New York Investor Day

Wednesday, June 24, 2015

SIGNET JEWELERS

SIGNET JEWELERS

James Grant

VP, Investor Relations
Signet Jewelers

Agenda

9:30 AM	**Executive Presentations**
	Mark Light: CEO, Signet Jewelers
	Michele Santana: CFO, Signet Jewelers
	Break
	Ed Hrabak: President, Sterling Division
	George Murray: President, Zale Division
	Break
	Seb Hobbs: Managing Director, U.K. Division
11:45 AM	**Question & Answer Session**
12:30 PM	**Lunch**
2:00 PM	**Buses Depart for Store Tour**
5:30 PM	**Buses Return from Store Tour**

Forward Looking Statements & Other Disclosure Matters

Forward-Looking Statements - This presentation contains statements which are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements, based upon management's beliefs and expectations as well as on assumptions made by and data currently available to management, include statements regarding, among other things, Signet's results of operation, financial condition, liquidity, prospects, growth, strategies and the industry in which Signet operates. The use of the words "expects," "intends," "anticipates," "estimates," "predicts," "believes," "should," "potential," "may," "forecast," "objective," "plan," or "target," and other similar expressions are intended to identify forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to a number of risks and uncertainties, including but not limited to general economic conditions, risks relating to Signet being a Bermuda corporation, the merchandising, pricing and inventory policies followed by Signet, the reputation of Signet and its brands, the level of competition in the jewelry sector, the cost and availability of diamonds, gold and other precious metals, regulations relating to customer credit, seasonality of Signet's business, financial market risks, deterioration in customers' financial condition, exchange rate fluctuations, changes in Signet's credit rating, changes in consumer attitudes regarding jewelry, management of social, ethical and environmental risks, security breaches and other disruptions to Signet's information technology infrastructure and databases, inadequacy in and disruptions to internal controls and systems, changes in assumptions used in making accounting estimates relating to items such as extended service plans and pensions, the impact of the acquisition of Zale Corporation on relationships, including with employees, suppliers, customers and competitors, the impact of stockholder litigation with respect to the acquisition of Zale Corporation, and our ability to successfully integrate Zale's operations and to realize synergies from the transaction. For a discussion of these and other risks and uncertainties which could cause actual results to differ materially from those expressed in any forward-looking statement, see the "Risk Factors" section of Signet's Fiscal 2015 Annual Report on Form 10-K filed with the SEC on March 26, 2015. Signet undertakes no obligation to update or revise any forward-looking statements to reflect subsequent events or circumstances, except as required by law.

Non-GAAP Measures - Certain financial measures 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 Signet's Form 10-K dated March 26, 2015 and Form 10-Q dated June 3, 2015, filed with the SEC and available on Signet's website, www.signetjewelers.com.

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Signet Representatives

Steve Becker:	Signet Chief Human Resources Officer
Michelle Chapa-Fowler:	Senior Vice President of Merchandising, Zale Division
Dave Clunk:	Signet Senior Vice President of Real Estate & Store Planning
Scott Davies:	Senior Vice President of Marketing, Zale Division
Lynn Dennison:	Signet Chief Legal, Compliance & Corporate Affairs Officer
Cathy Fischer:	Senior Vice President of Marketing, Sterling Division
Tryna Kochanek:	Senior Vice President of Field Operations, Sterling Division

Signet Representatives

Stuart Lee:	Senior Vice President of Merchandising, Sterling Division
Bill Luth:	Senior Vice President of Store Operations, Zale Division
Rory O'Donnell:	Signet Controller
Dawn Phillipson:	Signet Manager Investor Relations
Denise Shaffer:	Signet Treasurer
Dan Shull:	Signet Chief Information Officer

Signet Board Members in Attendance

Helen McCluskey:	Signet Board Member
Tom Plaskett:	Signet Board Member
Robert Stack:	Signet Board Member
Todd Stitzer:	Signet Chairman of the Board
Eugenia Ulasewicz:	Signet Board Member

Mark Light

CEO, Signet Jewelers

SIGNET JEWELERS

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SIGNET JEWELERS

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VISION 2020

Designed to Build Signet's Core Strengths for Long-Term Growth & To Enhance Shareholder Value

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Vision 2020 Strategic Pillars



Informs Every Plan & Initiative



- Conducted U.S. Market & Customer Segmentation Study
- Refined Our View of Mid Market Based on Value of Products Consumers Buy
- Mid Market Represents Merchandise $100 - $10,000
- Excludes Costume and Luxury Jewelry
- 95% of Signet Sales Are In This Range

U.S. Mid-Market

$41.2 Billion



Our Competitors: Any Merchant That Sells Fine Jewelry in $100-$10,000 Range

- Independent Jewelers
- Department Stores
- Mass Merchants
- Web Businesses

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Mid-Market Opportunities

Strategy 1

Maximize Mid Market





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Our Core

- Signet's Categories Where We Excel
- We Will Focus and Build On Our Core Strengths



Continuously Improving Our Business



- Positioning with Our Customer Base
- Products
- Organizational Structure

Customer Segmentation Study



- Defining Highest Priority Growth Opportunities
- Positioning Store Brands Across Divisions
- Differentiating & Optimizing Store Brands
- Strengthening Unique Value Position

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Customer Segmentation Study

Jewelry Buying Occasions

Bridal



Gift-Giving





Self Purchase

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Customer Segmentation Study

Signet's Strengths

Approx.
50% of Total Sales

Bridal



25% Share of
Bridal Mid-Market

Gift-Giving



Approx.
50% of Total Sales

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Customer Segmentation Study



Differentiated on Attitudinal Basis

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Customer Segmentation Study



Sentimentalist

Looks For:

- High Quality
- Sentimental Value
- Timeless Pieces

Customer Segmentation Study



Gifter

- Buys Jewelry Only as a Gift
- Doesn't Know Much About Jewelry
- Doesn't Enjoy Shopping

Customer Segmentation Study



Influencer

- Buys Jewelry for Others and Him/Herself
- Uses Jewelry to Show Status
- Cares About Brands

Customer Segmentation Study



Stylish Shopper

- Likes Extra "Bling" from Jewelry
- Wears Jewelry Often
- Jewelry is Part of an Outfit

Customer Segmentation Study



Practical Shopper

- Low-Key Purchaser
- Likes Inexpensive, Every Day Jewelry

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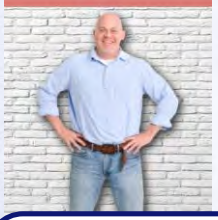
Customer Segmentation Study

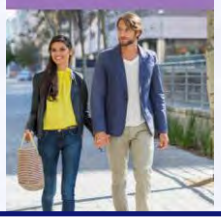
Sentimentalist



Gifter



Influencer



Stylish Shopper



Practical Shopper



Not Defined By Age or Income

Each Store Brand Attracts Certain Types of Customers

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Customer Segmentation Study



- Jewelry is a Highly Emotional Purchase
- Customers Extend Trust if They Feel Comfortable
- Opportunities for New Marketing, Store Design, Merchandise Assortments, and More

Product Development & Design Center



- New York Based
- Collaborates with Each Business Unit to Identify and Create Industry Trends
- New Designs Exclusively Available at Signet Stores

Signet Jewelers

World's Largest Seller of Diamond Jewelry



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Signet Jewelers

- Customer Segmentation Study Reinforced Focusing and Expanding on Core Strengths
- Building on Core Increases Shareholder Value
- Commitment to Customers and Shareholders is Unwavering



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Bridal Sales

Approx. 50% of Signet Business

Strategy 2

Best in Bridal



Best in Watches UK





THE LEO DIAMOND by Leo Schachter



Neil Lane BRIDAL



TOLKOWSKY



VERA WANG LOVE

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Cross-Selling

Strategy 2

Best in Bridal



Best in Watches UK







Neil Lane BRIDAL

SIGNET

Cross-Selling Other Brands



Open Hearts by Jane Seymour®



LE VIAN®

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Bridal

The Closest Thing to A Necessity in Jewelry

Strategy 2

Best in Bridal

Best in Watches UK

- Industry-Leading Supply Chain Capabilities
- Proven Effective Marketing
- "Perfect Bridal Presentation"



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Credit

Strategy 2

Best in Bridal

Best in Watches UK

- Most Bridal Sales Involve Our Credit Program
- Majority of Credit Portfolio is for Bridal
- Bridal is a Critical Area to Develop Lifetime Customers
- Long-Term Growth Potential

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Best In Watches: U.K.

