



Our most
important
delivery yet

Full year results
24 May 2012



Alan Parker
Non-executive Chairman

Full year results
24 May 2012

Agenda

Overview

Alan Parker, Non-executive Chairman

Full year results

Neil Harrington, Finance Director

Transformation and growth plan

Simon Calver, Chief Executive

- Mike Logue, MD UK
- Jerry Cull, MD International



Neil Harrington
Finance Director

Full year results
24 May 2012

Full year results

	FY 2012 £m	FY 2011 £m	% Var 53 vs. 52 weeks	% Var 52 vs. 52 weeks
Worldwide network sales	£1,232.4m	£1,158.1m	+6.4%	+4.3%
Total International sales	£672.4m	£570.9m	+17.8%	+15.2%
Total UK sales	£560.0m	£587.2m	-4.6%	-6.3%
Underlying profit before tax	£1.6m	£28.5m	-94.4%	

- For data on a non statutory 52 vs. 52 week basis, see Appendix

Income statement

	FY 2011/12 £m	FY 2010/11 £m	% Var
Revenue	812.7	793.6	+2.4%
Underlying profit from operations	2.6	31.1	-91.6%
Shared based payments	(0.6)	(2.2)	
Net finance cost	(0.4)	(0.4)	
Underlying profit before tax	1.6	28.5	-94.4%
Exceptional items	(104.4)	(3.4)	
Non-underlying items	(0.1)	(16.3)	
(Loss)/Profit before tax	(102.9)	8.8	-

Exceptional items

	FY 2011/12 £m	H1 2011/12 £m	H2 2011/12 £m
UK goodwill and other intangibles	(55.0)	(55.0)	-
UK property restructure	(26.4)	(21.7)	(4.7)
Onerous lease provision	(11.5)	-	(11.5)
Other restructuring costs	(11.5)	(1.8)	(9.7)
Total exceptional items	(104.4)	(78.5)	(25.9)
Cash	(28.0)	(19.0)	(9.0)
Non-cash	(76.4)	(59.5)	(16.9)
Total exceptional items	(104.4)	(78.5)	(25.9)

Group network sales by channel

	FY 2011/12 £m	FY 2010/11 £m	% Var
International			
Total International sales	672.4	570.9	+17.8%
UK			
UK retail sales	528.7	565.6	-6.5%
UK wholesale sales	31.3	21.6	+44.9%
Total UK sales	560.0	587.2	-4.6%
Group network sales	1,232.4	1,158.1	+6.4%

8 NOTE: 52 week comparison is shown in Appendix

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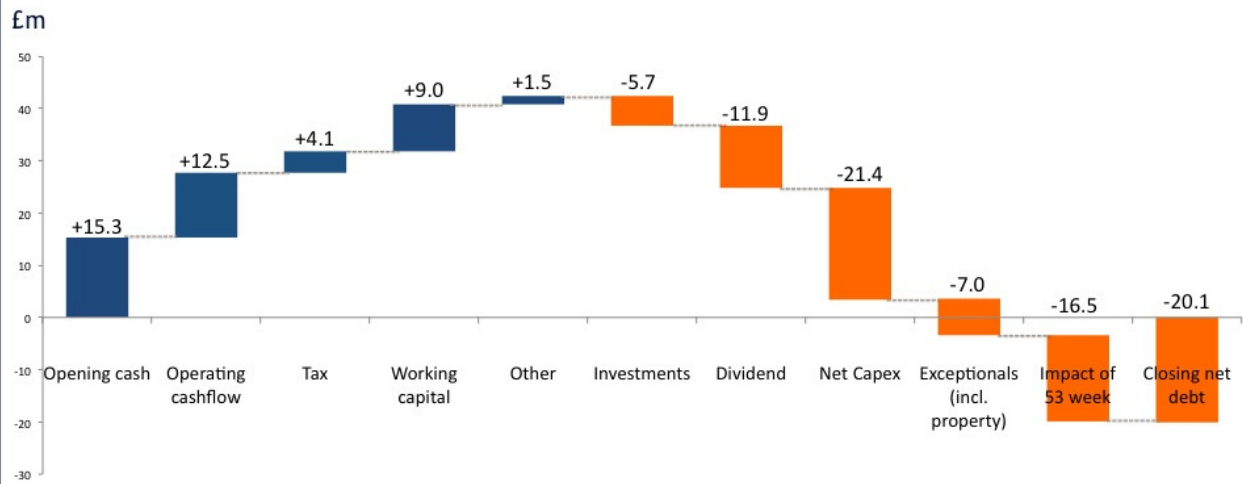
Underlying profit by segment

	FY 2011/12 £m	FY 2010/11 £m	% Var
UK	(24.7)	11.1	-
International franchise	38.1	29.3	
International JV profit share	(3.2)	(1.8)	
Total International	34.9	27.5	+26.9%
Corporate	(7.6)	(7.5)	
Underlying profit from operations	2.6	31.1	-91.6%
Shared based payments	(0.6)	(2.2)	
Financing	(0.4)	(0.4)	
Underlying profit	1.6	28.5	-94.4%

International summary

	FY 2011/12	FY 2010/11	% Var
Store numbers	1,028	894	+15.0%
Retail selling space ('000 sq. ft.)	2,283	1,845	+23.7%
Total International sales	£672.4m	£570.9m	+17.8%
Underlying profit from operations	£34.9m	£27.5m	+26.9%
Underlying profit margin (excl. JVs)	+5.7%	+5.1%	+60 bps
Underlying profit margin (incl. JVs)	+5.2%	+4.8%	+40 bps

Cash flow



Summary

- Strong year for International, weakness in UK
- New plan requires £35m of cash investment
- Delivers £20m per annum non-store cost savings plus £13m per annum benefit to store profits by FY 2015
- Funded in full by recent refinancing



