



# Full Year 2007 Results Presentation

28, March 2008

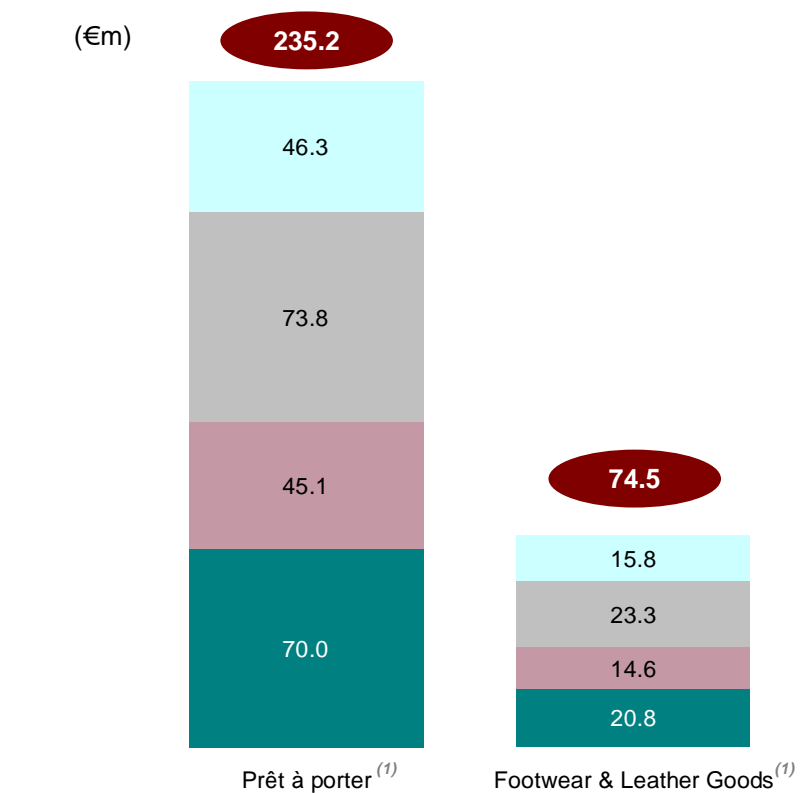
# FY 2007 Key Facts

- **Consolidated Revenues** +10.2% at € 293.2 m (+12.2% at constant exchange rates; +13.4% excluding also the effect of the termination of the Narciso Rodriguez licence)
- **Consolidated EBITDA** +19.8% at € 44.5 m (margin of 15.2%) (+21.7% at constant exchange rates), +28.5% at € 42.3 m net of non recurring items compared to FY 2006 net of non recurring items (margin of 14.4%) (+29.3% at constant exchange rates)
- **Consolidated Net Income** +92% at € 15.3 m;
- **Consolidated Net Financial Debt** of € 38.5 m (€115.3m as of 31 December 2006)
- **174 Mono Brand Stores** (149 in FY 2006)



