



AEFFE

**FULL YEAR 2010 Results Presentation**  
**09, March 2011**

## FY 2010 Key Facts

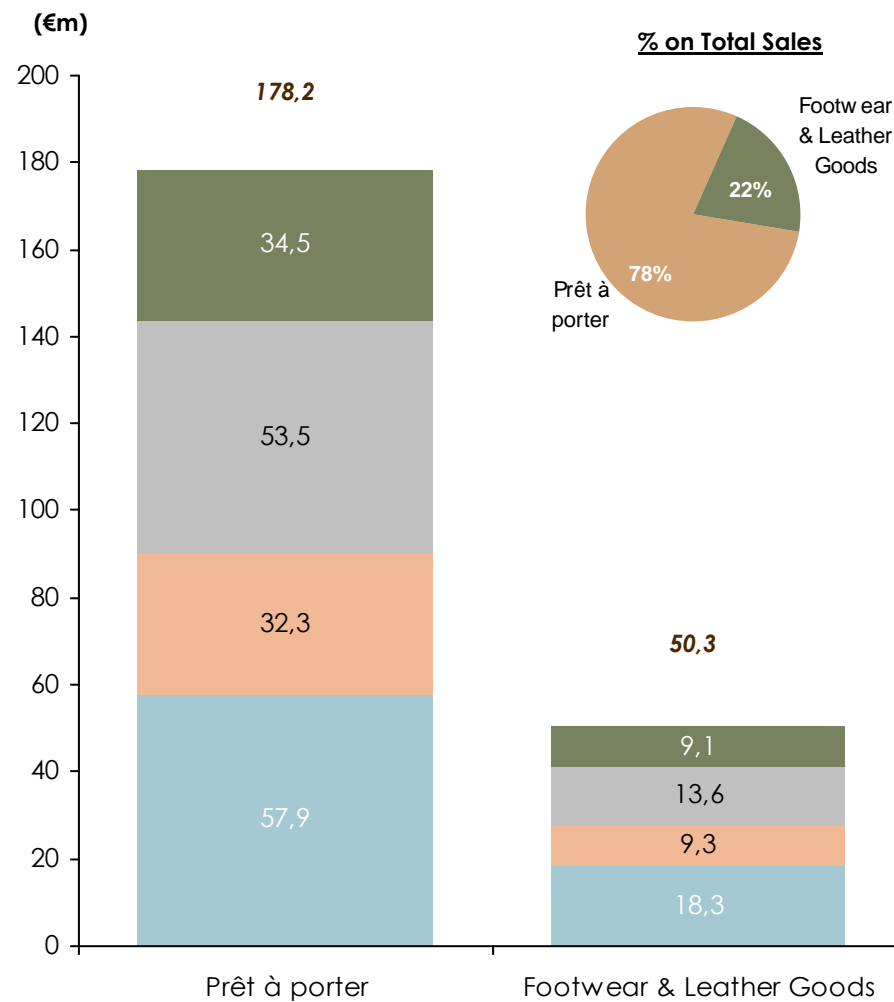
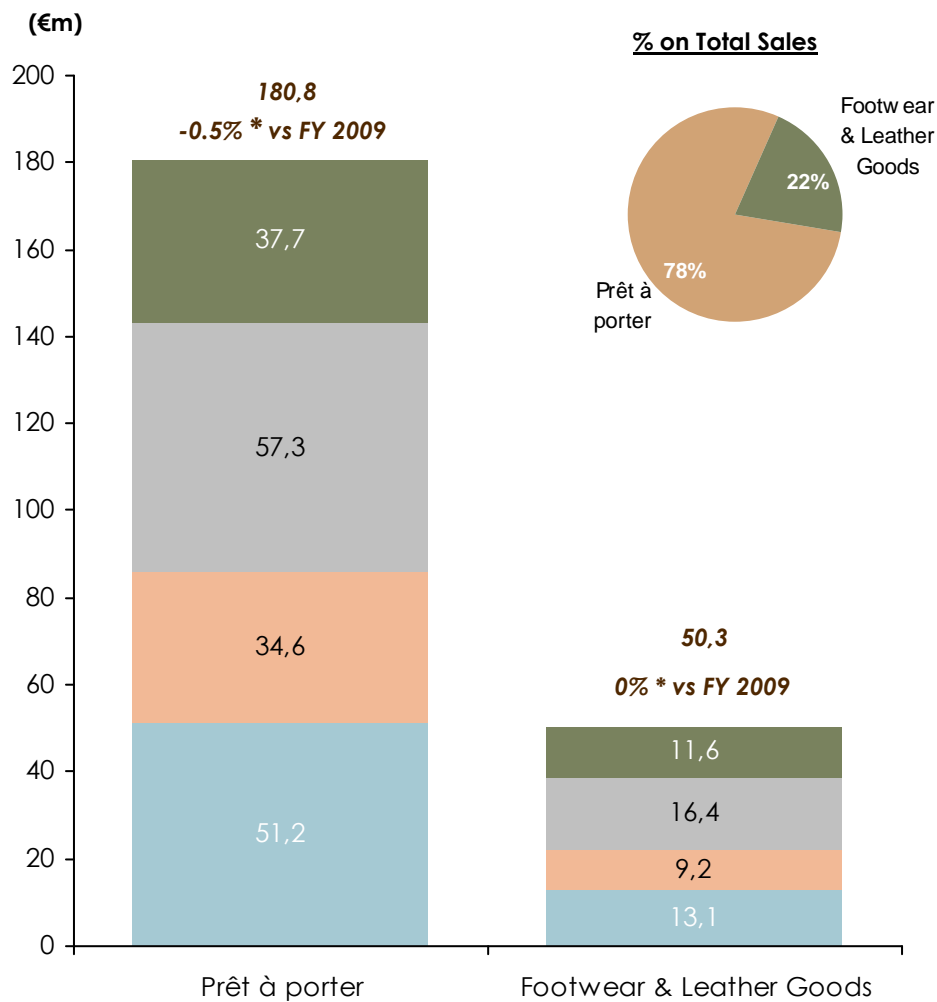
- ❖ **Consolidated Revenues** +1.0% at € 219m, (-0.6% at constant exchange rates)
- ❖ **Consolidated EBITDA** positive for € 3.5m
- ❖ **Consolidated Net Loss** at € 12.5m
- ❖ **Consolidated Net Financial Debt** of € 95.5m (€ 87.7m as of 31 December 2009)
- ❖ **245 Mono Brand Stores** (vs. 227 at the end of 2009)