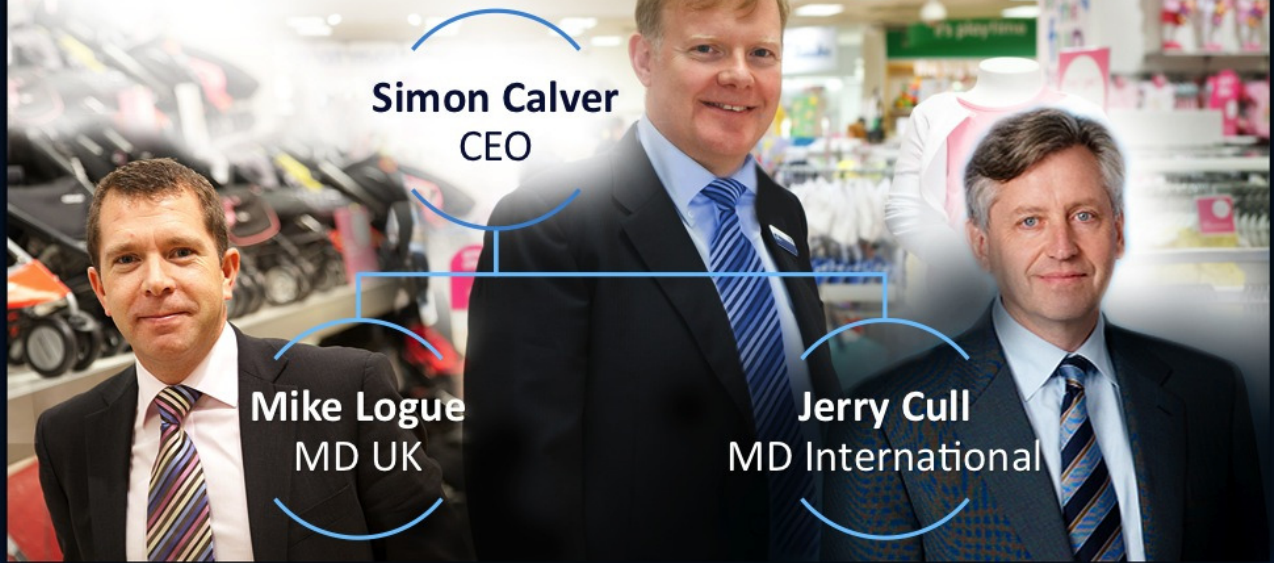


Alan Parker
Non-executive Chairman



Full year results
24 May 2012

Management team



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Transformation and growth overview

Our issues:

- UK Retail had lost its way
- Online offer not good enough
- Low perception of value
- Our service had slipped
- Increased competition

Our opportunities:

- Strong and global brand
- Excellent growth potential
- Flexible business model
- Very strong multi-channel offer
- Real opportunities in wholesale



Simon Calver
Chief Executive

Transformation and Growth Plan The delivery

Full year results
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First impressions

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early learning centre

Strong
brands and
engaged
customer
base

World-class
franchise
partners
eager for
more growth

Global
sourcing
operation
gaining
scale

Supportive
banks
aligned
behind the
plan

Passionate,
long tenure
staff who
want to
win

Mothercare is a trusted brand

Mothercare scores highly on trust and quality

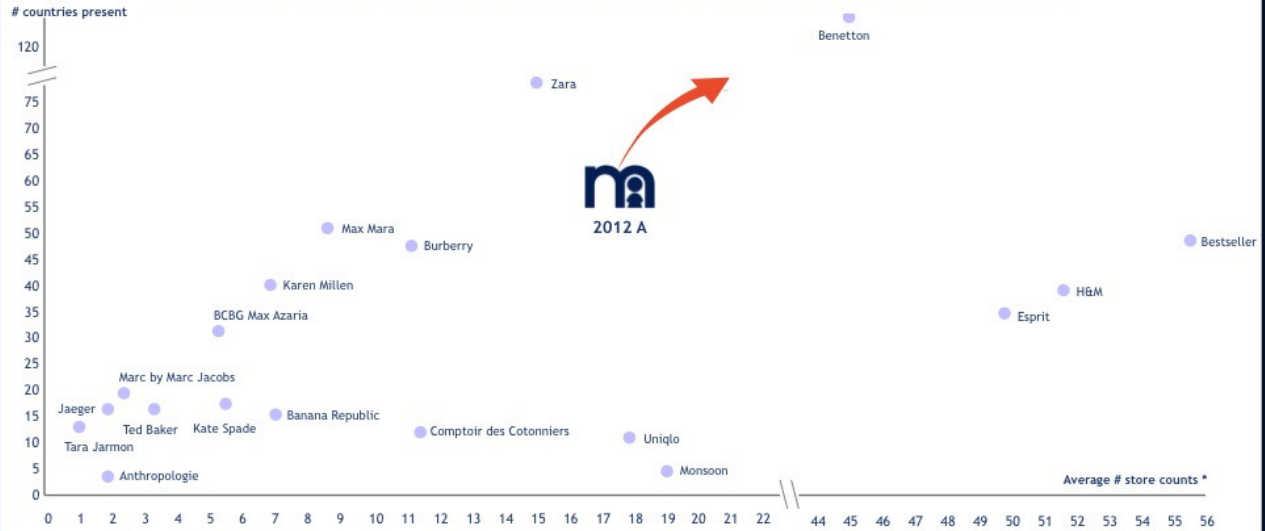


Mothercare overall proposition strength is strong



Mothercare is a truly global brand

Depth and breadth of competitor international expansion (includes owned stores and franchise)



19 * Stores counted per country outside home geography. Source: Retail Week, Competitor websites, Factiva, OC&C analysis

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Working our brands

- 80% of new mums visit a Mothercare store
- Mums account for 74% of direct expenditure on babies
- Word of mouth is the key driver of awareness

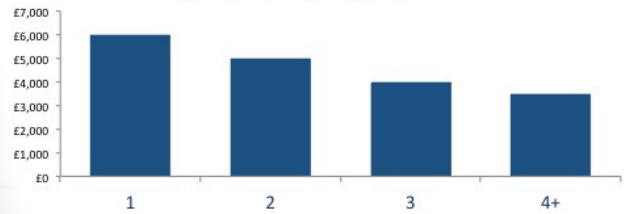


Connecting to first-time Mums

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Expenditure on youngest child



Lifestage expenditure on youngest child



What would success look like?

- Taking the UK to acceptable profitability
- Returning UK Online to more than 10% growth per annum
- Accelerating international revenue by 20% per annum
- Lead the international markets online
- Moving the culture of the business to one of consistent delivery



We have started work already

Initiative	Status
Continued international franchise growth	International network sales up 17.8%
UK store rationalisation plan	62 net store closures taking store portfolio to 311
UK operating cost reduction of £20m	Head Office consultation concluded • additional on-going cost reduction
Launched new web platform to re-invigorate Direct	Launched on-time on 1 May 2012
Strengthened Mothercare leadership team	Non-Executive Chairman (Alan Parker) UK Managing Director (Mike Logue) New group CEO (Simon Calver)