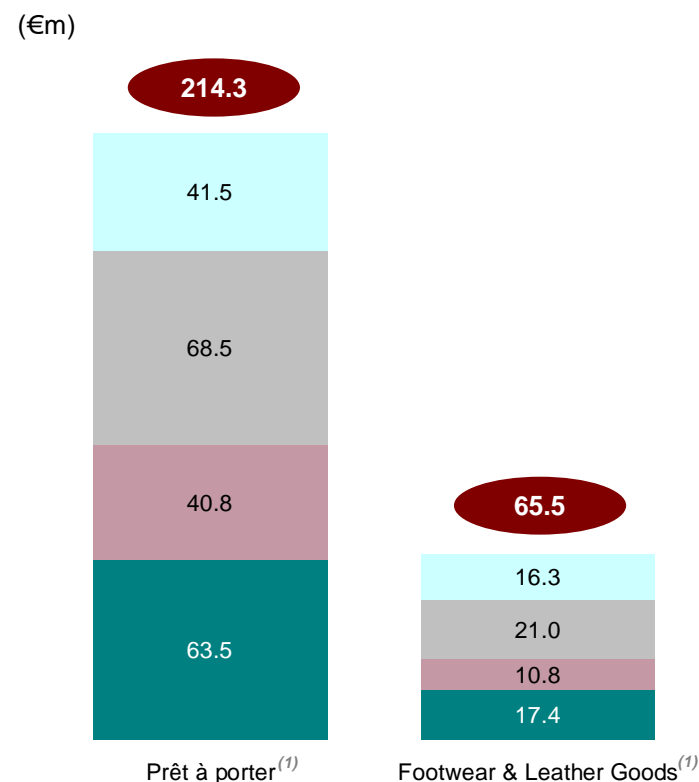
# Net Sales Breakdown by Division

## FY 2007\_Current Currencies



<i>FY 07 % Growth constant FX</i>	12.3%	13.8%
<i>FY 07 % Growth current FX</i>	9.8%	13.8%
<i>% on Total Sales<sup>(1)</sup></i>	75.9%	24.1%