# Net Sales Breakdown by Division<sup>(1)</sup>

FY 2010

FY 2009



1Q10 2Q10 3Q10 4Q10

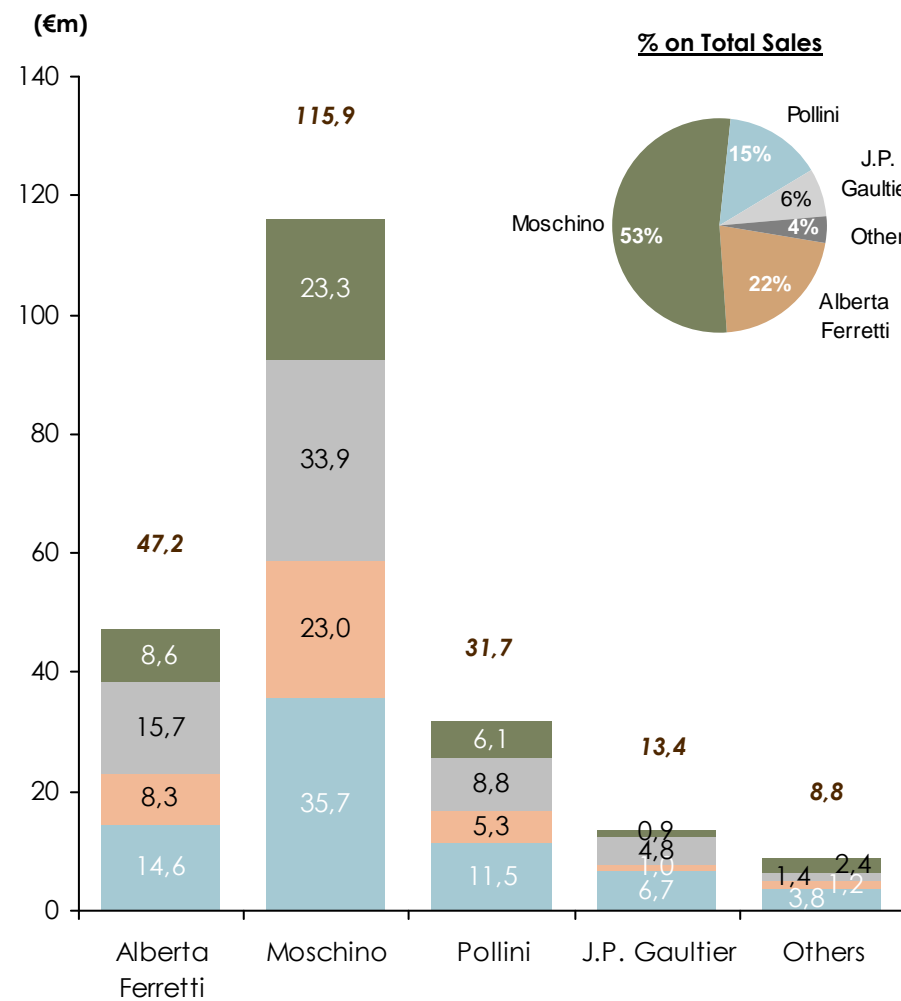
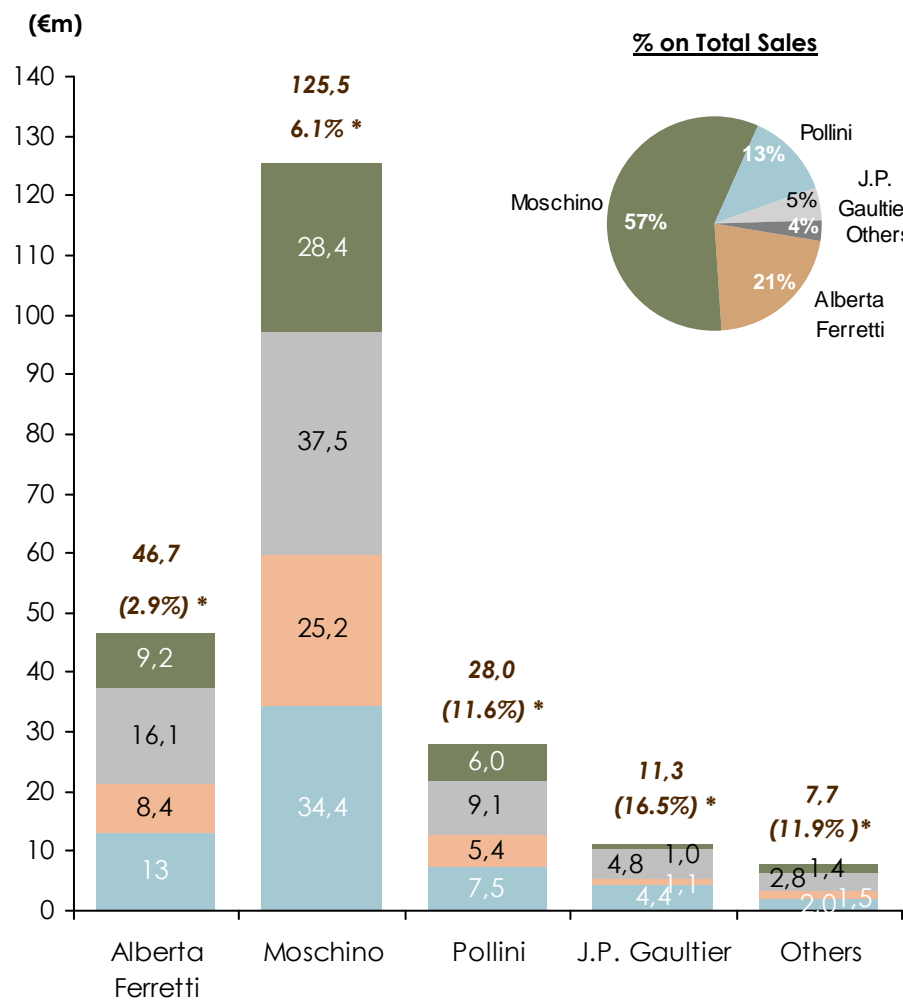
(1) Before inter-divisional eliminations