Strategy 2

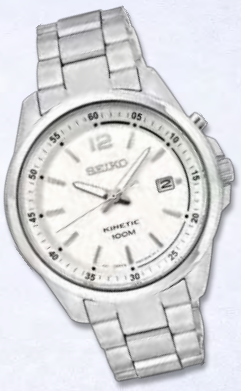
Best in Bridal



Best in Watches UK



- Watch Sales Make Up Over 30% of U.K. Sales
- Watch Business Continues to Grow





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Best In the Digital Ecosystem

Strategy 3

Digital EcoSystem



- Omni-Channel Approach
- Internet is Often First Interaction Customers Have With Us
- Most Customers Complete Their Purchases in Our Stores
- Physical Stores Will Always Be Our Most Important Element



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Customers Use Websites & Social Media to Experience Merchandise Prior to Visiting Stores

Strategy 3

Digital EcoSystem



Maximize Impressions, Optimize In-Store Experience, Drive Sales

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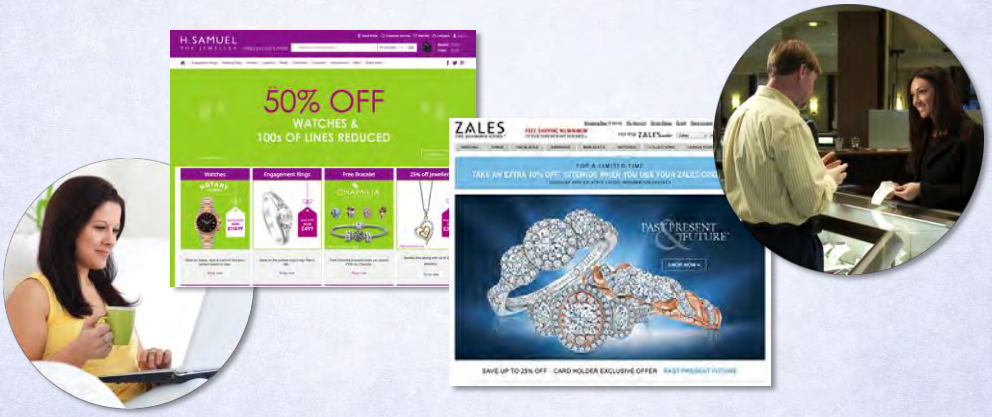
Customers Order On-Line and Ship Home, or Pick Up in Stores

Strategy 3

Digital EcoSystem



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Our Growth

Strategy 4

Expand Our Footprint



1987	1988	1989	1990	1993
Acquisition of Sterling Jewelers Acquisition of 82 Westhall Stores	Acquisition of 56 Osterman Stores	Acquisition of 90 Weisfield Stores	Acquisition of 506 Kay Jewelers and JB Robinson Stores	Jared The Galleria Of Jewelry is Introduced

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Our Growth

Strategy 4

Expand Our Footprint



2000	2003	2012	2014
Acquisition of 137 Marks & Morgan Stores	Sterling Becomes the Largest Specialty Jeweler in the U.S.	Acquisition of 102 Ultra Diamonds Outlet Stores	Acquisition of Over 1,600 Zale Corp. Stores

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Signet: 3,600 Stores

Strategy 4

Expand Our Footprint



KAY JEWELERS

ZALES THE DIAMOND STORE®

JARED® The Galleria Of Jewelry

H.SAMUEL THE JEWELLER

ERNEST JONES LOVE & LIFE

PEOPLES CANADA'S #1 DIAMOND STORE

PIERCING Pagoda® ear piercing & more

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Average Store Sales

1990: $900K

2015: $2.1M

KAY JEWELERS

Largest Retail Jewelry Store Brand in America



1,100 Locations

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Revenue

$1.2 Billion

JARED®
The Galleria Of Jewelry

4th

Largest Jewelry Store Brand in America



250 Locations

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Signet's Growth

Strategy
4



- Organic Growth & Acquisitions are Key Drivers of Our Success
- Each Integration Accelerates Our Execution Curve
- Zale is Youngest Business Unit on Signet Execution Curve
- U.K. Focusing on Growth Bar that Sterling Set
- Sterling Setting & Raising the Growth Bar
- Centralized Real Estate Program

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Our People, Our Foundation

Strategy 5

People, Purpose and Passion





- The Best & Brightest Team Members
- Trained to Achieve & Advance

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"Signetization"

Strategy 5

People, Purpose and Passion



The ongoing process of identifying, creating, sharing and integrating, together, every best practice and using our corporate assets to the greatest benefit of our Team Members and Signet Jewelers.

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One Company

Strategy 5

People, Purpose and Passion







SIGNET JEWELERS







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Corporate Social Responsibility

Strategy 5

People, Purpose and Passion



CLIC Sargent for children with cancer

St. Jude Children's Research Hospital
ALSAC • Danny Thomas, Founder

DIAMOND EMPOWERMENT FUND® DIAMONDS DO GOOD™

JEWELERS FOR CHILDREN
A GIFT OF LOVE FOR CHILDREN IN NEED

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Corporate Social Responsibility

Strategy 5

People, Purpose and Passion



Responsible Jewellery Council

WORLD DIAMOND COUNCIL

SIGNET

Corporate Social Responsibility

Strategy 5

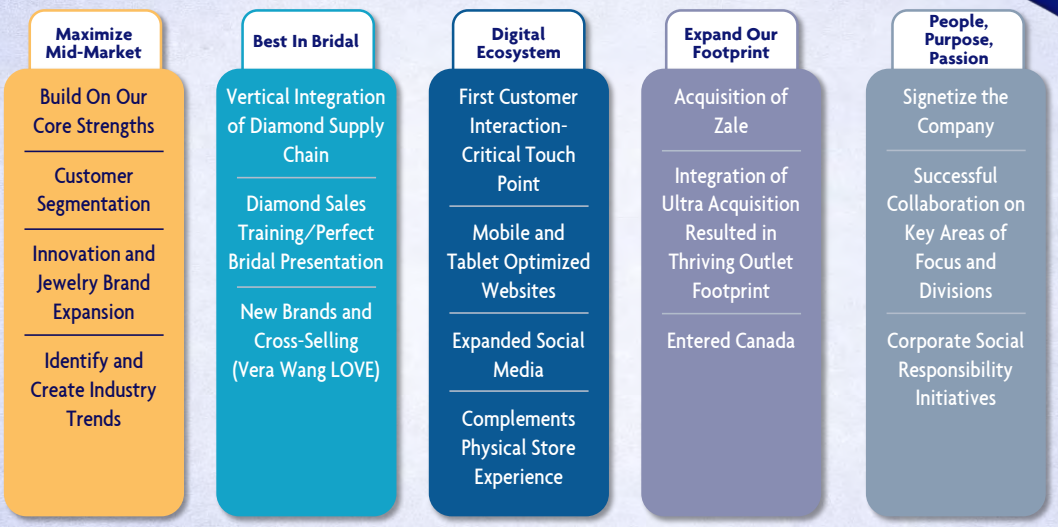
People, Purpose and Passion



We are a Profitable Company Committed to Doing the Right Thing on Behalf of Our Customers, Our Investors, Our Team Members and the People in the Communities Where We Operate Around the World.