Transformation and growth strategy

1 Lean retail

2 Restore UK profitability

3 Accelerate International growth

4 Multi-channel worldwide

1 Lean Retail

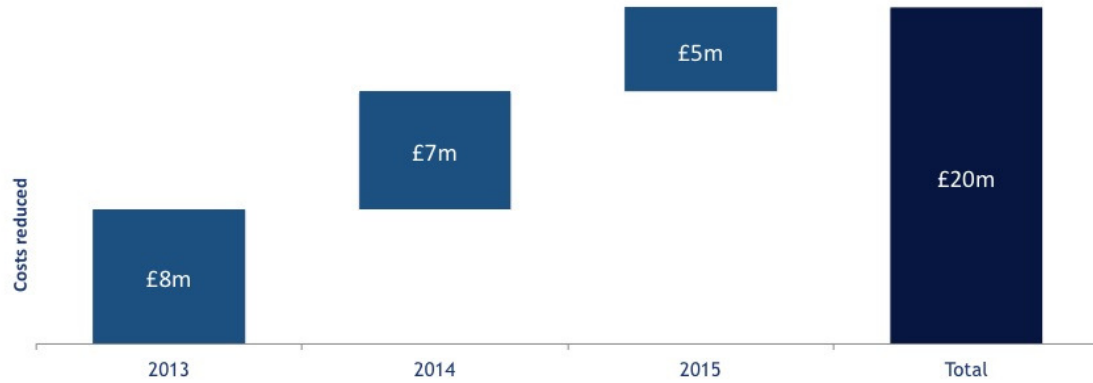
Centralised cost control
Sourcing efficiencies
Category mix management



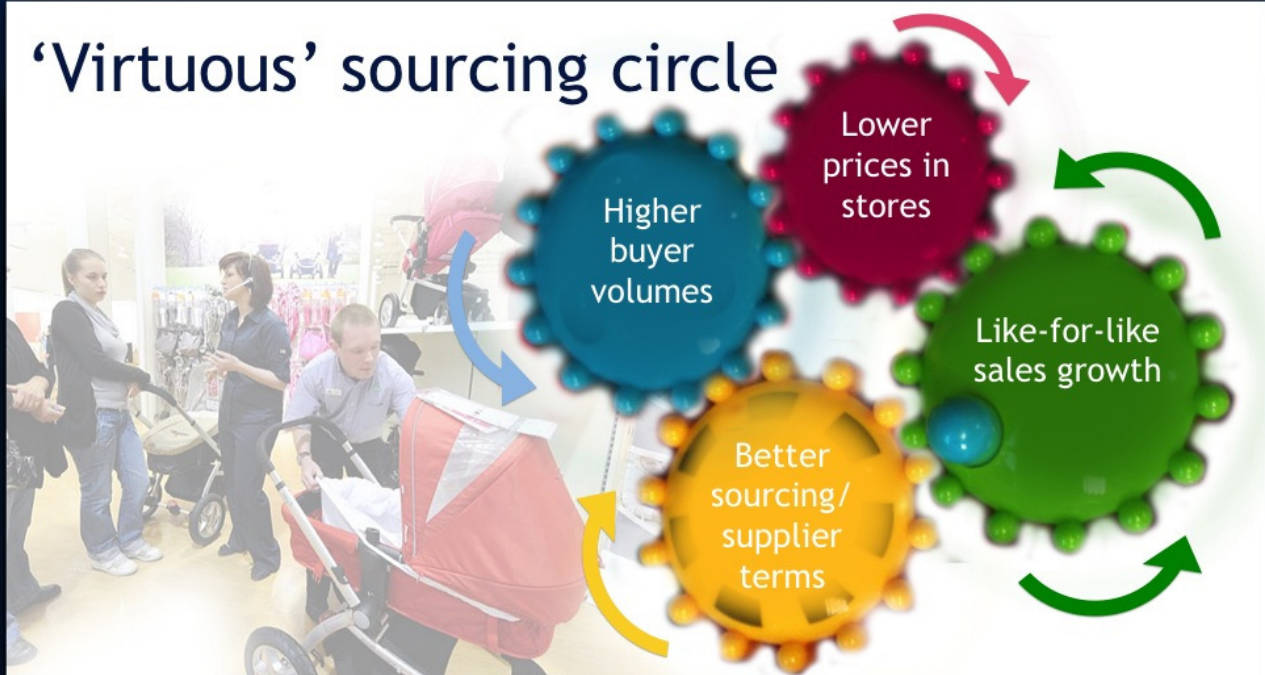
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Reduce UK non-store costs



'Virtuous' sourcing circle

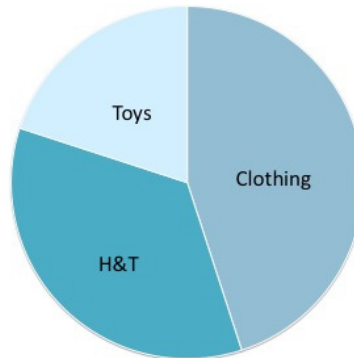


Category mix management

FY 2012A UK sales



FY2015E UK sales



- Split between categories increasing in higher margin categories
- Own brand contribution growing
- Innovation pipeline focused on accelerating own brand



2 Restore UK profitability

National coverage

Improve value

Innovative product ranges

Enhance customer service



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Adapting to the market and customer



National coverage even in FY 2015



31 Mothercare and Early Learning Centre stores

UK property restructure

- Restructure on track with 62 closures and 29 leases renegotiated on expiry*
- Total UK stores 311 (209 Mothercare, 102 ELC) at end FY 2012
- Target portfolio of 200 stores in FY 2015 currently profitable at store level:



32 * Completed or in progress

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Mike Logue
MD UK

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Delivering for our customers in the UK

Mums tell Mums to shop with us

Great value
for money

Consistent
Knowledgeable
Friendly service

Innovative
product ranges

Right product, right place, right time

Great value for money

- Improved value in clothing - same great quality, significant price reductions
- Best price for branded goods - online and instore
- Clearer good, better, best hierarchy which makes sense to customers
- Fewer, stronger promotions, less is more
- Grow exclusive own-label product



Strong value - Quality maintained, prices improved



- Significantly lower average selling price for AW12
- Highly competitive entry price points at the great quality mums expect from Mothercare
- Margins maintained through improved commodity costs, increases in volumes and reductions in markdowns

Delivering for our customers in the UK

Mums tell Mums to shop with us

Great value
for money

Consistent
Knowledgeable
Friendly service

Innovative
product ranges

Right product, right place, right time

Friendly, knowledgeable service

- Customer listening: new survey launched in every store
- Training investment: bra fitting, car seat fitting, product knowledge
- Improving feeding and baby changing rooms
- Restructured Field Management team



Service - customer feedback survey launched

Online survey

mothercare my customer

Please rate your satisfaction with...