## FY 2006\_Current Currencies

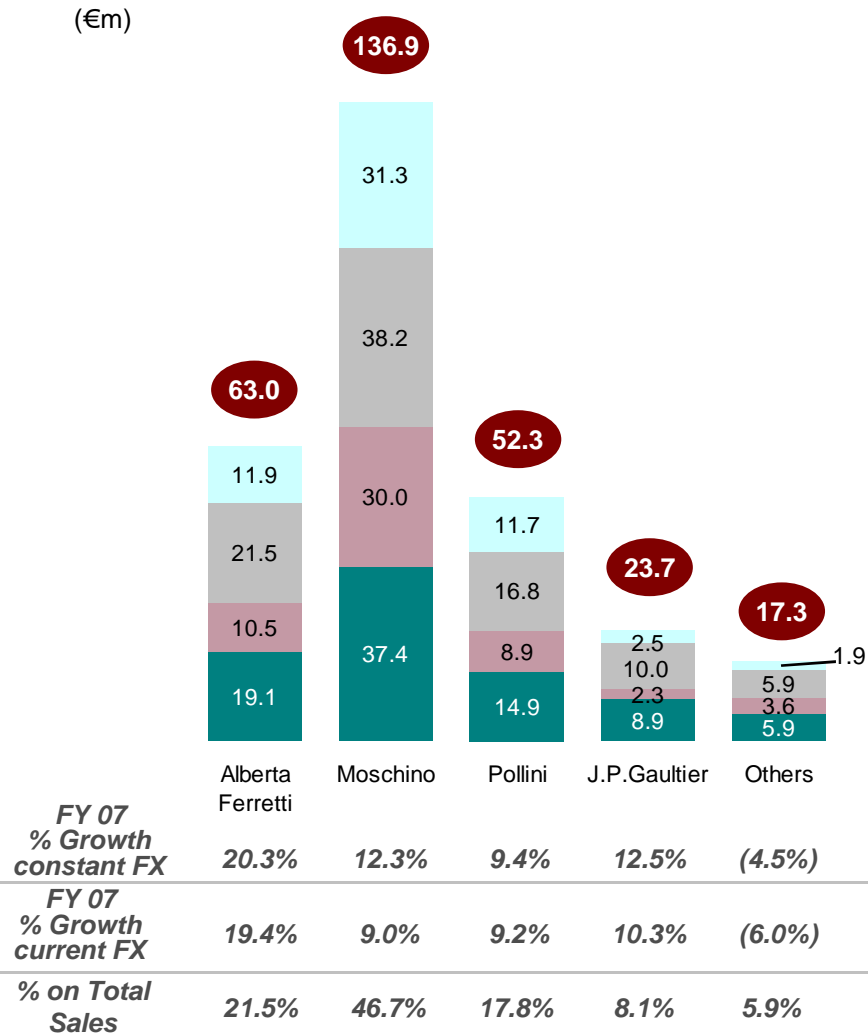


<i>% on Total Sales<sup>(1)</sup></i>	76.6%	23.4%
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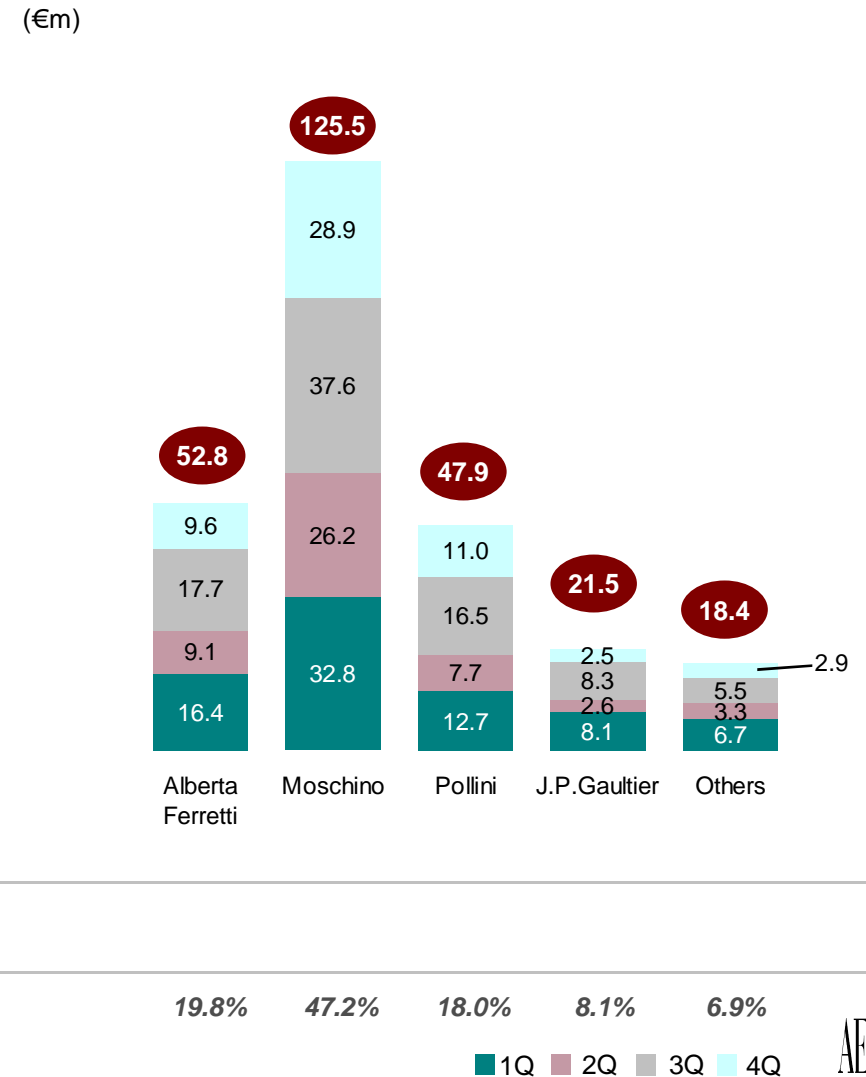
(1) Before inter-divisional eliminations

