at w www.signet

ww.sigiic

jewelers

.com

. The slides are available to be downloaded from the website ahead of the conference call. To help ensure the conference call begins in a timely manner, could all participants please dial in 5 to 10 minutes prior to the scheduled start time. The call details are:

US dial-in: +1 718 354 1171

US 48hr. replay: +1 718 354 1112 Pass code: 4086123#

European dial-in: +44 (0) 20 7138 0816

European 48hr. replay: +44 (0) 20 7806 1970 Pass code: 4086123#

#### **GROUP FINANCIAL REVIEW**

# **Income Statement**

```
In
fiscal 2009,
the Group loss before income taxes was $326.5 million
fiscal 2008
income
$
336.2
million)
, including a goodwill impairment charge of $516.9 million and non-recurring relisting costs of $10.5 million, see
below for further details. Before these items,
the
Group
income before income taxes was
$
200.9
million
, see note 11. Same store
sales were down
8.2
. Total sales were 8.8% lower at $3,344.3
million (
fiscal 2008
: $
3
,6
65.3
million
), down 5.7% at constant exchange rates, see note 11
The average
```

pound sterling to

US dollar exchange rate for the period was

£1/\$1.75 (fiscal 2008: £1/\$2.00). The components of the change in sales are set out below:

| Change in sales               | US       | UK     | Group    |
|-------------------------------|----------|--------|----------|
|                               | <b>%</b> | %      |          |
|                               |          |        | <b>%</b> |
| Same store                    | (9.7)    | (3.3)  | (8.2)    |
| sales                         |          |        |          |
| Change in net new store space | 3.4      | (0.5)  | 2.5      |
| Exchange translation          | -        | (12.0) | (3.1)    |

# Total sales growth as reported (6.3) (15.8) (8.8)

```
Net o
perating
income
excluding
goodwill impairment and re
listing costs
was
$
230.1
million (
fiscal 20
0
8
: $
358.7
million)
, see note 11,
and operating margin was
6.9
% (
fiscal 20
08:
9.8
%).
```

On a reported basis there was a net operating loss of \$297.3 million. The factors influencing the lower operating margin are set out below:

| Change in operating margin        | US       |       | Group |
|-----------------------------------|----------|-------|-------|
|                                   | <b>%</b> | %     |       |
|                                   |          |       | %     |
| Fiscal 2008 operating margin      | 9.8      | 11.4  |       |
|                                   |          |       | 9.    |
|                                   |          |       | 8     |
|                                   |          |       | (1)   |
| Gross merchandise margin movement | 1.2      | -     | 0.9   |
| Expense deleverage                | (3.8)    | (2.6) | (3.5) |
| Impact of new store space         | (0.4)    | -     | (0.3) |
| Fiscal                            |          |       |       |
| 2009 operating margin before      | 6.8      | 8.8   | 6.9   |
| goodwill impairment and           |          |       | (1)   |
| relisting costs                   |          |       |       |

(1) Includes unallocated costs, principally Group costs.

# **Goodwill impairment**

In prior years, the Group prepare d its accounts under International Financial Reporting Standards ("

```
IFRS
")
and
reflected
on
its
balance sheet only $30.6 million of goodwill
relating to an acquisition made in 2000
Following the move of listing to the New York Stock Exchange ("NYSE") and the adoption of US Generally
Accepted Accounting Principles ("US GAAP"),
goodwill of $486.3 million relating to acquisitions made
by the Group
in 1990 or earlier
was also required to be reflected on the balance sheet
Under US GAAP, the Group is required to undertake an annual goodwill impairment test at its year end or when there
is a triggering event. In fiscal 2009, in addition to the annual impairment review there were a number of triggering
events in the fourth quarter d
ue to a significant decline in profitability reflecting the impact of the economic downturn on the Group's operations
and
an
ven greater decline in its share
price
resulting in a
substantial discount of the
market capitalization
to tangible net asset value
(that is shareholders' funds excluding intangible assets). A
n evaluation of the recorded goodwill was undertaken
and i
t was determined that it was impaired. Accordingly, to reflect the impairment
the Group
recorded
a non-cash charge of $
516.9
million
, which
eliminated the value of goodwill on
balance sheet. The goodwill write-off ha
```

no impact on the Group's borrowing agreements

or the net tangible assets of the Group.

#### **Relisting costs**

On September 11, 2008 the primary listing of the Group moved to the NYSE and the parent company of the Group became Signet Jewelers Limited, a

Bermuda

domiciled company. The non-recurring costs associated with these changes amounted to \$10.5 million.