	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied
The cleanliness of the store.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The length of time you had to wait for your bra fitting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ease of finding the items you were looking for.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The availability of assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of time spent waiting to speak to a staff member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Next](#)

Progress 15%

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Store dashboard



Over 3,000 customer responses in first week of launch

Service - training and expertise

- Trained car seat fitter and bra fitter available on every shift
- Best “local” store for service



Service - feeding and baby changing rooms

- Goal to be a haven for mums
- Best 'local' facilities



Delivering for our customers in the UK

Mums tell Mums to shop with us

Great value
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Innovative
product ranges

Right product, right place, right time

Innovative product ranges

- New Nursery ranges
- Jools Oliver
- Blooming Marvellous re-launch
- Movix
- Toys:
Significant newness in ELC
and Mothercare



Innovative product range - Movix



- Light weight
- 3 seating formats
- No need to adjust chassis
- More storage in a compact frame
- Multiple colour options



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Niche product range - Jools Oliver



- little bird by Jools Oliver
- Spans newborn and kids clothing, nursery bedding, and gift
- Launching 17 August

Innovative product range - Toys



- 21% new options for ELC
- 15% for Mothercare toys

Delivering for our customers in the UK

Mums tell Mums to shop with us

Great value
for money

Consistent
Knowledgeable
Friendly service

Innovative
product ranges

Right product, right place, right time

3 Accelerate international growth

Solid foundation for growth

New store opening programme

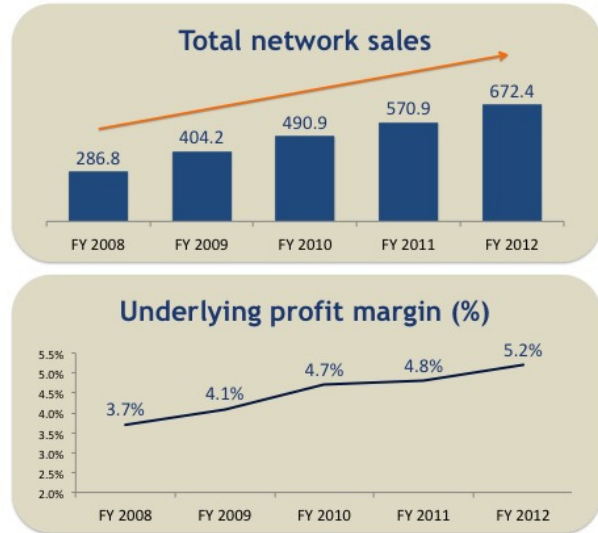
Emerging market focus



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International growth



Foundation to leverage scale in place



Middle East, Russia

India, China

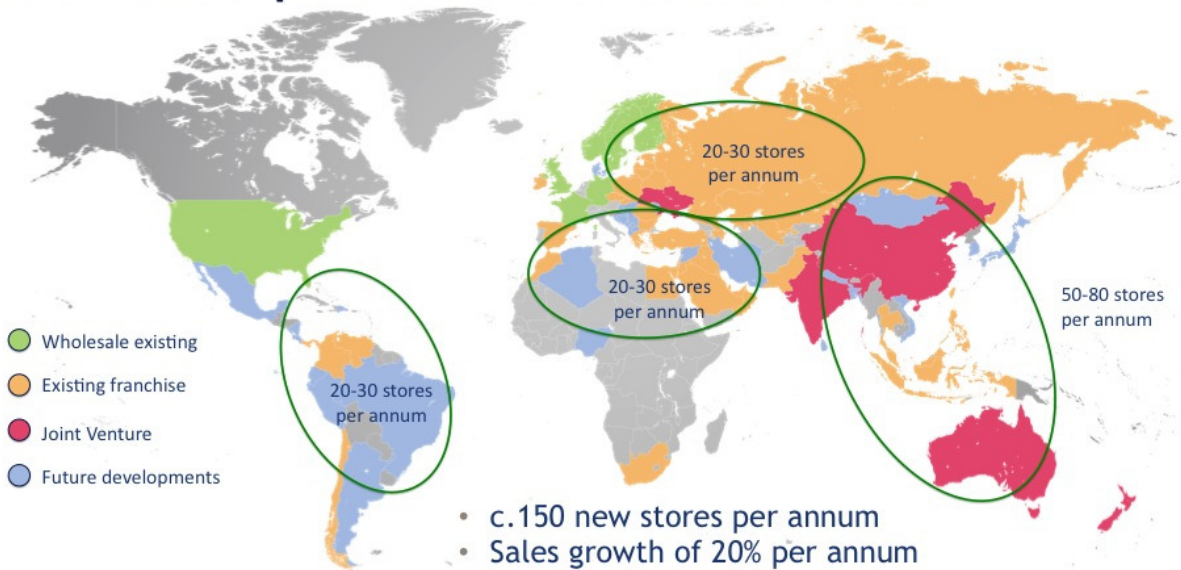
Latin America

A photograph of Jerry Cull, MD International, in a baby store. He is in the foreground, wearing a dark suit and tie, looking towards the right. The background is a blurred view of a baby store with various items like strollers and car seats. Two women are visible in the background, one in a yellow top and one in a pink jacket. A blue sign with white text 'price match' is also visible.

Jerry Cull
MD International

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Increase pace for International



Regional focus - Europe

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- 409 stores in 28 countries
- Space 992k sq. ft.
- Expected space growth of 10% per annum over next three years
- Russia is a key focus:
 - E-commerce launch 2012/13
 - 4 new cities
 - 10 new stores per annum

53

Volgogradsky, Moscow – 3,718 sq. ft.

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Regional focus - Middle East and Africa



- 290 stores in 14 countries
- Space 628k sq. ft.
- Expected space growth of 10% per annum over next three years
- Favourable demographics
- Positive like-for-likes for the next three years
- New countries:
 - Tunisia in 2013
 - Libya in 2015

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Tahlia Street, Saudi Arabia – 14,000 sq. ft.

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Regional focus - Asia Pacific



- 318 stores in 13 countries
- Space 644k sq. ft.
- Expected space growth of over 20% per annum over next three years
- JVs moving to profitability
- China upgrade:
 - 4 new cities
 - 20-30 stores per annum
- Australia fully rebranded

55

Sky Mall, Shanghai – 3,257 sq. ft.

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Regional focus - India



- 85 stores across India
- Present in 13 cities with 3 new cities planned for 2012/13
- 20-30 stores per annum

56

DLF Place, Saket, Delhi – 3,705 sq. ft.

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Regional focus - Latin America



- 11 stores, in 3 countries, at year end
- Space 19k sq. ft.
- Expected space growth of over 100% per annum over next three years
- New Countries opened in:
 - Chile
 - Peru
 - Panama
 - Venezuela (May 2012)

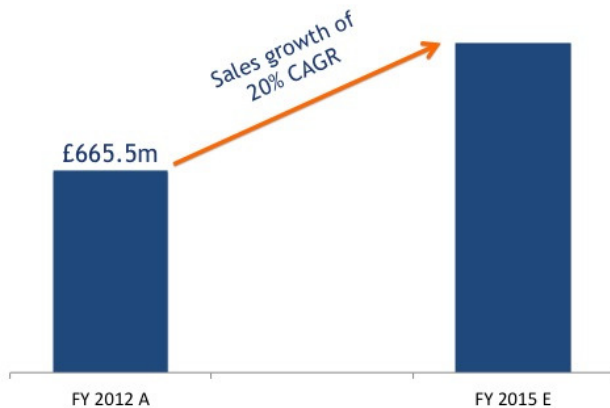
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Metro Mall, Panama – 3,400 sq.ft.