Vision 2020 Achievements Summary



Michele Santana

CFO, Signet Jewelers

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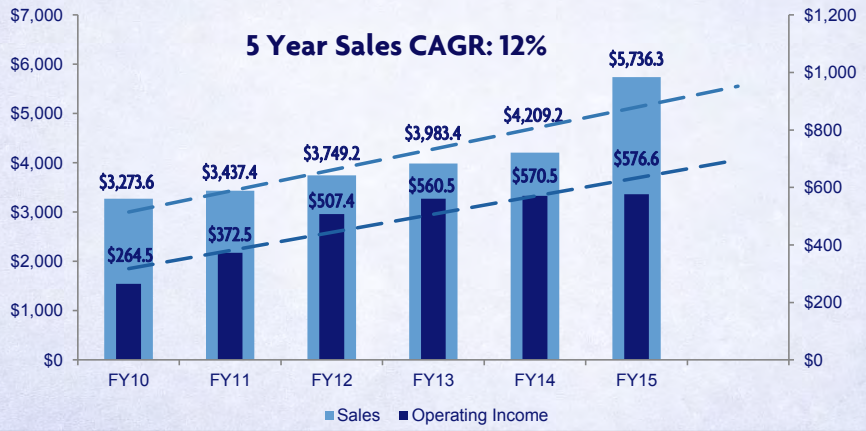
U.S. Jewelry Market

$78.1 Billion

	2014	3 YR CAGR	5 YR CAGR	10 YR CAGR
Signet	$5.7B	15.2%	11.9%	6.7%
Total Jewelry & Watch Market	$78.1B	4.0%	5.3%	3.3%
Total Retail Market	$5,208.4B	4.2%	5.1%	3.1%

Market Data Source: U.S. Bureau of Economic Analysis and U.S. Census Bureau. 2014 Data is Preliminary and Subject to Revision.

Signet Jewelers Historical Long Term Growth



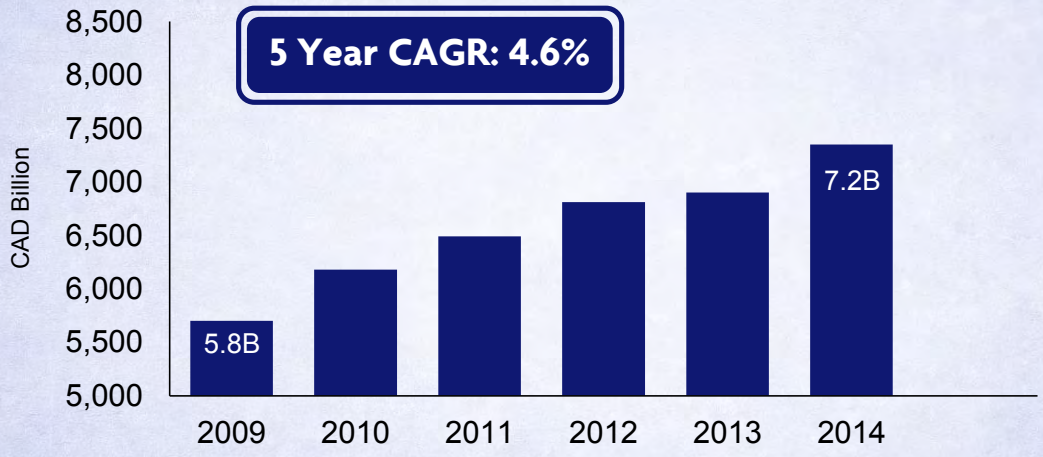
Signet Jewelers Market Share

U.S. Total Jewelry Market Share[1]	2001	2005	2009	2010	2011	2012	2013	2014
Signet	3.4%	3.8%	4.2%	4.4%	4.4%	4.5%	4.6%	6.1%[2]

- Gaining Share in World's Largest Jewelry Market
- Biggest Opportunities Remain in U.S.

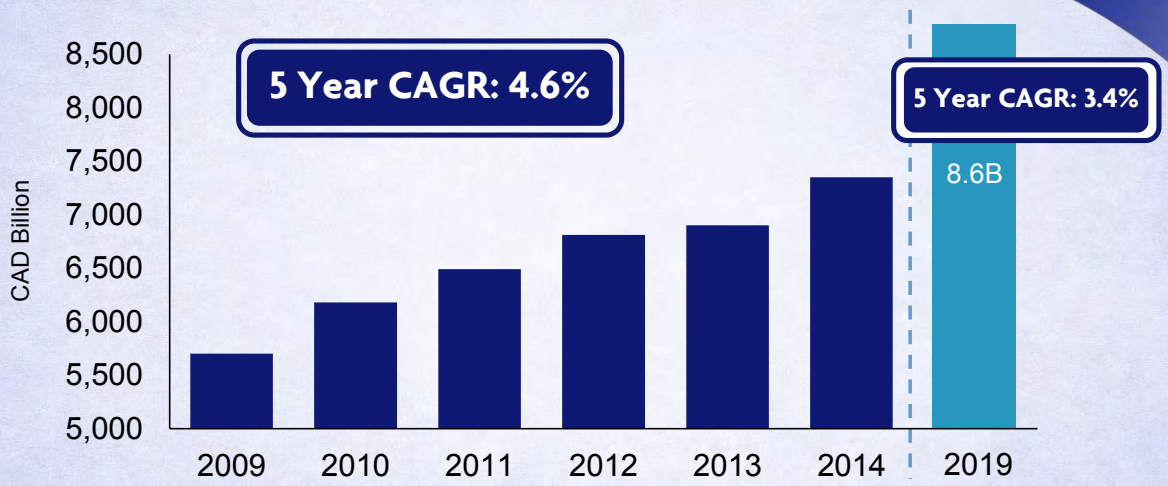
[1] Share of U.S. Jewelry Market as Estimated by the U.S. Bureau of Economic Analysis, based on U.S. Sales as Disclosed in SEC filings.
[2] 2014 Includes a Partial Year of Sales from Zale U.S. and Piercing Pagoda from June-January due to the Acquisition on May 29, 2014.

Jewelry Market Size: Canada



Source: Passport Euromonitor International

Jewelry Market Size: Canada



Source: Passport Euromonitor International

Jewelry & Watch Market Size: U.K.



Source: Mintel Group Ltd.