# Group central costs, financing items and taxation

Group central costs were \$13.0 million in fiscal 2009 (fiscal 2008: \$15.8 million), largely due to the movement in the pound sterling to US dollar exchange rate, as well as a foreign exchange gain more than offsetting an underlying increase in costs. Net f

inancing costs

rose to \$
29.2 million (
fiscal
2008: \$
22.5
million),

the increase being primarily due to

higher levels of net debt.

The income tax charge was \$67.2 million (fiscal 2008: \$116.4 million), an underlying effective tax rate before goodwill impairment and relisting costs of 33.5% (fiscal 2008: 34.6%). The decline of 1.1% in the underlying effective rate reflected a lower proportion of profits from the

US

division and a reduced level of expenditure disallowable for tax than in fiscal 2008. It is expected that, subject to the outcome of various uncertain tax positions, the Group's underlying effective tax rate in fiscal 2010 will be approximately 36%, primarily due to an anticipated higher proportion of expenditure disallowable for tax in relation to income before tax.

# Net income, earnings per share

# and dividends

The net loss for fiscal 2009 was

393.7

....

million

(fiscal 2008: \$219.8 million net income). Excluding the impairment to goodwill and relisting costs, net income for fiscal 2009 was \$133.7 million (fiscal 2008: \$219.8 million), see note 11

O

n a reported basis

both basic and diluted loss per share

W

\$4.62
(
fiscal 200
8
earnings per share
:
basic \$2.58 and
diluted \$2.55
).
Basic and diluted e
arnings per share excluding
the impairment to goodwill and relisting costs

#### were

as

# both \$1.57

, see note 11. In the light of economic prospects and financial market conditions, as well a focus on debt reduction, the Board concluded that it is not currently appropriate to pay dividends. This policy is reflected in the amended borrowing agreements.

# Cash flow and net debt

Set out below is a summary of the Group's cash flows for fiscal 2009 and fiscal 2008:

# Fiscal Fiscal

|  | 2009 2008 (\$ million)             |
|--|------------------------------------|
| Net (loss) / income  | (39 219.8<br>3.7                   |
| Adjustments to reconcile to cash flows provided by operations                    | )<br><u>6</u> <u>113.8</u><br>53.5 |
| Cash flows provided by operations<br>Changes in operating assets and liabilities | 259.8 333.6<br>( (192.8)           |
|  | 95.4<br>)                          |
| Net cash from operating activities  Net cash flows used in investing activities  | 16 140.8<br>4.4<br>(113.3 (139.4)  |
| Free cash flow   | )<br>51.1 1.4                      |
| Dividends paid Net change in common s  | (123.8) (123.9)                    |
| hares  | <u>0.1</u> (23.0)<br>(72.6) (145.5 |
| Proceeds of debt during year   | 31.1                               |

160.6

Net increase / (decrease) in cash and cash equivalents

88.0 (114.4)

In fiscal 2009, net cash flow provided by operating activities increased to \$164.4 million (fiscal 2008: \$140.8 million), although there was a net loss of \$393.7 million (fiscal 2008: \$219.8 million net income). The adjustments for non-cash items were \$653.5 million (fiscal 2008: \$113.8 million) and included the impairment to goodwill of \$516.9 million. The adjustment for depreciation and amortization in fiscal 2009 at \$114.5 million was similar to fiscal 2008. Therefore cash flow provided by operations was \$259.8 million (fiscal 2008: \$333.6 million).

In fiscal 2009, there was a much smaller outflow from operating assets and liabilities of \$95.4 million (fiscal 2008: outflow of \$192.8 million). There was a decrease in inventories of \$12.7 million compared to an increase of \$96.8 million in fiscal 2008, given the much reduced space growth in the

US

division and tight control of inventory on both sides of the Atlantic. In addition, the level of accounts receivable reduced by \$20.5 million, reflecting the decline in sales in the US division partly offset by a slower collection rate of outstanding receivables (fiscal 2008: \$56.2 million increase). There was also a substantial increase in the adverse impact of exchange rate changes on currency swaps of \$49.6 million (fiscal 2008: \$1.9 million).

The Group has historically swap

ped pound

sterling

deposits

into US dollars on a short term basis to reduce the level of US dollar debt

.

The size of

such

cash deposits fluctuates during the year

and also reflects an historic restriction on dividend payments by the

UK

division

.