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International growth accelerating

International retail sales



- Strong pipeline of new stores
- Sales expected to grow by c.20% per annum
- Revenue growth should track space growth with positive like-for-likes adding further to the mix
- International markets now going online

4 Multi-channel worldwide

Multi-channel offer

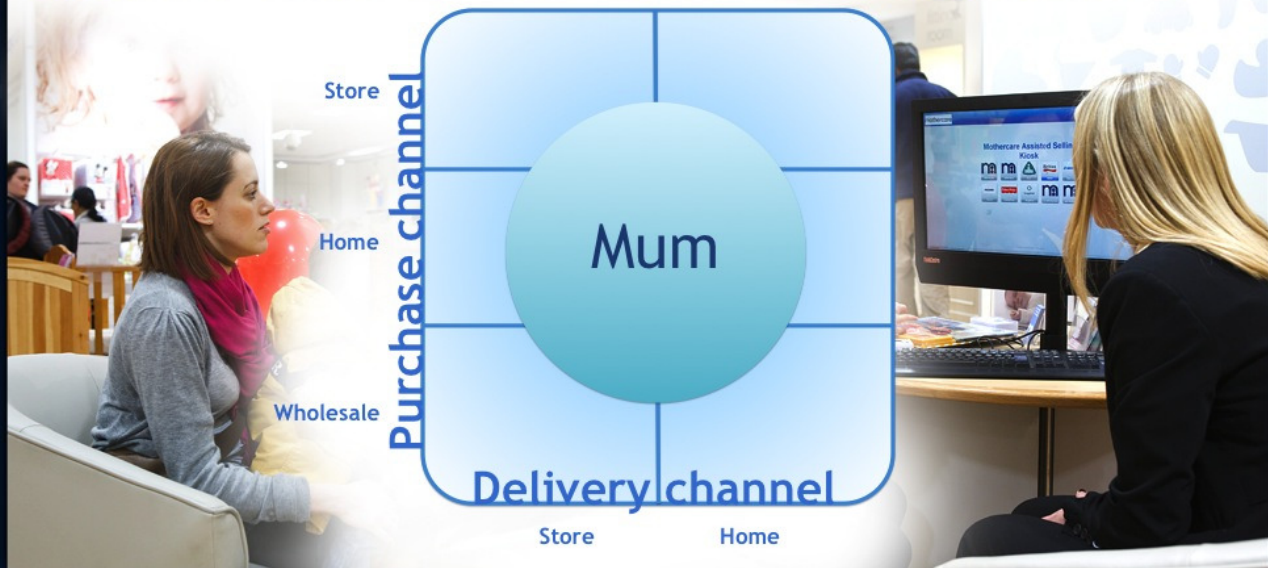
New UK website

Overseas websites

Customise to market



Mum is core to our multi-channel offer



4 Multi-channel

New UK website live - 1 May 2012



- New UK web platform
- Significant online research
- Improved content
- Appear in online searches with competitive pricing
- Increase conversion and drive revenues

Developing UK mobile platform



- Smartphone research increasingly important
 - 50% of Mums use smartphones
 - Traffic increasing on mobile platforms
- Improved visual and user functionality
 - Faster and more intuitive buying and browsing
 - Interactive advice and communication with customers
- Co-ordinated multi-channel functionality
 - Cross-channel support for customers