U.K. Jewelry & Watch Market

- Precious Metals are More Affordable
- Millennial Spending is Growing



Signet Jewelers

- Precedent of Profitable Growth
- Consistent Growth in Sales & Operating Profit
- Balancing Shareholder Distribution with Investments Back Into the Business

Financial Guidance

Q2 FY16

Same Store Sales	2% to 3%
EPS	$0.99 to $1.05
Adjustments:	
Purchase Accounting	($0.05)
Transaction Costs	($0.07) to ($0.06)
Adjusted EPS (EPS Less Adjustments Per Share)*	$1.11 to $1.16

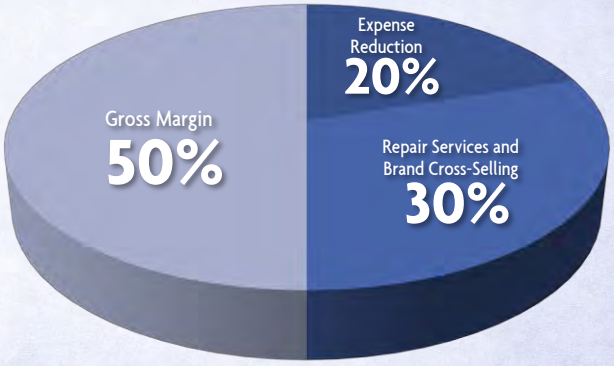
FY16

Effective Tax Rate	28% to 29%
Capital Expenditures	$275M to $325M
Net Selling Square Footage Growth	2% to 3%

* Non-GAAP Measure. See SEC Filings for Reconciliation

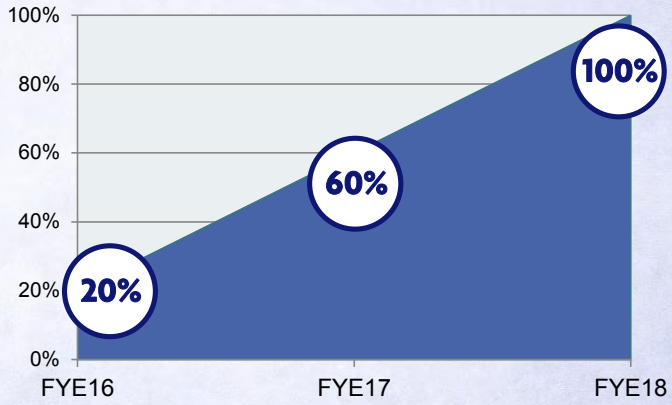
Estimated Synergy Sources by Functional Area

$150M - $175M in Operating Profit Contribution



Estimated Total Net Synergy Timing

$150M - $175M in Operating Profit Contribution



Cadence of Synergies

1. Re-Investing Into the Business
2. Implementing Critical Information Technology
3. Time for Supply Chain Initiatives to Flow Through Financial Statements

Operating Profit Synergies

- Majority will be Achieved by Zale Division
- By End of FY18, Zale Division Expected to be at 9% Operating Margin
- Synergies Alone will Help Achieve Medium-Term Operating Margin Milestone

Zale Division Operating Margin

Medium to Long Term

- Will Expand
- Greater Sales Productivity
- Expansion of Zale Division Store Base

Medium Term 9%

Long Term 15%



Zale Division Operating Margin

Medium to Long Term

- Strengthening and Expanding Zales Brand Footprint
- Operating Margins Over Long Term Similar to Sterling Division, Less Credit Contribution of 400 Basis Points



U.K. Division Operating Margin

FY10	FY11	FY12	FY13	FY14	FY15
7.7%	8.2%	7.8%	5.6%	6.2%	7.0%

Medium Term 10%

- Increased Store Productivity
- SG&A Reductions
- Greater Real Estate Efficiency
- Higher Sales and Gross Profit Per Store

Sterling Division Operating Margin

FY10	FY11	FY12	FY13	FY14	FY15
8.8%	12.5%	15.8%	16.7%	15.7%	16.6%

Long Term
19%

- Operating Margin Dipped in FY14 Due to Ultra Acquisition
- Rebounded in FY15
- Operating Margins Will Continue to Expand at Slow & Steady Pace

Real Estate

Physical Store and In-Store Purchasing Experience is Our Most Important Sales Channel



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Real Estate FY16



Operates in 39 States



Power Centers, Mixed-Use Lifestyle Centers & Outlets

Global Store Square Footage Expected to Grow 2% to 3% Over Last Year, Primarily in Sterling Division

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Real Estate: Sterling Division FY16



Growth in New Developments Adjacent to High Profile Malls & Smaller Trade Areas

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Real Estate: Zale & U.K. Divisions

FY16



Square Footage: Unchanged



Square Footage: Slight Increase

Better Operating Performance and More Favorable Lease Deals

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Real Estate: Zale & U.K. Divisions

FY16

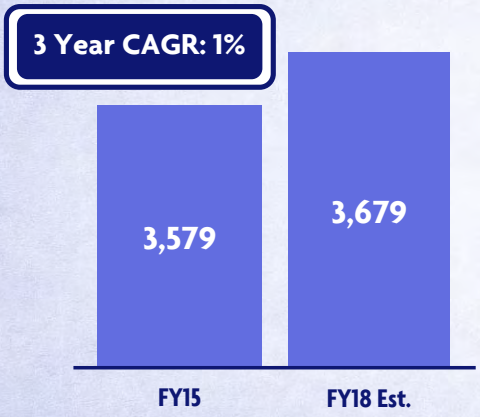






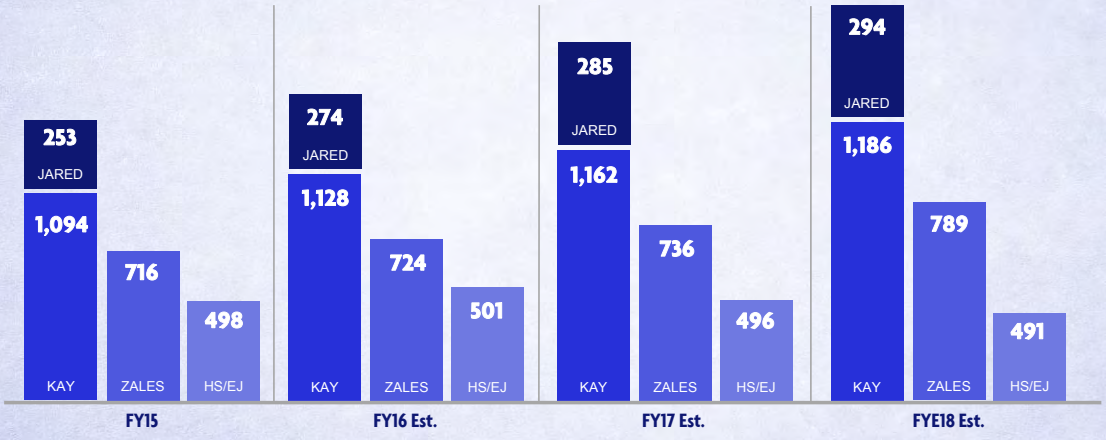
Over 40 New Units This Year

Net Store Growth



- Growth Driven by Zales, Kay, Jared
- Modest Kiosk Growth
- International (Canada, U.K.) Minimal Change
- Material Declines in Regional Store Brands

Select Store Concept Growth



North American Real Estate

- Team Consolidated
- New Structure Allows Us to Synergize the Analysis and Decision-Making
- Every New Store is Expected to Deliver 20% Internal Rate of Return