In the fourth quarter of fiscal 2009, following a ruling by the High Court of

Justice in

England

&

Wales

, the Group had a greatly increased ability to reduce the size of the pound sterling cash deposits on a permanent basis by paying dividends up through the corporate structure. Advantage was taken of this to significantly reduce the future exposure of the Group

's

liquidity position to changes in the po

u

nd sterling to US dollar exchange rate.

Net cash flow used in investing activities was \$113.3 million (fiscal 2008: \$139.4 million) as a result of reduced store investment in the

US

partly offset by

a

n increased number of Ernest

```
Jones refurbishments. Free c
ash
in
flow
in
fiscal
2009
was $51.1 million (fiscal 2008: $1.4 million).
Dividends of $123.8 million were paid (fiscal 2008: $123.9 million). The net change in common shares was minimal
(fiscal 2008: outflow $23.0 million).
Net debt
Net debt at
January 31,
200
was $
470.7
million (
February 2, 2008
: $3
7
4.
6
million).
Of the $96.1 million increase in net debt (fiscal 2008: $141.4 million increase), $23.5 million (fiscal 2008: $4.1
million decrease) was due to the effect of exchange rate changes.
Group gearing (that is the ratio of net debt to shareholders
equity excluding goodwill)
January 31,
200
9
was 2
9.2
% (
February 2, 2008: 21.2%
```

#### **Amended borrowing agreements**

y

Discussions to make amendments to, and reduce the size of, the Group's borrowing facilities were initiated by Signet in November 2008, in light of a significant deterioration in the economic environment. The goal of the discussions was to provide the Group with additional financial flexibility in the medium term, while more appropriately structuring the borrowing facilities required by the significantly lower level of net debt now expected, based on the Group's revised operating and expansion strateg

The peak level of net debt in fiscal 2009 was about \$670 million (fiscal 2008: about \$620 million).

.

A satisfactory outcome to these discussions was recently achieved and details of the amended agreements were announced on March 16, 2009. In accordance with that announcement, a prepayment of \$100 million of the notes at par plus accrued interest was made on March 18, 2009. Signet was in compliance with the terms of the original agreement s in respect of fiscal 2009

FISCAL 2009 OPERATING REVIEW

#### **US Division (circa 76% of Group sales)**

In a very challenging retail environment, US same store sales were down 9.7% and total sales were \$2,536.1 million (fiscal 2008: \$2,705.7 million). Sales performance was primarily driven by the difficult economic conditions with same store sales falling by 6.0% in the first three quarters. Following the sharp deterioration in consumer sentiment in mid September, and a further decline in early December, same store sales in the fourth quarter were 16.1% lower than the comparable quarter in fiscal 2008. Spending by higher income consumers was particularly weak in the fourth quarter, and this was reflected in the performance of Jared.

Operating income before goodwill impairment was \$171.6 million (fiscal 2008: \$265.2 million), see note 11. The operating margin was 6.8% (fiscal 2008: 9.8%), see table above for an analysis of the movement. Gross merchandise margin rate was ahead of expectations and increased by 120 basis points compared to last year, with a particularly strong performance in the fourth quarter. This reflected price increases implemented during the first quarter of fiscal 2009 and favorable changes in mix resulting from management initiatives, including the planned expansion of exclusive merchandise, which more than offset commodity cost increases. There was a negative impact of 380 basis points caused by the deleverage of the underlying cost base due to the decline in same store sales,

which included the adverse movement in performance of the receivables portfolio, and an unfavorable impact of 40 basis points from new store space.

During fiscal 2009, training focused on product knowledge and developing selling skills appropriate for the more challenging marketplace. Enhanced in-store technology reduced administrative burdens and improved the efficiency of store, district and regional management. Benefits were seen in compliance monitoring, store feedback and the ability to identify store and divisional level opportunities to enhance training. Further improvements to repair services, an important driver of footfall and customer confidence, were also implemented. Reflecting lower sales volumes, store staff hours were reduced, and divisional head office staffing levels were decreased through attrition.

T

he average unit selling price

was flat in fiscal 2009 compared to fiscal 2008. During the first nine months of fiscal 2009, the increase was 7% (mall brands up

by

7

%

and Jared up by 5%), reflecting the price increases implemented in the first quarter. However, in the fourth quarter the consumer was seen to be trading down and the average unit selling price decreased by 10% (mall brands down by 7% and Jared down by 4%). The Jared average unit price excludes the impact of

the launch of a new charm bra

celet range in some stores.