(\*) At constant exchange rates

# Net Sales Breakdown by Brand

FY 2010

FY 2009



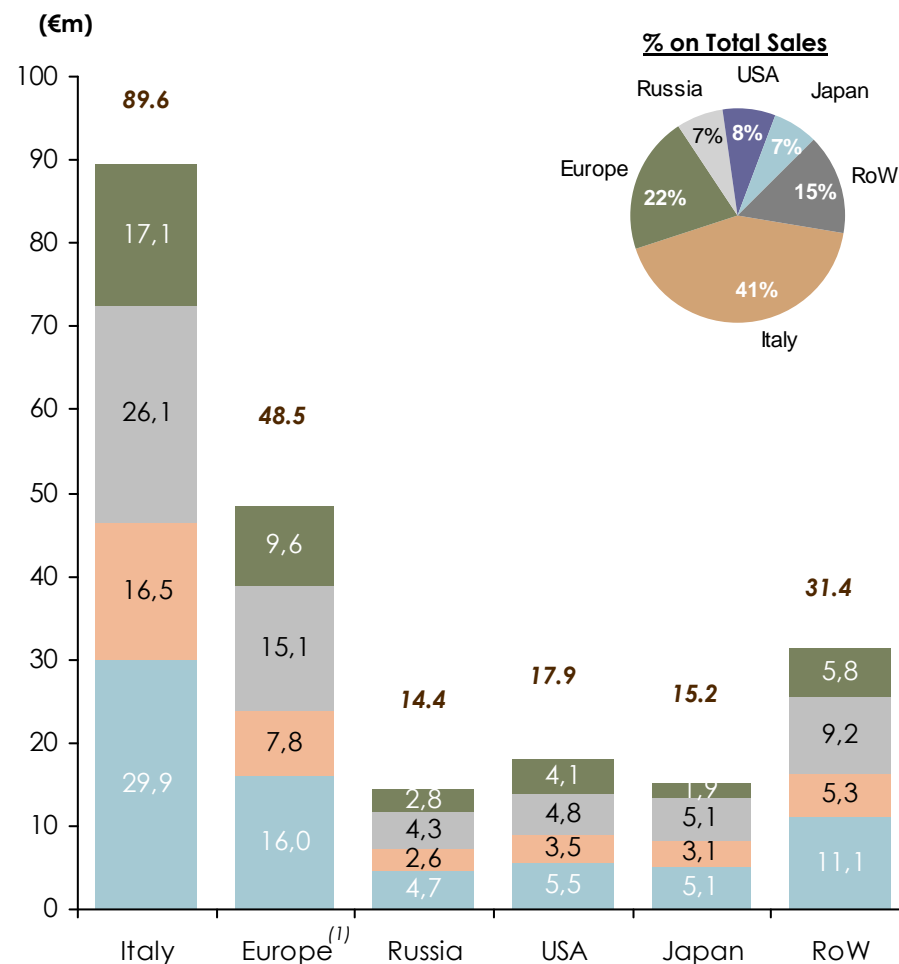
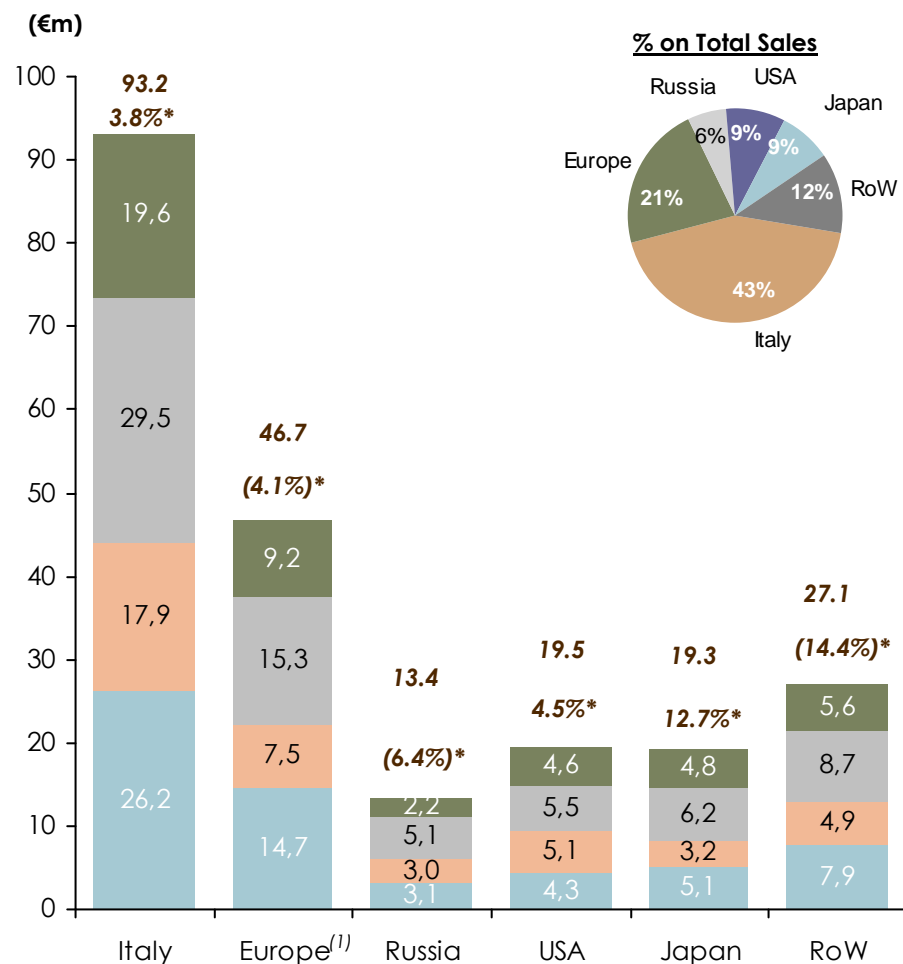
1Q10 2Q10 3Q10 4Q10