Wholesale potential

Early Learning Centre



DEBENHAMS



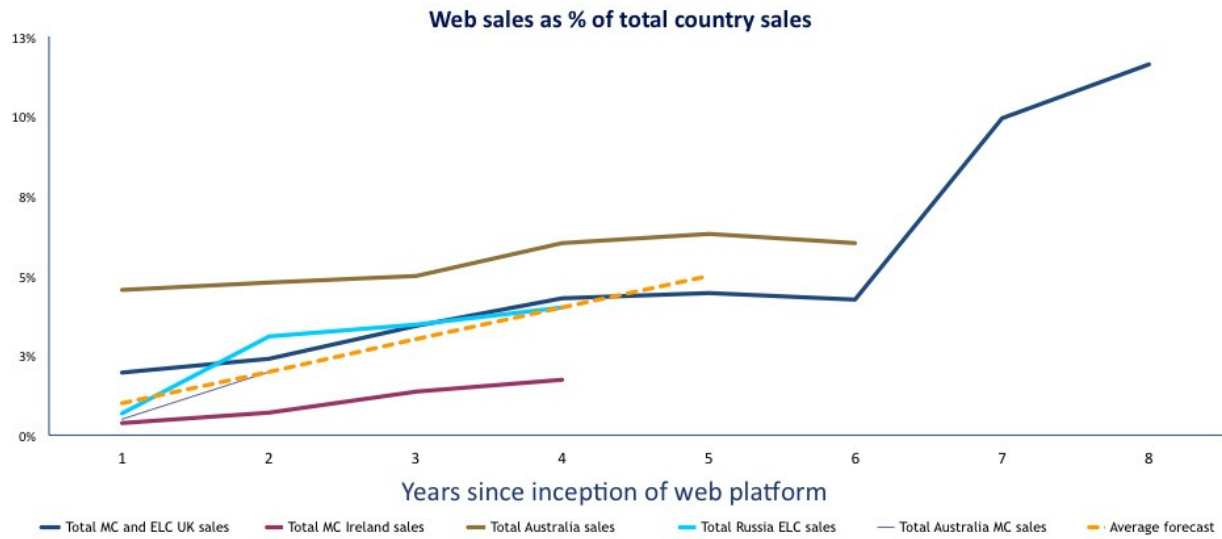
Mini Club



International going online

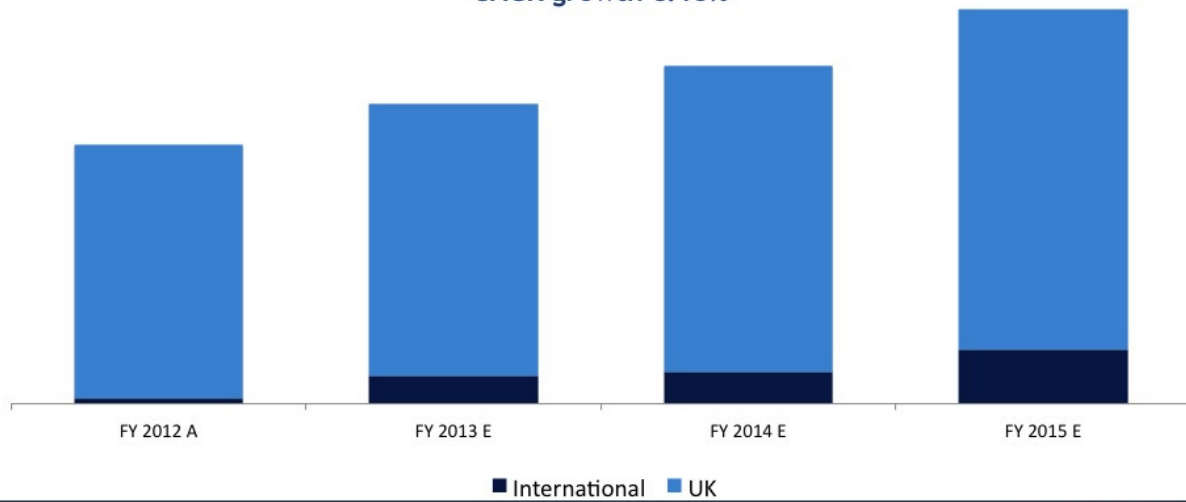
The image shows a laptop screen displaying the Mothercare website. The website features a navigation bar with categories like 'development stage', 'maternity', 'pushchairs', 'nursery & safety', 'car seats', 'clothing', 'feeding', 'bathing', 'kids bedroom', 'toys & gifts', and 'offers'. The main banner is titled 'choosing your perfect pushchair' with a sub-headline 'advice for first time mums'. Below the banner are sections for 'other Mums are buying...', 'spring clothing buy 1 get 1 free', 'bedtime essentials', and 'baby's first holiday checklist'. To the right of the laptop is a promotional flyer for the Russian market. The flyer is titled 'Центр раннего развития' (Center for Early Development) and features various products and services. It includes a section for 'Игра "Гусеница"' (Caterpillar Game) priced at 1 010 руб. and a 'Набор' (Set) priced at 1 900 руб. The flyer also mentions 'Бесплатная доставка заказов от 3 000 руб. в пределах МКАД' (Free delivery of orders from 3 000 rub. within the МКАД). At the bottom of the flyer, it says 'we're now bigger and better shop online at www.mothercare.com' and provides icons for 'online shopping', 'collect in store', and 'pay on delivery'.

Tracking early years in the UK market



Significant online goals

CAGR growth c. 15%



Transformation and growth strategy

1 Lean retail

2 Restore UK profitability

3 Accelerate International growth

4 Multi-channel worldwide



Guidance and outlook

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Outlook FY 2012/13

International

- 150 new stores
- Retail sales growth of c.20%

UK

- Challenging UK environment means like-for-like sales remain negative
- Gross margin flat year-on-year
- Store numbers reduced by c.50
- Non-store costs reduced by c.£8m on an annualised basis
- Closing net debt c.£25m

General guidance to FY 2014/15

International

- Sales growth of c.20% per annum
- International websites in all our major markets

UK

- Return UK to profitability over the 3-year plan
- No like-for-like sales growth or gross margin gains over life of plan
- Reduce store portfolio to c.200 stores over life of plan, which eliminates losses of c.£13m on an annualised basis
- UK non-store costs reduced by c.£20m on an annualised basis over life of plan
- Cash costs of restructuring c.£35m over life of plan

Refinancing complete

- Total exceptional cash costs of restructuring FY 2013 to FY 2015 £35.0m:

	Charged	Cash utilisation				Total
			FY 2013	FY 2014	FY 2015	
FY 2012	21		19	2	-	21
FY 2013	14		1	7	6	14
Total	35		20	9	6	35

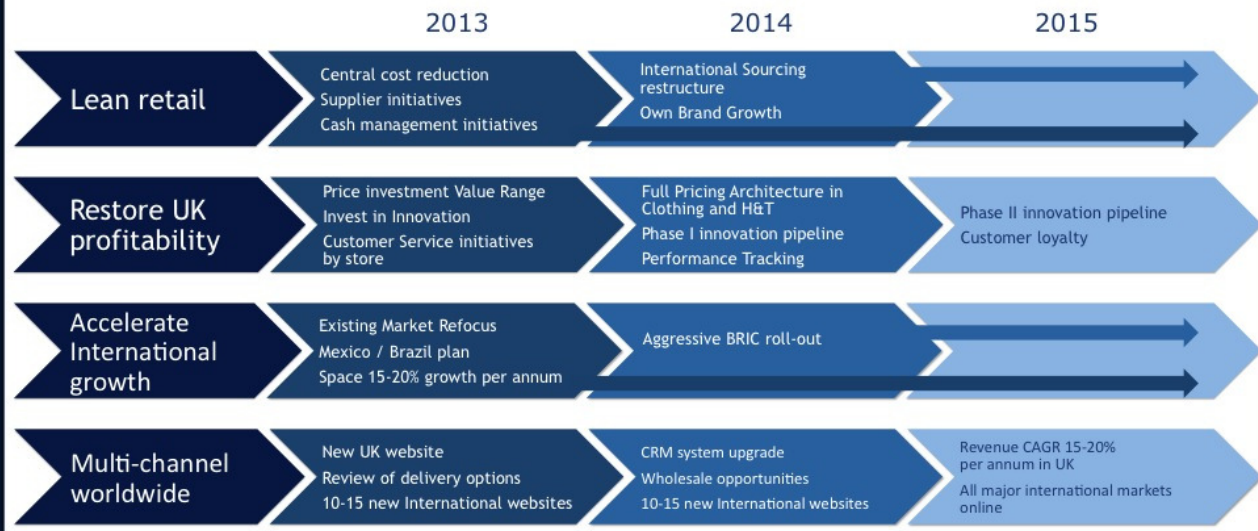
- Funded by £90m of committed facilities extended to May 2015
- Provides additional liquidity and further covenant headroom to deliver three-year “Transformation and Growth” plan



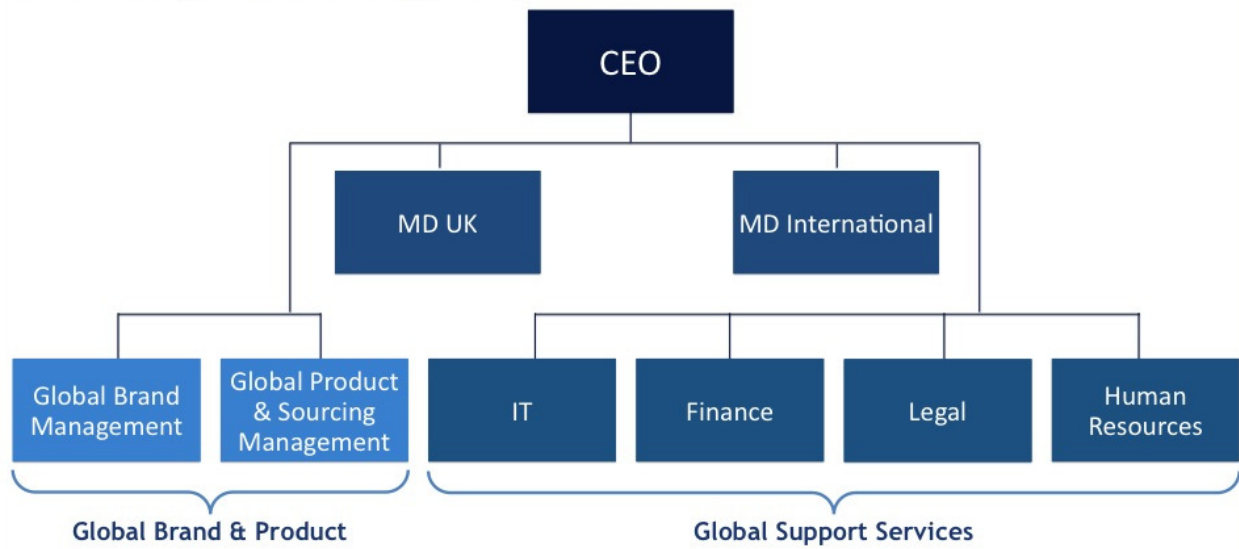
Transformation and Growth Plan The summary