While all major merchandis

\_

categories were down

over the year

on a same store basis, the bridal category, which accounts for

between

45%

and 50%

of sales, performed better than average

, as did the proprietary Leo diamond range.

The

US

division also successfully launched new, e

xclusive

ranges, such as a specially designed collection by Jane Seymour and merchandise from Le Vian. The

US

division's merchandising and inventory expertise enabled it to respond promptly to the rapid and substantial changes in customer buying patterns in the fourth quarter, and to realign inventory levels to plan by the end of fiscal 2009.

To reflect lower anticipated sales levels, m

arketing expenditure

was concentrated on the most productive channels and brands. As a result of the unexpected sharp decline in fourth quarter sales, the ratio of gross marketing spend to sales during fiscal 2009 was again above planned levels, at 7.4% (fiscal 2008: 7.5%). Dollar gross marketing expenditure decreased by 7.6% to \$188.4 million (fiscal 2008: \$204.0 million). Marketing efforts were focused on national television advertising for Kay and Jared, resulting in their 'share of voice' growing. In addition, the promotional cadence was increased, particularly during the fourth quarter. In the third quarter an e-commerce capability was added to the Jared website.

The net bad debt charge at 4.9% of total sales during fiscal 2009 (fiscal 2008: 3.4%) was well above the tight range of the past ten years. The increase in net bad debt was partially offset by higher income from the receivables portfolio. Credit participation increased somewhat to 53.2% during fiscal 2009 (fiscal 2008: 52.6%), reflecting a higher level of applications offset by a significant increase in the level of credit applications rejected. The fall in credit acceptance rates followed management action to reduce exposure to particular customer attribute groups, and a lower proportion of customers satisfying the

US

division's credit requirements.

Overall, the expense base in fiscal 2009 was similar to fiscal 2008,

excluding the impact of new space. Tight control of costs offset the increase in net bad debt charge and inflationary cost increases in occupancy, utilities, freight and staff wage rates. Actions taken included reductions in store staff hours to partly reflect lower transaction volumes, significantly lower levels of radio advertising and savings in central costs.

Given the deteriorating environment, and the Group's strict investment criteria, action was taken in early fiscal 2009 to sharply slow the rate of net store space growth. This was achieved by reducing the number of stores opened and increasing store closures as leases expired. Net store space in fiscal 2009 increased by a little under 4% (fiscal 2008: 10%), see table below in Fiscal 2010 Group Strategy and Objectives for details. Capital expenditure in new and existing stores was \$56.3 million (fiscal 2008: \$88.1 million). Working capital investment, that is inventory and receivables, associated with space growth was \$66.5 million (fiscal 2008: \$118.8 million).

#### UK

#### **Division (circa 24% of Group sales)**

In fiscal 2009, same store sales decreased by 3.3% (H.Samuel down by 2.6% and Ernest Jones down by 4.0%). Total sales decreased by 3.8% at constant exchange rates and were \$808.2 million as reported (fiscal 2008: \$959.6 million). In the first nine months of fiscal 2009, same store sales increased by 0.8% (H.Samuel up by 1.1% and Ernest Jones up by 0.5%). As in the

US

, the fourth quarter saw a sharp deterioration in consumer sentiment with the upper end consumer being particularly weak. As a result, same store sales in the fourth quarter declined by 9.2% (H.Samuel down by 7.8% and Ernest Jones by 11.0%).

Net operating income before goodwill impairment was \$71.5 million (fiscal 2008: \$109.3 million), see note 11. The operating margin was 8.8% (fiscal 2008: 11.4%), see table above for an analysis of the movement. The gross merchandise margin rate was unchanged, with price increases offsetting adverse mix changes, greater promotional activity and higher commodity costs. There was a negative impact of 260 basis points reflecting the deleverage of the underlying cost base as a result of the decline in same store sales.

The average unit selling price in fiscal 2009 increased by 9%, reflecting price increases implemented in late fiscal 2008 and early fiscal 2009 and merchandise mix changes. The consumer was more cautious in the fourth quarter, with the average unit selling price in the first nine months up by 12% over the comparable period and up by only 4% in the fourth quarter.

The watch category outperformed, particularly the prestige ranges in Ernest Jones.

K

ey volume lines were increased and performed well. Good inventory management procedures and a better than expected performance in January 2009, resulted in i

nventory being at the

planned level at year end.