(\*) At constant exchange rates

# Net Sales Breakdown by Region

FY 2010

FY 2009



(1) Italy and Russia excluded

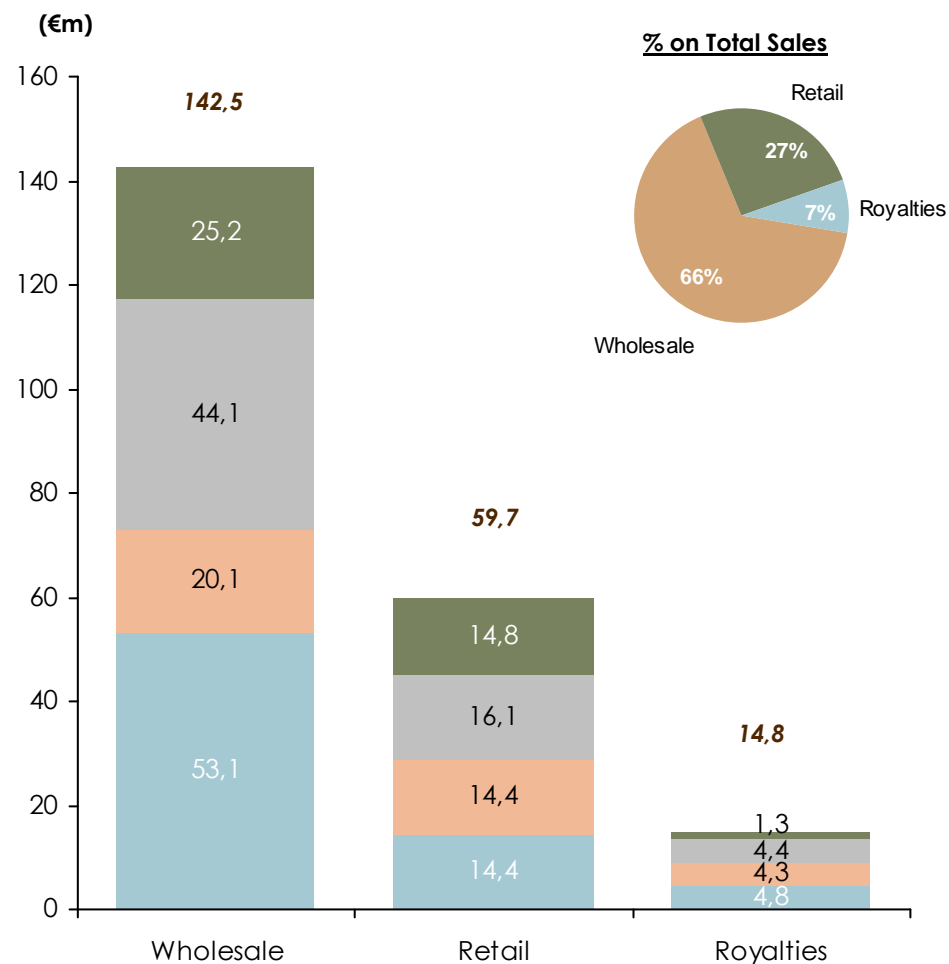
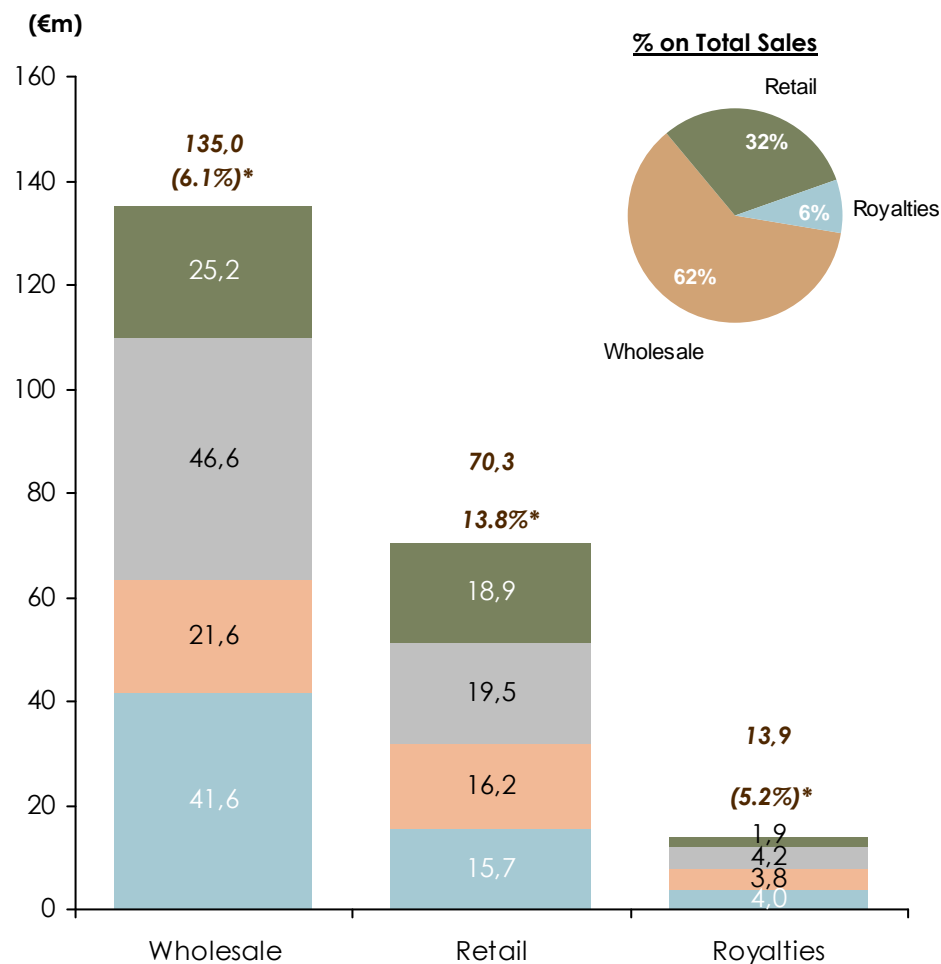
(\*) At constant exchange rates