# Net Sales Breakdown by Brand

## FY 2007\_Current Currencies

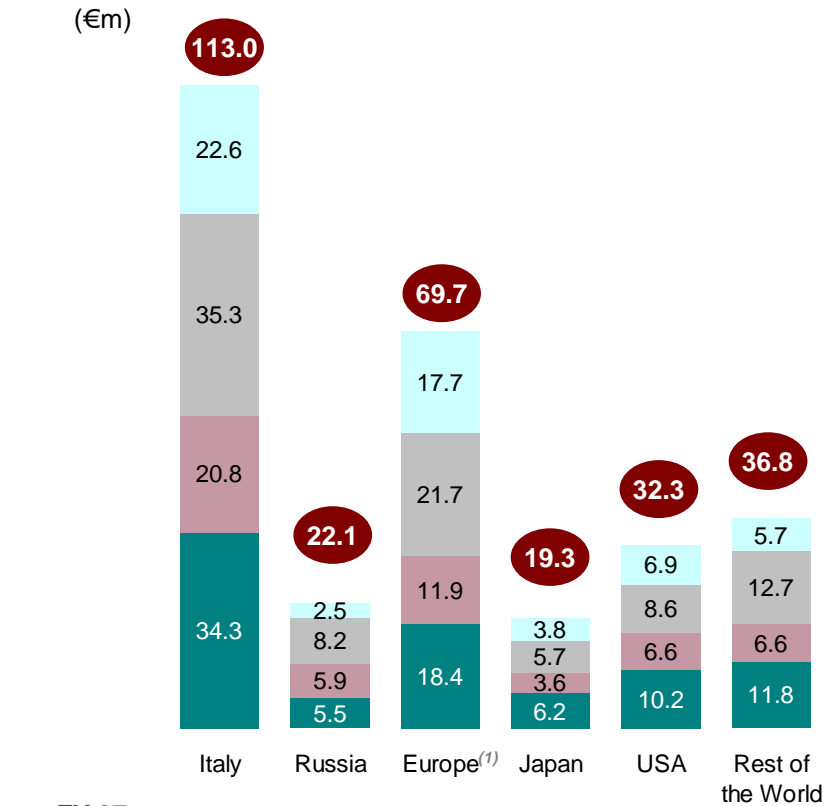


## FY 2006\_Current Currencies



# Net Sales Breakdown by Region

FY 2007\_Current Currencies



**FY 07 % Growth constant FX**

Italy	8.6%	68.8%	16.0%	(5.3%)	5.7%	12.5%
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**FY 07 % Growth current FX**

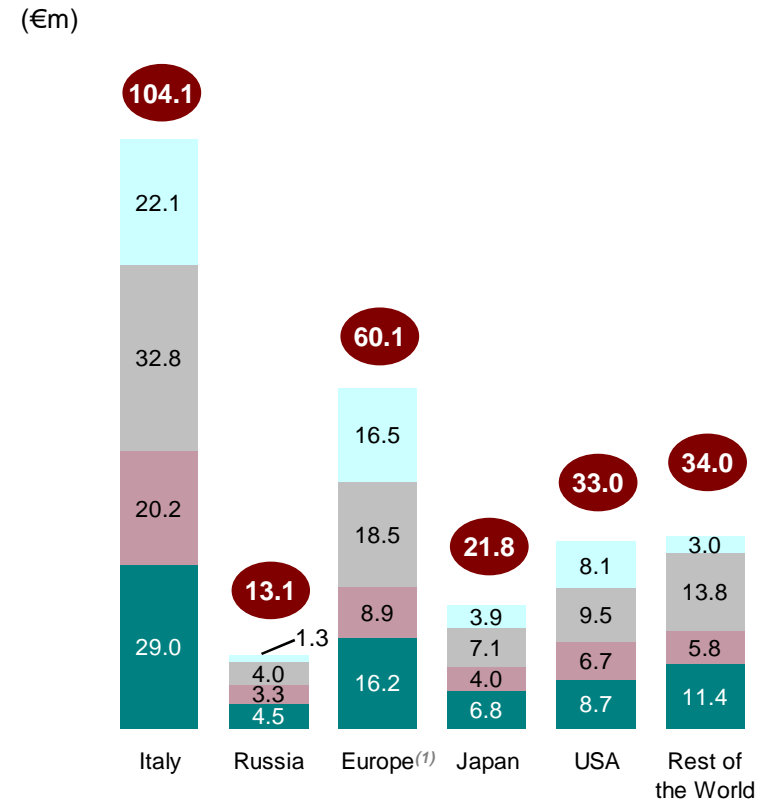
Italy	8.6%	68.8%	15.9%	(11.3%)	(2.2%)	8.2%
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**% on Total Sales**

Italy	38.5%	7.5%	23.8%	6.6%	11%	12.6%
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(1) Italy and Russia excluded

FY 2006\_Current Currencies



**% on Total Sales**

Italy	39.1%	4.9%	22.6%	8.2%	12.4%	12.8%
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■ 1Q ■ 2Q ■ 3Q ■ 4Q