Gross marketing spend was reduced to \$22.1 million in fiscal 2009 (fiscal 2008: \$29.2 million), the decrease at constant exchange rates was 13%, the ratio to sales being 2.8% (fiscal 2008: 3.1%). H.Samuel continued to use television advertising in the fourth quarter and also tested customer relationship marketing. For Ernest Jones, expenditure was focused on extending customer relationship marketing, which management believes has proven effective. The e-commerce capabilities of both H.Samuel and Ernest Jones were enhanced during the year.

Overall, a tight control of expenses resulted in the underlying cost base in fiscal 2009 being broadly similar to that in fiscal 2008. Actions taken included reductions in staff costs and changes in the marketing strategy for Ernest Jones.

Total store capital expenditure was \$32.2 million (fiscal 2008: \$18.6 million). There was a return to a more normal refit cycle for Ernest Jones following a successful test of a new store design in fiscal 2008 and an increase in store openings because of the completion of major new shopping centers in

London

, Liverpool and

**Bristol** 

. At January 31, 2009, 60% of the UK  $\,$ 

division's stores (February 2, 2008: 50% of stores) were trading in the open consumer oriented format. At the year end, there were 352 H.Samuel stores (February 2, 2008: 359) and 206 Ernest Jones (February 2, 2008: 204).

# FISCAL 2010 GROUP STRATEGY & OBJECTIVES

#### Introduction

Fiscal 2009, particularly the fourth quarter, was very challenging. As a result the Board reviewed its strategy and made significant adjustments to reflect the changed economic environment. The Group's revised strategy is to enhance its position as the strongest operator in the middle market specialty retail jewelry sector and capitalize on the decrease in competition when consumer expenditure begins to recover. This involves maintaining a balance between the sustainable competitive advantages that the Group has established and the need to reduce risk, maximize profit and strengthen the balance sheet through cash generation.

Sales will continue to be driven by leveraging the Group's competitive strengths with the objective of maximizing gross merchandise margin dollars. In late fiscal 2009 and early fiscal 2010, a meaningful cost saving program was implemented and significant inventory reductions are planned to align both more closely with the lower sales levels. Capital expenditure has also been substantially reduced, with decreased spending planned on both existing operations and space growth. New store openings have been largely eliminated. In the current marketplace it is preferable, and a much lower risk strategy, to grow profitable market share by focusing on sales productivity in existing stores.

While the level of expenditure on jewelry is discretionary, the expression of romance and appreciation through bridal jewelry and gift giving remain very important human needs, as is self reward. Central to the Group's success is helping to satisfy those needs. Therefore the training of staff so that they can better understand the consumers' requirements, communicate the value of the merchandise selected and 'close the sale' remains a high priority. The Group's supply chain and merchandising expertise, combined with its size and balance sheet strength, enables it to increase differentiation in the marketplace through its exclusive merchandise, while also offering a compelling value proposition in more basic ranges. The Group's marketing is effective and cost efficient, with its leading 'share of voice' leveraged through national television advertising and customer relationship marketing, both of which benefit from scale. At a time when the specialty jewelry sector is undergoing an accelerated rate of consolidation as weak competitors exit the market, these advantages become even more important.

# US

The current trading environment remains extremely challenging. The prospects for same store sales remain very uncertain and will depend largely on consumer confidence and concerns about employment

For fiscal 2010, the g ross merchandi s e margin is expected to be at least at the level achieved in fiscal 2009

, with the increase in the cost of gold offset by supply chain efficiencies, particularly in the sourcing of diamonds. In the first quarter it is expected that there will be some benefit from price increases implemented in early fiscal 2009 as well as favorable mix changes.

Against the unfavorable macro-economic background, a

```
substantial
cost
reduction program has been implemented, with the objective of reducing costs
by $100 million
in fiscal 2010. There will also be a one off benefit of $13 million due to a change in vacation policy. However,
expenses will be adversely affected by underlying inflation and anticipated further increases in net bad debt. The net
change in space is expected to have little impact on cost.
Action is also being taken to align inventory appropriately to the
reduced
level of sales by
lower
ing the amount
of merchandise
purchased. The target is to
decrease
the
investment in
inventory by
about $90
million during fiscal 2010.
A further
slowing
in the rate of new store opening
will take place in fiscal 2010
and the number of store closures is anticipated to be
a little
higher than in fiscal 2009
. This will result in
a marginal decline in store space (see table
below). T
here will also be a reduced level of store refurbishment and investment in information technology.
apital expenditure in fiscal 2010 is anticipated to be
about
```

# Kay Kay Regionals Jared Total Off Mall (a)

, significantly lower than in fiscal 2009.

Mall

\$
40
million