1Q10 2Q10 3Q10 4Q10

# Net Sales Breakdown by Channel

FY 2010

FY 2009



1Q10 2Q10 3Q10 4Q10

(\*) At constant exchange rates

# Mono-brand Stores Network

## DOS

|              | <u>FY10</u> | <u>FY09</u> |
|--------------|-------------|-------------|
| Europe       | 44          | 38          |
| USA          | 3           | 3           |
| Asia         | 40          | 38          |
| <b>Total</b> | <b>87</b>   | <b>79</b>   |



## Franchising

|              | <u>FY10</u> | <u>FY09</u> |
|--------------|-------------|-------------|
| Europe       | 53          | 52          |
| USA          | 7           | 7           |
| Asia         | 98          | 89          |
| <b>Total</b> | <b>158</b>  | <b>148</b>  |



# Income Statement – FY 2010/2009

(€m)

|                                     | <b>FY 10</b> | <b>FY 09</b>   |
|-------------------------------------|--------------|----------------|
| Net Sales                           | 219,2        | 217,04         |
| % change                            | 1,0%         |                |
| Other Revenues                      | 5,9          | 5,9            |
| <b>Total Revenues</b>               | <b>225,1</b> | <b>222,9</b>   |
| % change                            | 1,0%         |                |
| Raw Materials Costs                 | (63,2)       | (69,6)         |
| Service Costs                       | (70,5)       | (79,5)         |
| Costs for use of third parties      | (22,5)       | (19,2)         |
| Personnel                           | (61,0)       | (63,1)         |
| Other Operating Expenses            | (4,3)        | (4,5)          |
| Total Operating Expenses            | (221,6)      | (235,9)        |
| <b>EBITDA</b>                       | <b>3,54</b>  | <b>(12,96)</b> |
| Margin (% of Net sales)             | 1,6%         | n.a            |
| Depreciation and Amortisation       | (16,7)       | (14,2)         |
| EBIT                                | (13,1)       | (27,1)         |
| Margin (% of Net sales)             | n.a          | n.a            |
| Net Financial Income / (Expenses)   | (1,5)        | (3,7)          |
| Result before taxes                 | (14,6)       | (30,8)         |
| Margin (% of Net sales)             | n.a          | n.a            |
| Taxes                               | 0,35         | 7,1            |
| Net income/(loss) before Minorities | (14,3)       | (23,8)         |
| Margin (% of Net sales)             | n.a          | n.a            |
| Minority Interests                  | 1,7          | 3,7            |
| Net Income/(loss) for the Group     | (12,5)       | (20,08)        |
| Margin (% of Net sales)             | n.a          | n.a            |



# Summary Balance Sheet

(€m)

|  | <b>FY 10</b> | <b>FY 09</b> |
|--|--------------|--------------|
| Net Working Capital                                | 68,4         | 67,8         |
| Net Tangible Assets                                | 75,6         | 76,6         |
| Net Intangible Assets                              | 154,1        | 157,0        |
| Net Financial Assets                               | 2,9          | 2,8          |
| Severance Staff, Provisions & Others               | (50,0)       | (46,0)       |
| <b>Net Capital Employed</b>                        | <b>251,0</b> | <b>258,2</b> |
| Group Shareholders' Equity                         | 129,8        | 143,2        |
| Minorities   | 25,7         | 27,3         |
| Shareholders' Equity & Minorities                  | 155,5        | 170,5        |
| Net Debt   | 90,0         | 82,2         |
| Shares Buyback                                     | 5,5          | 5,5          |
| <b>Net Financial Debt and Shareholders' Equity</b> | <b>251,0</b> | <b>258,2</b> |
| Accounts Receivables                               | 27,5         | 26,9         |
| Accounts Payables                                  | (47,6)       | (42,1)       |
| Inventory  | 73,0         | 69,4         |
| <b>Operating NWC</b>                               | <b>52,9</b>  | <b>54,2</b>  |
| As % of LTM sales                                  | 24,1%        | 25,0%        |
| Other Current Assets/Liabilities                   | 15,5         | 13,6         |
| <b>Net Working Capital</b>                         | <b>68,4</b>  | <b>67,8</b>  |