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Making it happen



Strengthening my team



Summary - Group transformation

- Robust and detailed plan
- Cost out and store closures, margin or like-for-like growth
- Returns UK to profit over course of plan
- International partners are strong and poised for acceleration of store openings
- Customer focussed decision making
- New plan, team and funding in place to deliver

Q&A



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Our most
important
delivery yet

Full year results
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Appendices

Key store data
Group balance sheet
Pension schemes
52/53 week reconciliation
Reported/network sales by channel

Full year results
24 May 2012

Key store data as at March 2012

	March 2009	October 2009	March 2010	October 2010	March 2011	October 2011	March 2012
Total UK stores							
Total stores	405	389	387	377	373	352	311
High street	326	308	300	284	275	251	208
Out of town	79	81	87	93	98	101	103
Selling area ('000 sq. ft.)	2,007	1,967	2,008	2,015	2,017	2,001	1,946
Sales* per sq. ft.	288	297	292	287	280	270	242
International stores							
Europe	262	301	327	368	389	401	409
Middle East and Africa	198	213	225	248	263	291	290
Asia Pacific	149	157	176	224	242	283	318
Latin America							11
Total stores	609	671	728	840	894	975	1,028
Selling area ('000 sq. ft.)	1,294	1,420	1,538	1,729	1,845	2,124	2,283

Group balance sheet

	FY 2011/12 £m	FY 2010/11 £m
Non current assets		
Fixed assets	96.3	101.5
Intangibles	48.9	107.1
Net current assets		
Working capital	54.8	50.6
(Debt)/cash	(20.1)	15.3
Other	(30.6)	(10.6)
Non current liabilities		
Pensions	(52.7)	(37.6)
Tax	17.5	6.0
Other	(41.4)	(39.5)
Net assets	72.7	192.8

Pension scheme

	FY 2012/13** £m	FY 2011/12 £m	FY 2010/11 £m
Income statement			
Service cost	(2.5)	(2.3)	(2.9)
Return on assets/interest on liabilities	(1.0)	0.2	(0.6)
Gains on curtailment	-	0.2	-
Net change	(3.5)	(1.9)	(3.5)
Cash funding			
Recurring payments	(2.0)	(1.9)	(2.2)
Deficit contribution	(3.2)	(6.1)*	(2.3)
Total cash funding	(5.2)	(8.0)	(4.5)
Balance sheet			
Fair value of schemes' assets	-	217.3	208.4
Present value of defined benefit obligations	-	(270.0)	(246.0)
Net liability	n/a	(52.7)	(37.6)

81 * £3.3m additional contribution in week 53 ** Estimate

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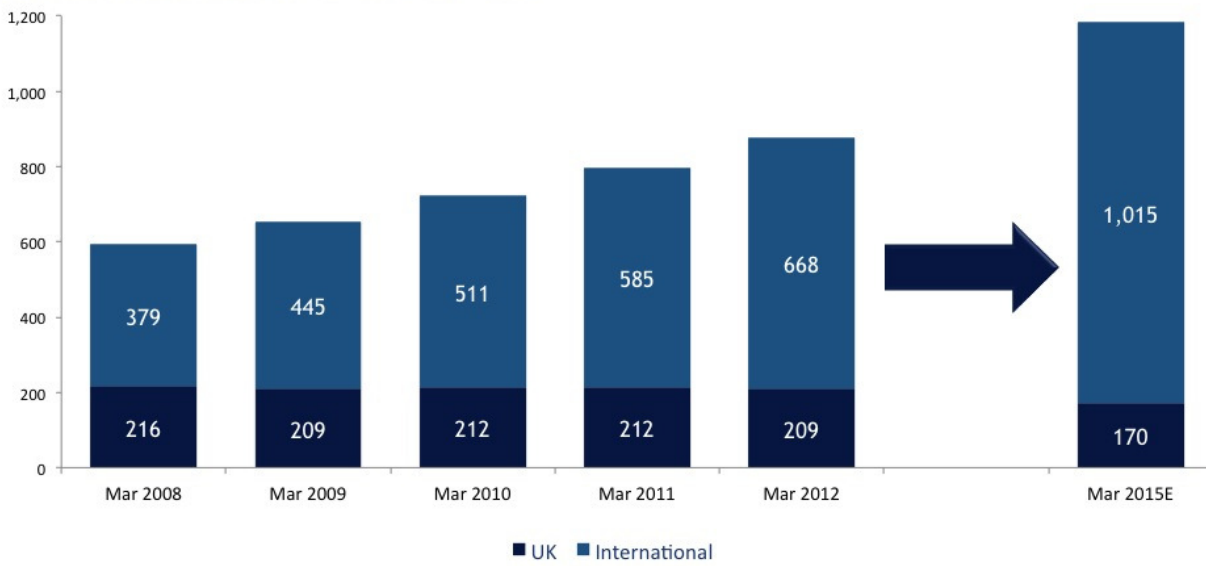
Group sales - 52 weeks comparison

	Reported sales - 52 weeks			Network sales - 52 weeks		
	2011/12 £m	2010/11 £m	% VAR	2011/12 £m	2010/11 £m	% VAR
International retails	242.6	197.0	+23.1%	651.1	561.5	+16.0%
International Wholesale	6.7	9.4	-28.7%	6.7	9.4	-28.7%
Total international	249.3	206.4	+20.8%	657.8	570.9	+15.2%
UK retail	519.1	565.6	-8.2%	519.1	565.6	-8.2%
UK Wholesale	31.2	21.6	-44.4%	31.2	21.6	+44.4%
Total UK	550.3	587.2	-6.3%	550.3	587.2	-6.3%
Group sales	799.6	793.6	+0.7%	1,208.1	1,158.1	+4.3%