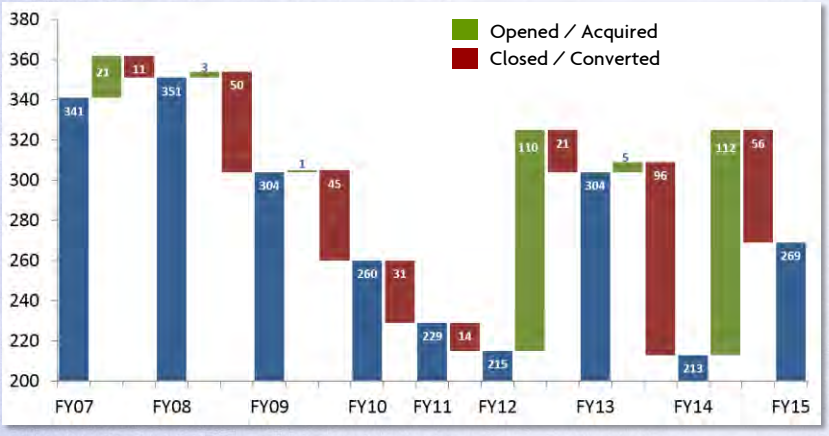
North American Real Estate

- Zale Division Expected to Improve Productivity
- 300 More Zales Stores Long-Term
- 50 Sterling Division Regional Stores Converted to Zales
- Signet Conversions and Remodels Require 25% IRR

North American Real Estate

- Kay Locations a Bit More Desirable, Some with Better Locations in Mall
- No Significant Repositioning for Zales Stores
- Landlords More Flexible for Strong Retailers in Less-Than-Top Malls
- Increasing Square Footage Among Core Store Brands

Historical Regional Store Profile



- Continuing to Manage-Down Regional Store Brand Count
- 269 Regional Store Brands from Past Acquisitions at End of FY15

North American Real Estate

- Will Continue to Convert and Close Regional Stores, Preserving 50 for Long Term
- Well-Diversified Real Estate Portfolio
- Significant Opportunities for Our Major Store Brands in a Variety of Real Estate Formats

Credit Programs

In-House Credit Program: Sterling Division

We Take On Risk and Rewards

Third Party Credit Program: Zale and U.K. Divisions

We Keep Receivables Off Our Balance Sheet

Credit Programs

- Hybrid Model Allows Us to Compare & Contrast Effectiveness of Different Approaches
- Gives Us Working Capital and Diversifies Risk



Sterling Division

Credit Programs

- In-House Credit for 20+ Years
- Proprietary Model Utilizing Same Tools as Financial Institutions
- Provides Us a History of How Borrowers Behave in the Repayment of Jewelry Loans
- Jewelry Loan is an Emotional Loan



Sterling Division

Credit Programs

Most In-House Credit is Linked to Bridal

75%
Bridal Sales Use Our Credit

60%
Credit Sales are Bridal



Sterling Division

Credit Programs

	FY10	FY11	FY12	FY13	FY14	FY15
Average Monthly Collection Rate	12.5%	12.6%	12.7%	12.4%	12.1%	11.9%
Allowance for Doubtful Accounts as % of Accounts Receivable	7.8%	6.8%	6.8%	6.8%	6.7%	6.8%

Zale Division

Credit Programs

Third-Party Providers

- Alliance Data Systems in U.S.
- TD in Canada
- ADS: Zale's Merchant Costs $22M[1] LESS Annually, Due to More Favorable Terms
- Benefits from Partner's CRM and Training

[1] Not Included in Synergies



Key Capital Allocation Strategy Tenets

- Adjusted Debt* / Adjusted EBITDAR* at or Below 3.5x
- Distribute 70% - 80% of Annual Free Cash Flow to Shareholders
- Increase Dividend Consistently
- Repurchase $100M - $150M of SIG Stock This Fiscal Year
- Evaluate Utilizing Additional Capacity Under Signet's ABS Beginning in FY17

Committed To Maintaining Investment Grade Rating

* Non-GAAP Measure. See SEC Filings for Reconciliation

Leverage Ratio Expected Improvement

- Full-Year Effect of Zale Division Profitability
- Incremental Adjusted EBITDAR* Generation
  - At or Below 3.5x by End of FY16
- Leveraging Our Balance Sheet
  - Strategic Initiatives
  - Repurchasing Incremental Stock
  - Delivering Shareholder Value
  - Asset-Backed Securitization Facility for Borrowing

* Non-GAAP Measure. See SEC Filings for Reconciliation

15 Minute Break

Up Next...
Ed Hrabak

Ed Hrabak

President,
Sterling Division

SIGNET JEWELERS

SIGNET

Sterling Division

KAY JEWELERS





JARED® The Galleria Of Jewelry

JARED Jewelry Boutique · JARED VAULT · KAY JEWELERS OUTLET · weisfield JEWELERS · Goodman JEWELERS · Belden JEWELERS · Rogers JEWELERS · Shaw's JEWELERS · JBR

Sterling Division

FY15 Total Comp Sales
Up 4.8%

FY15 Operating Profit
Up 12.9%

$624 Million

Sterling Division

FY16 Q1
Operating Profit
Up 50
Basis Points

FY16 Q1 Comp Sales
Up 2.3%

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Best Practices



Media Buying

Diamond Quality Alignment





Diamond Pricing Standardization

Brand Boutiques and Marketing





QA Process – Synthetic Testing

Consumer R&D



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Best Practices

Style Innovation

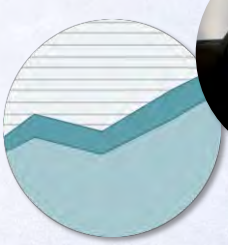




Product Development and Testing

Operational Training





Market Research and Development

Marketing Campaigns



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Sterling Competitive Strengths



Outstanding Customer Experience

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Customer Segmentation Study

JARED®
The Galleria Of Jewelry

"Sentimentalist"



SIGNET

Customer Segmentation Study



KAY® JEWELERS

"Gifter"

SIGNET

Customer Segmentation Study

KAY® JEWELERS

JARED® The Galleria Of Jewelry

"Stylish Shopper"



SIGNET

Customer Segmentation Study



"Stylish Shopper"

"Sentimentalist"

"Gifter"

JARED® The Galleria Of Jewelry

KAY® JEWELERS

SIGNET

Sterling Competitive Strengths



Industry Leading Merchandising

SIGNET

Product Development & Design Team



New York - Based



Keeps Us On-Trend *and* Creates New Industry Trends

SIGNET

Product Development & Design Team



Launching This Holiday Season

Trend-Creating "Must Have"