# Summary Cash Flow

(€m)

|   | <b><u>FY 10</u></b> | <b><u>FY 09</u></b> |
|---|---------------------|---------------------|
| PBT   | (14,6)              | (30,8)              |
| Operating Cash Flow                                     | 0,7                 | (10,6)              |
| Capital Expenditure                                     | (6,2)               | (4,2)               |
| Free Cash Flow  | (5,5)               | (14,8)              |
| Cash Flows from Financing Activities                    | 4,7                 | 12,5                |
| Cash and cash equivalents at the beginning of the year  | 5,3                 | 7,7                 |
| Cash Flow of the Period                                 | (0,8)               | (2,4)               |
| <b>Cash and cash equivalents at the end of the year</b> | <b>4,5</b>          | <b>5,3</b>          |

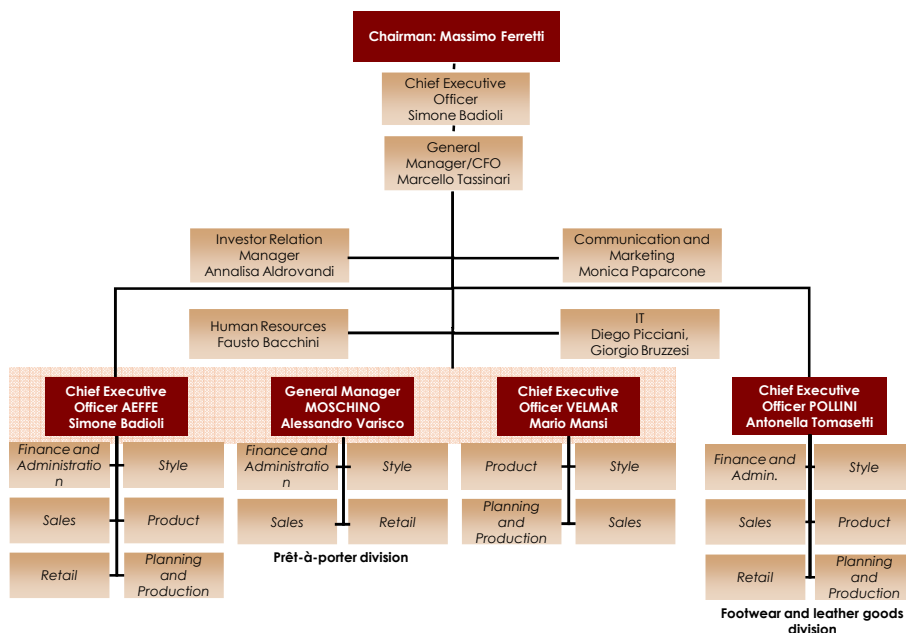


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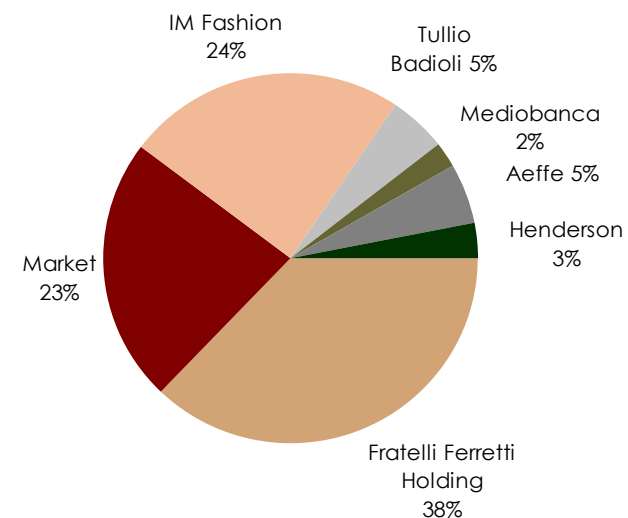
**Appendices**

# Company Profile

## Organisational Structure



## Ownership Structure<sup>(1)</sup>



## Share Information

N° of shares outstanding: 107,362,504

Italian Stock Exchange – STAR Segment

Specialist: Mediobanca S.p.A.