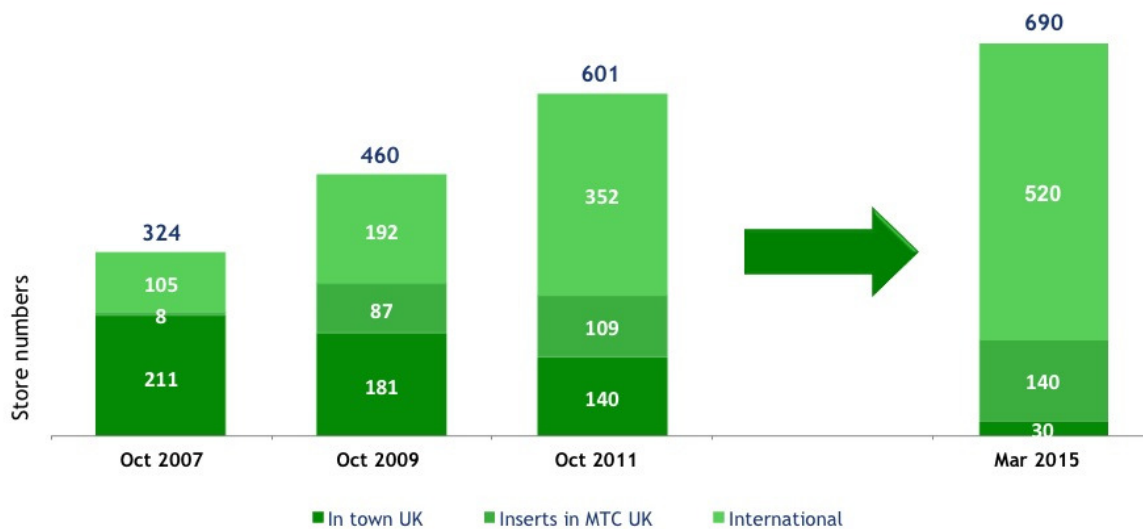
Group sales - 53 weeks comparison

	Reported sales			Network sales		
	53 weeks	52 weeks	% VAR	53 weeks	52 weeks	% VAR
	2011/12 £m	2010/11 £m		2011/12 £m	2010/11 £m	
International retails	245.8	197.0	+24.8%	665.5	561.5	+18.5%
International Wholesale	6.9	9.4	-26.6%	6.9	9.4	-26.6%
Total international	252.7	206.4	+22.4%	672.4	570.9	+17.8%
UK retail	528.7	565.6	-6.5%	528.7	565.6	-6.5%
UK Wholesale	31.3	21.6	+44.9%	31.3	21.6	+44.9%
Total UK	560.0	587.2	-4.6%	560.0	587.2	-4.6%
Group sales	812.7	793.6	+2.4%	1,232.4	1,158.1	+6.4%

Mothercare stores



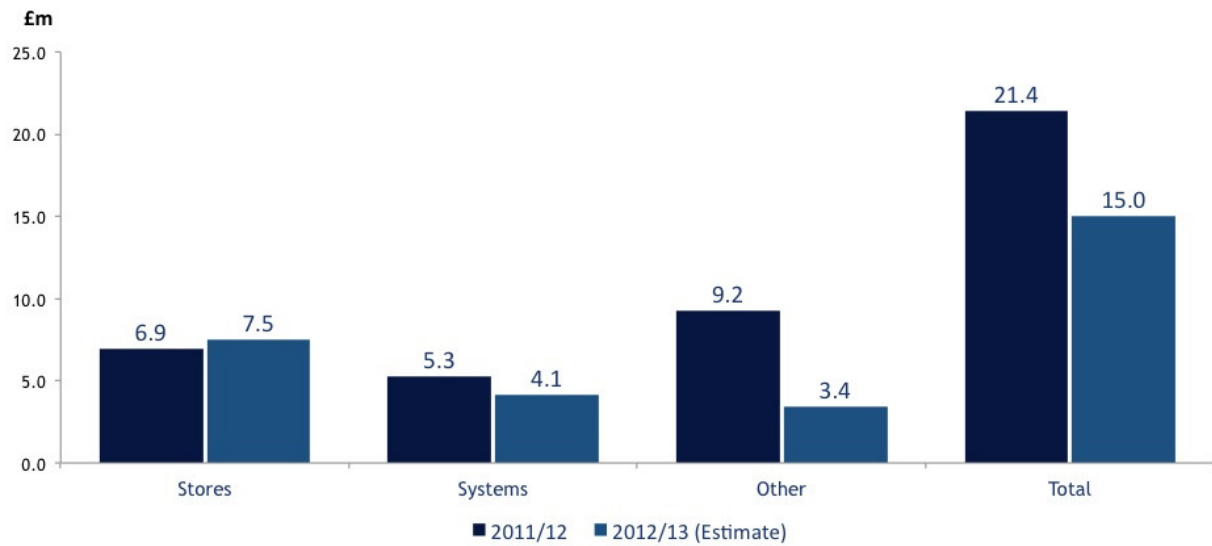
ELC - UK high street retailer to global brand



85 Plus Wholesale and Direct growth in the UK (Argos, Debenhams, Boots, Amazon)

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Capex cashflow



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Simon Calver biography

Simon Calver was appointed Chief Executive of Mothercare plc on 30 April 2012. He was recently CEO of Lovefilm, the online DVD and Digital Entertainment company, now part of Amazon Inc.

He previously worked in brands and marketing with Unilever and PepsiCo, in charge of the UK business launching Pepsi Max, Pepsi Blue and the development of the Pepsi Music activity. At PepsiCo he also moved to the US as VP Sales Operations managing worldwide franchise partners.

After Pepsi he was GM and VP for Dell Home and Small Business operations based in Ireland and also COO and President of Riverdeep Inc., the interactive digital education company.

He lives in West London with Cathy and his young son Monty.



Mike Logue biography

Mike joined the Exec team in August 2011 from Asda where he spent the last 4 years as the Commercial Director for Non Food and the Managing Director of Asda Living.

Prior to Asda Mike was the Managing Director of Gamestation before the business was sold to the Game group. Mike started his retail career at Marks and Spencer where he spent 11 years working in Operational roles throughout the UK and in Hong Kong



Jerry Cull biography

Jerry Cull is Group International Director and joined Mothercare in 1993 as a Regional Manager.

In 1995 Jerry moved to head up the fledgling franchise business and has spent the last 18 years creating the largest and fastest growing area of Mothercare Group.

He is the companies representative Director on the Chinese and India retail Joint Venture Board and is also a Director of Mothercare Australia listed on the AX exchange. He also sits as a Pensions Trustee on both staff and Executive schemes.

Prior to Mothercare Jerry spent 13 years in the Group at Bhs holding a variety of similar roles as well as Head of Bhs International and store development

Jerry is married with 5 children and lives in Buckinghamshire