SIGNET

Sterling Competitive Strengths

THE LEO DIAMOND by Leo Schachter

DIAMONDS in rhythm™

TOLKOWSKY

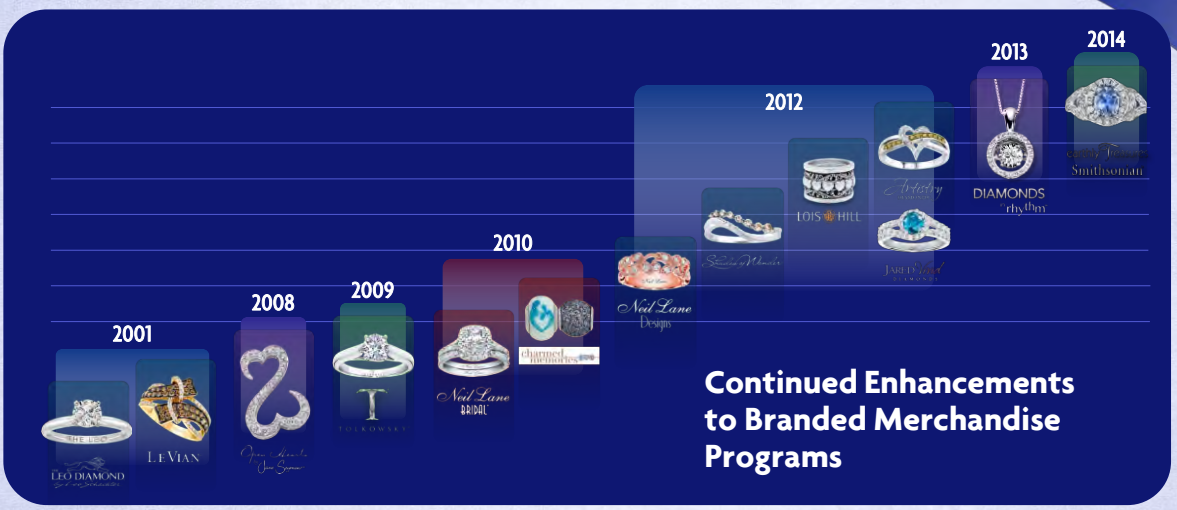
Neil Lane BRIDAL

Branded, Differentiated Merchandise

FY15: 32% of Sterling Total Sales

SIGNET

Branded Merchandise Roll-Out



Continued Enhancements to Branded Merchandise Programs

SIGNET

Best in Bridal







Branded Bridal Merchandise Grew 40 Basis Points Faster than Non-Branded Bridal in FY15

SIGNET

Top Branded & Differentiated Programs

LE VIAN



Neil Lane



THE LEO DIAMOND by Leo Schachter



Strengthening Our Existing Brands with Product Extensions and Consistent Marketing

SIGNET

Miracle Links



Miracle Links™

KAY JEWELERS

JARED The Galleria Of Jewelry

Symbolize and Commemorate the Unique Bond Between Mother & Child

SIGNET

Sterling Competitive Strengths

Custom Jewelry

One-of-a-Kind Pieces









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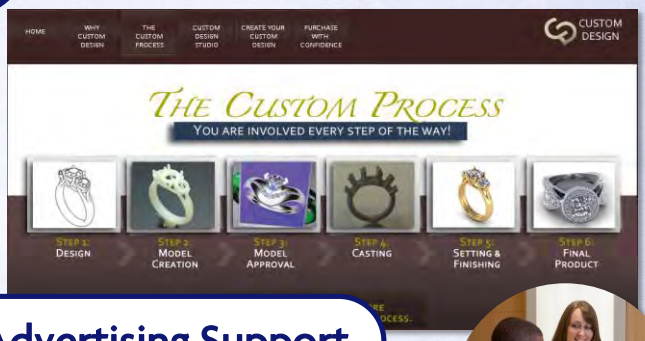
Custom Jewelry

Formalized Process

1. Idea Generation
2. Computer Aided Design
3. Wax Mold
4. Finished Piece



Advertising Support



SIGNET

The Diamond Journey

JARED®
The Galleria Of Jewelry



New Merchandise Initiative

Photographic Journey of a Customer's Diamond from Rough to Finished Piece

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Sterling Competitive Strengths

Omni-Channel Customer Engagement



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New Store Format

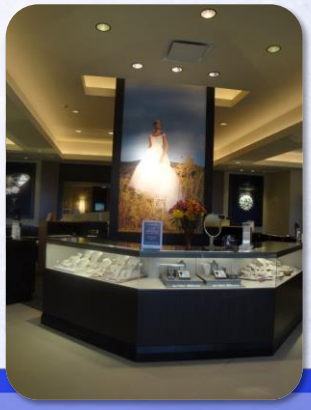
KAY®
JEWELERS



New Store Format



JARED®
The Galleria Of Jewelry



Outlets



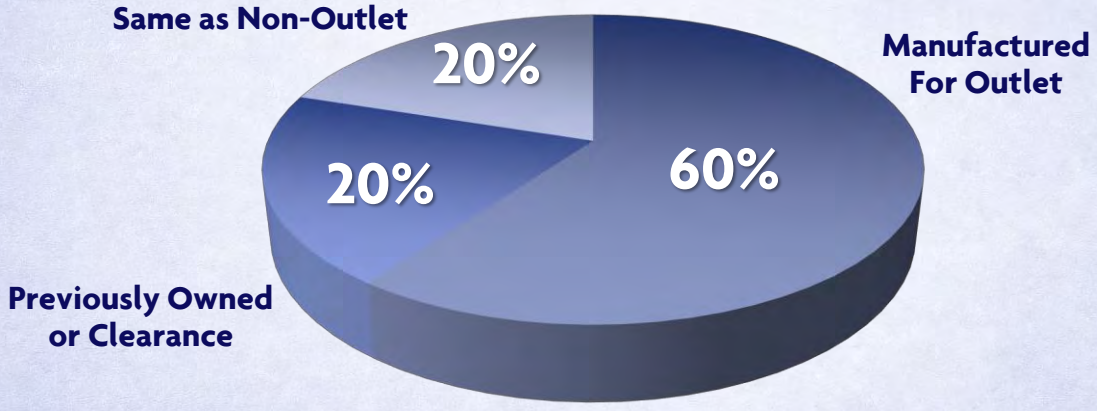


FY15: Sterling Division

- 157 Outlet Stores
- 11 New Outlet Stores
- 31 Conversions to Jared Vault

SIGNET

Outlets



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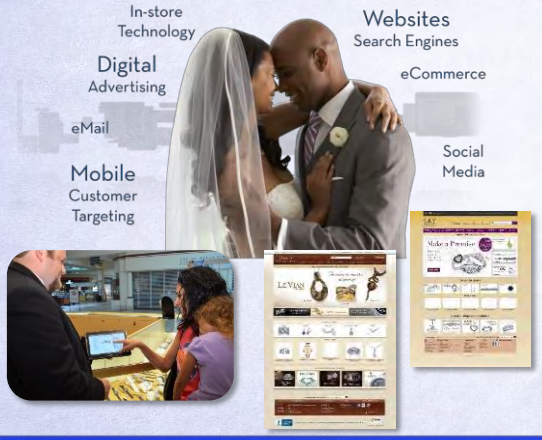
New Mall Concepts



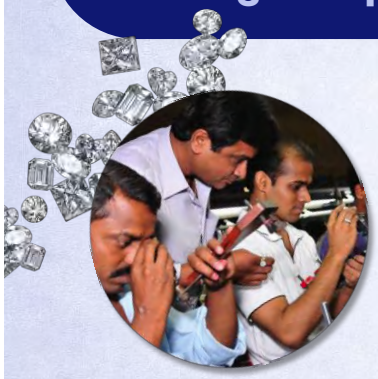
Digital Ecosystem



e-Commerce Sales Up 20% in FY15

- 40% of e-Commerce Sales Picked Up In Stores
- Store Associates Selling Online Merchandise via Tablets
- Optimized Websites

Sterling Competitive Strengths



Signet Polished Diamond Office, India

Diamond Supply Chain Capabilities

- Gaining Direct Access to the Most Desirable Diamonds
- Securing a Long-Term Supply of Diamonds to Support Signet's Worldwide Growth
- Strategically Accumulating Diamonds
- Reacting to the Market on a Daily Basis
- Consistent Availability of Merchandise at Great Values for Our Customers