Tickers: AEF IM (Bloomberg) AEF MI (Reuters), AEF (Borsa Italiana)

## Investor Relations

Investor Relations

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(1) Source: Consob as of 9 March 2011

# Cash Flow Statement

| (€m) |   | <b>FY 10</b>  | <b>FY 09</b>  |
|------|---|---------------|---------------|
|      | <b>PBT</b>  | <b>(14,6)</b> | <b>(30,8)</b> |
|      | Depreciation & Amortisation   | 16,7          | 13,6          |
|      | Provisions & Impairments  | (0,4)         | (1,0)         |
|      | Taxes   | (2,2)         | (1,8)         |
|      | Net Interest  | 1,5           | 3,7           |
|      | Change in other liabilities / (assets)  | (0,3)         | 5,7           |
|      | <b>Operating Cash Flow</b>  | <b>0,7</b>    | <b>(10,6)</b> |
|      | Capital expenditure for intangible assets                                     | (4,9)         | 1,1           |
|      | Capital expenditure for tangible assets                                       | (5,0)         | (5,0)         |
|      | (Increase) / decrease in investments in other fixed assets                    | 3,7           | (0,3)         |
|      | <b>Cash Flows from Financing Activities</b>                                   | <b>(6,2)</b>  | <b>(4,2)</b>  |
|      | <b>Free Cash Flow</b>   | <b>(5,5)</b>  | <b>(14,8)</b> |
|      | Other changes in reserves and profits carried-forward of shareholders' equity | (0,7)         | (1,7)         |
|      | Proceeds (repayment) of financial payments                                    | 7,0           | 18,4          |
|      | Change in long term financial receivables                                     | (0,1)         | (0,6)         |
|      | Net Interest  | (1,5)         | (3,7)         |
|      | <b>Cash Flows from Financing Activities</b>                                   | <b>4,7</b>    | <b>12,4</b>   |
|      | <b>Cash and cash equivalents at the beginning of the year</b>                 | <b>5,3</b>    | <b>7,7</b>    |
|      | <b>Cash Flow of the Period</b>  | <b>(0,8)</b>  | <b>(2,4)</b>  |
|      | <b>Cash and cash equivalents at the end of the year</b>                       | <b>4,5</b>    | <b>5,3</b>    |

# Income Statement – Full Year 2008-2010

(€m)

|                                      | <u>2010A</u>  | <u>2009A</u>    | <u>2008A</u> |
|--------------------------------------|---------------|-----------------|--------------|
| Net Sales                            | 219,2         | 217,04          | 294,7        |
| % change                             | 1,0%          | (26,3%)         | 0,5%         |
| Other Revenues                       | 5,9           | 5,9             | 6,05         |
| <b>Total Revenues</b>                | <b>225,1</b>  | <b>222,9</b>    | <b>300,7</b> |
| % change                             | 1,0%          | (26,1%)         | 0,6%         |
| Raw Materials Costs                  | (63,2)        | (69,6)          | (79,2)       |
| Service Costs                        | (70,5)        | (79,5)          | (103,1)      |
| Cost for use of third parties assets | (22,5)        | (19,2)          | (17,9)       |
| Personnel                            | (61,0)        | (63,1)          | (61,7)       |
| Other Operating Expenses             | (4,3)         | (4,5)           | (4,5)        |
| Total Operating Expenses             | (221,6)       | (235,9)         | (266,4)      |
| <b>EBITDA</b>                        | <b>3,54</b>   | <b>(13,0)</b>   | <b>34,3</b>  |
| Margin (% of Net sales)              | 1,6%          | n.a             | 11,6%        |
| Depreciation and Amortisation        | (16,7)        | (14,18)         | (12,4)       |
| <b>EBIT</b>                          | <b>(13,1)</b> | <b>(27,1)</b>   | <b>21,9</b>  |
| Margin (% of Net sales)              | n.a           | n.a             | 7,4%         |
| Net Financial Income / (Expenses)    | (1,5)         | (3,7)           | (6,6)        |
| PBT                                  | (14,6)        | (30,8)          | 15,3         |
| Margin (% of Net sales)              | n.a           | n.a             | 5,2%         |
| Taxes                                | 0,35          | 7,06            | (6,5)        |
| Net income before Minorities         | (14,3)        | (23,8)          | 8,8          |
| Margin (% of Net sales)              | n.a           | n.a             | 3,0%         |
| Minority Interests                   | 1,7           | 3,7             | (1,1)        |
| <b>Net Income for the Group</b>      | <b>(12,5)</b> | <b>(20,088)</b> | <b>7,7</b>   |
| Margin (% of Net sales)              | n.a           | n.a             | 2,6%         |

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