Sterling Competitive Strengths



Signet Diamond Factory
Botswana

Diamond Supply Chain Capabilities

- Acquiring Rough Diamonds
- Manufacturing Polished Diamonds in Our Factory
- Knowledge and Control of the Production Process
- Unmatched, Consistent Supply of Diamonds
- Sourcing Diamonds for All Signet Divisions

Sterling Competitive Strengths

Store Concepts





Merchandise

e-Commerce



In-House Credit







Supply Chain

SIGNET

Sterling Competitive Strengths







PEOPLE

Our Most Important Competitive Strength

SIGNET

TRUST is the #1 Reason Customers Buy Jewelry Where They Do





Our PEOPLE

- ✓ Best Trained
- ✓ Motivated
- ✓ Rewarded

George Murray

President,
Zale Division

SIGNET JEWELERS

SIGNET

Zale Division

U.S. and Puerto Rico



ZALES
THE DIAMOND STORE®



ZALES outlet®
THE DIAMOND STORE



Gordon's
JEWELERS®
Celebrating Relationships Since 1905®



PIERCING
Pagoda®

Zale Division — Canada



PEOPLES
CANADA'S #1 DIAMOND STORE



Mappins
FINE JEWELLERS SINCE 1935

SIGNET JEWELERS

ZALES
THE DIAMOND STORE®

PEOPLES
CANADA'S #1 DIAMOND STORE

PIERCING Pagoda
ear piercing & more

Zale Corporation

What Made Zale Attractive to Signet?

- Operated in Our Target Mid-Market
- Vera Wang Love Bridal Program - Best in Bridal Goal
- Opportunity to Expand Signet's Footprint - Canada

Zale Corporation

How Signet Can Drive Zale Results

- Jewelry Operational Best Practices
- Research Insights
- Increased Capital
- Consistent Growth Strategy
- Proven, Experienced Leadership

Zale Division

- Signet Took Over Operations May 2014
- Youngest Division on the "Execution Curve"
- Gap is Narrowing Due to Operational Integration and Synergies
- Gap will Continue to Narrow with Increased Sales Productivity & Square Footage Growth

Zale Division Accomplishments

- Reduced Unproductive Jewelry Designs and Inventory
- Increased Productive Designs and Inventory

THE CELEBRATION DIAMOND COLLECTION®

VERA WANG LOVE

ARCTIC BRILLIANCE CANADIAN DIAMONDS™

SIGNET

Zale Division Accomplishments

Re-launch

VERA WANG LOVE



SIGNET

Zale Division Accomplishments

Re-positioning



CELEBRATION GRAND®



ARCTIC BRILLIANCE
CANADIAN DIAMONDS™

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Zale Division Accomplishments

Marketing

- New Advertising Creative
- More Efficient Media Buying
- More Relevant Media Placement









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Marketing Priorities

- Build Momentum in Vera Wang
- Support Signet Trend Creating Initiative
- Launch Campaigns Targeted at "Influencer" Customer



SIGNET

Our People







2014 Managers' Leadership Conference

SIGNET

2014 Managers' Leadership Conference

- "Demystified" the Acquisition and Plans for Zale
- Set the Tone for Collaborative Leadership Style
- Shared Signet's Mission, Core Values & Vision 2020 Strategy







Team Member Benefits

- Updated Sales Training Focused on Merchandise Features & Benefits
- Enhanced Rewards Program
- "Promotion from Within" Leadership Development



Centralized Functions



Signet Polished Diamond Office India

Diamond Supply Chain

- Signet Sources Loose Stones for Zale Division
- Negotiations are Centralized
- Diamond Buying Team Provides Insights on Costs

Centralized Functions

Repair

- Consolidating Vendor Base
- Utilizing Jared Design & Service Centers
- Dedicated Repair Facility



Centralized Functions



Media Buying

- Centralized Media Buying Team
- Better Rates
- Improved Quality of Placements

SIGNET

Centralized Functions

Real Estate



Store Capital Decisions Centralized Through
One Real Estate Team & Executive Committee

SIGNET

Centralized Functions



Differentiation of Zale Benefits
Our Unique Customer Identities

SIGNET

Technology



New e-Commerce System Platform

- Seamless Interactions Throughout the Shopping Experience
- Cloud-Based Platform
- Omni-Channel Engagement for Our Customers

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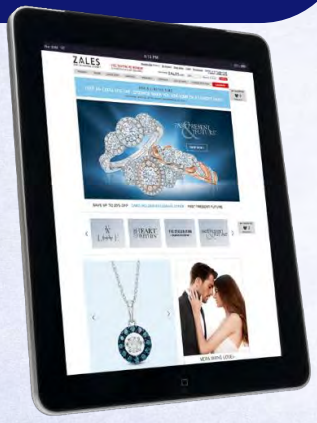
Technology



Tablets for Stores

- Powerful Tool and Training to Enhance the Customer Experience

Customer Relationship Management

The Jewelry Box

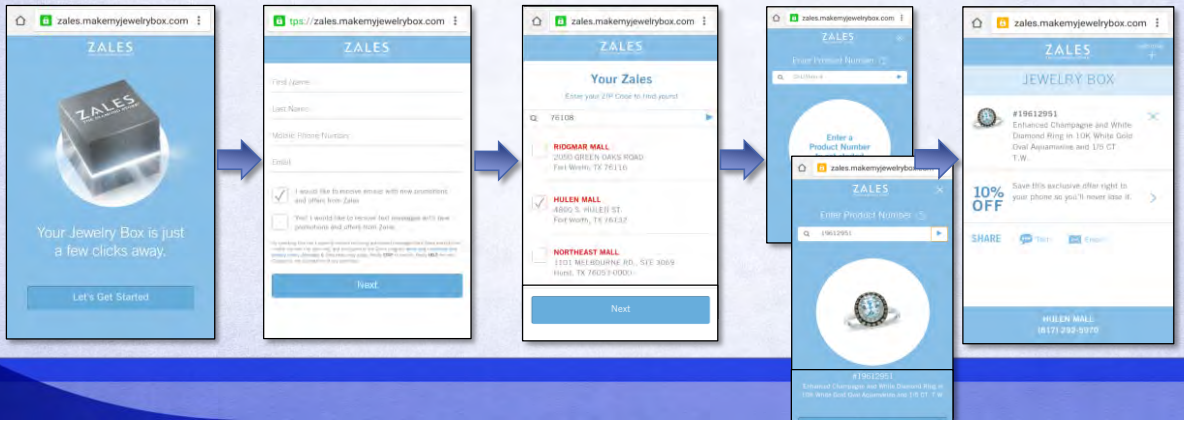
Let's Get Started

Input Information

Select Store Of Reference

Find and Add Item

Jewelry Box Is Created



Customer Relationship Management

PGSE: Preferred Guest Special Events

Specific Sales Weekends Occurring Throughout the Year

Preferred Dollars

Promote Purchases During Traditionally Slower Sales Times

Real Estate

New Piercing Pagoda Kiosk Design

- Updated Promotional Advertising
- Cross-Coupon Campaign Offers Between Piercing Pagoda & Zales



New Zales Store Concept Coming Soon!

Field Operations

- District Managers are Now Coaches
- DMs Provide Training on Diamond Presentations and Evaluate Team Member Execution
- Benefits, Compensation & Rewards Structure are Being Refined
- Maximizing Sales through Customer Service by Adding Floor Hours
- Testing Assistant Managers in High Volume Stores



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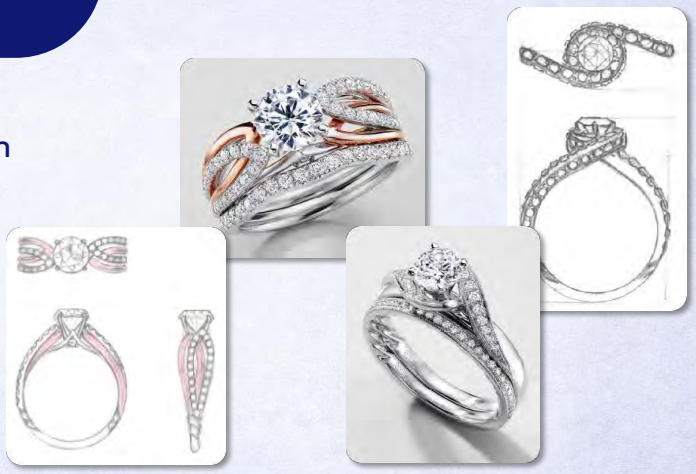
Merchandising

- New York Product Development and Design Center Creating Original Jewelry for Zale



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Growth Through

- Collaboration
- Integration of Best Practices
- Transparent Communication
- New Signet Leadership
- Annual Sales Incentive Trips for Team Members



SIGNET JEWELERS

Customer Segmentation

ZALES
THE DIAMOND STORE®

"Influencer"

- Looks Forward to Buying Jewelry
- Cares About Merchandise Brands
- Uses Jewelry to Show Status



SIGNET JEWELERS

Customer Segmentation

ZALES
THE DIAMOND STORE®

"Stylish Shopper"

- Uses Jewelry to Accessorize an Outfit
- Loves Many Different Kinds of Jewelry
- Wears Jewelry Often



SIGNET

Customer Segmentation

ZALES
THE DIAMOND STORE®

- Customer Identities are Informing Every Strategic Initiative
- Adjusting Merchandise Mix, Presentation & Marketing to Target Our Unique Customers



"Influencer"



"Stylish Shopper"

SIGNET

Strategic Initiatives

PEOPLES
CANADA'S #1 DIAMOND STORE

- Cross-Selling Sterling Division Merchandise Brands
- District Manager Visits Showing Positive Results
- Merchandise Brand Management and Media Buys



Strategic Initiatives

- Enhancing Product Mix
- Offering Some Zales Merchandise
  - Unstoppable Love
  - Shaquille O'Neal
  - Petite LeVian



Advertising & Marketing

- Differentiated Store and Merchandise Brands Through Targeted Marketing
- Sector Leading Share of Advertising Voice
- Majority of TV Marketing Investment in Zales and Peoples
- Targeting Audiences Based on Customer Segmentation Data



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Zale Division



ZALES THE DIAMOND STORE®

PEOPLES CANADA'S #1 DIAMOND STORE

PIERCING Pagoda

SIGNET

Zale Division

FY16 Q1 Comp Sales

Up 5.6%

SIGNET

Zale Division

ZALES
THE DIAMOND STORE®

PEOPLES
CANADA'S #1 DIAMOND STORE

PIERCING Pagoda®
ear piercing & more

15 Minute Break

Up Next...

Seb Hobbs

Seb Hobbs

Managing Director,
U.K. Division

SIGNET JEWELERS

SIGNET

U.K. Division

#1



Middle Market Customer

H.SAMUEL
THE JEWELLER

#2



Upper Middle Market Customer

ERNEST JONES
LOVE & LIFE

U.K. Division

FY15 Total Comp Sales

Up 5.3%

FY15 Operating Margin

7.0%

Up 80 Basis Points

U.K. Division

FY16 Q1 Same Store Sales

Up 6.2%

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U.K. Division

May 2015

General Election Results Favorable for Business

SIGNET

U.K. Division

- Close Collaboration with Sterling Since 2013
- Implemented Best Practices
- U.K. Division is Case Study for Reinvigorating a Business



U.K. Division

- Sharpened Focus and Refined Direction
- Targeting Mid-Market Jewelry Customers in Revitalized Selling Culture



Best in Bridal



Best in Watches

Best in Bridal

- Rebalanced Resources in Favor of Bridal and Diamonds
- Improved Bridal Presentations, POP Displays, Brand Management and In-Store Bridal Events



SIGNET

Cross-Selling Merchandise Brands



THE LEO DIAMOND by Leo Schachter



LEVIAN

Neil Lane BRIDAL





TOLKOWSKY

SIGNET

Cross-Selling Merchandise Brands



VERA WANG LOVE

ERNEST JONES
LOVE & LIFE



Open Hearts by Jane Seymour®

H.SAMUEL
THE JEWELLER



SIGNET

U.K. Customer Preferences

- Delicate Jewelry
- Smaller Pendants and Center Stones






SIGNET

Cross-Selling Merchandise Brands



CELEBRATION *GRAND*®



H.SAMUEL
THE JEWELLER

ARCTIC BRILLIANCE
CANADIAN DIAMONDS™




ERNEST JONES
LOVE & LIFE

U.K. Division

- Buying Diamonds Through Signet's Centralized Sourcing Process
- Utilizing Sterling Best Practices for Repair



U.K. Division

Watches

- 30% of Total Sales
- Strong Growth
- Procuring the Right Brands in Fashion, Premier & Luxury
- Effective Marketing & Promotions
- Improved In-Store Presentations



U.K. Division

Watches

- Watch Boutiques
- Shop-In-Shop Fixtures



Evolving How We Sell

- New, Proactive Selling Environment
- Perfect Bridal Presentation
- Training Programs Emphasizing Diamonds and Bridal
- "5 for 5 Standards" – Key Performance Indicators



Annual Leadership Conference



- More Face-to-Face Collaboration
- More Training
- First Ever Signet Incentive Trip

District Manager Responsibilities

- Focused on Selling Skills and Coaching
- Renewed Focus on Selling Diamonds



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Sales Performance Success



Omni-Channel Selling Strategy

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Store Remodels



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New Stores

Outlets

- New Model
- Very Successful
- Strong, Viable Sales Channel



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Our Stores



Fewer Store Closings Due to Improved Lease Terms and Operating Results

e-Commerce

- Greater Percentage of Overall Sales Than U.S.
- 140 Basis Points Higher Penetration than Sterling and Zale Combined
- Website Improvements Include Responsive Design
- Improved Search Function
- Larger Merchandise Images



Marketing

- Signet Remains the Largest Jewelry Advertiser in the U.K. Market
- Added Branded Diamonds



Marketing

- Increased FY15 Fourth Quarter Marketing Investment
- Five New H.Samuel TV Commercials



Our Team Delivers Superior Results



Collaboration

SIGNET

Our Team Delivers Superior Results

- Best and Brightest Team Members
- Industry-Leading Training & Rewards
- Pay for Performance Environment
- Fixed and Variable Compensation Weighted to Reward the Best Performers
- New Leadership Development Schools
- Promotion from Within Environment



SIGNET

Leadership Conference





Our Future

H.SAMUEL THE JEWELLER

ERNEST JONES LOVE & LIFE

- Collaboration and Commitment to Our Vision 2020 Strategies Empower Us
- Our Results are Repeatable!

Q & A

SIGNET JEWELERS