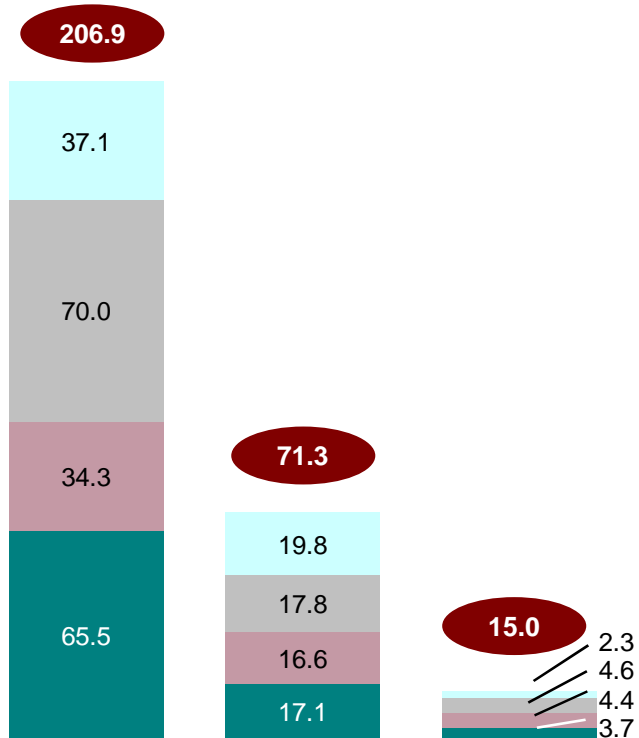


# Net Sales Breakdown by Channel

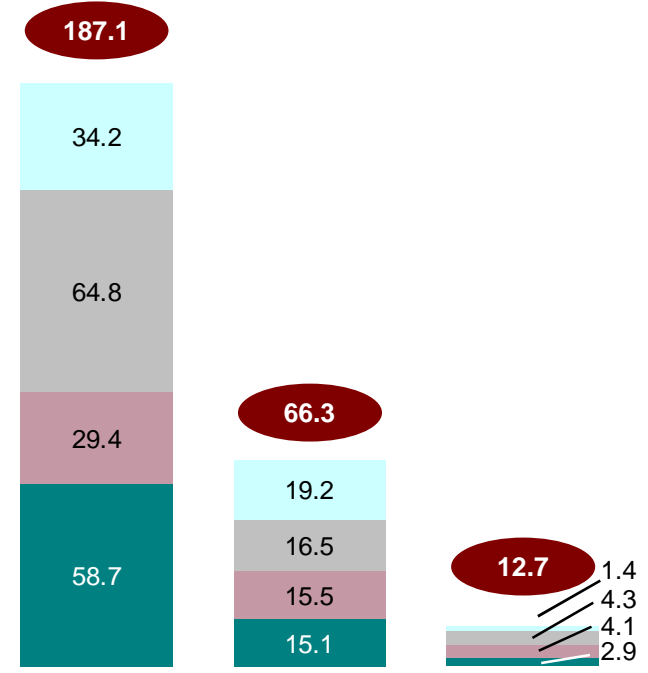
FY 2007\_Current Currencies

FY 2006\_Current Currencies

(€m)



(€m)



FY 07  
% Growth  
constant FX

Channel	Wholesale	Retail	Royalties
% Growth constant FX	12.4%	10.6%	17.8%

FY 07  
% Growth  
current FX

Channel	Wholesale	Retail	Royalties
% Growth current FX	10.6%	7.6%	17.8%

% on Total  
Sales

Channel	Wholesale	Retail	Royalties
% on Total Sales	70.6%	24.3%	5.1%

Channel	Wholesale	Retail	Royalties
% on Total Sales	70.3%	24.9%	4.8%

1Q 2Q 3Q 4Q



# Mono-brand Stores Network

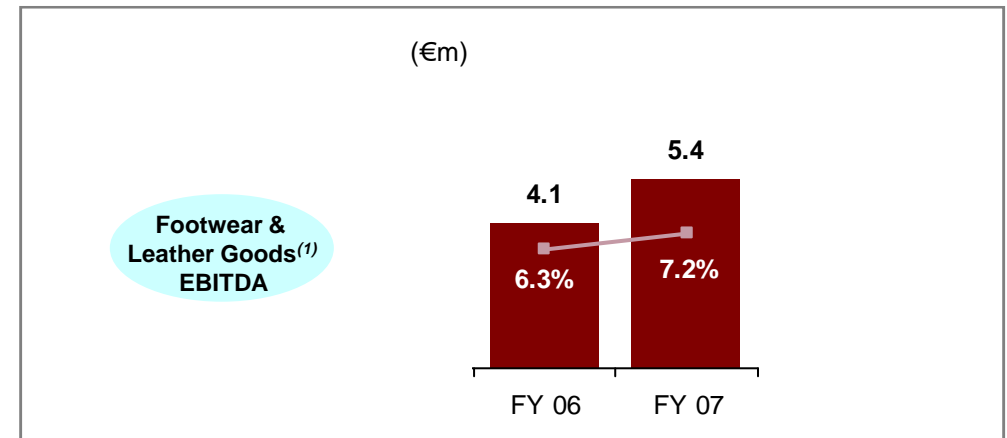
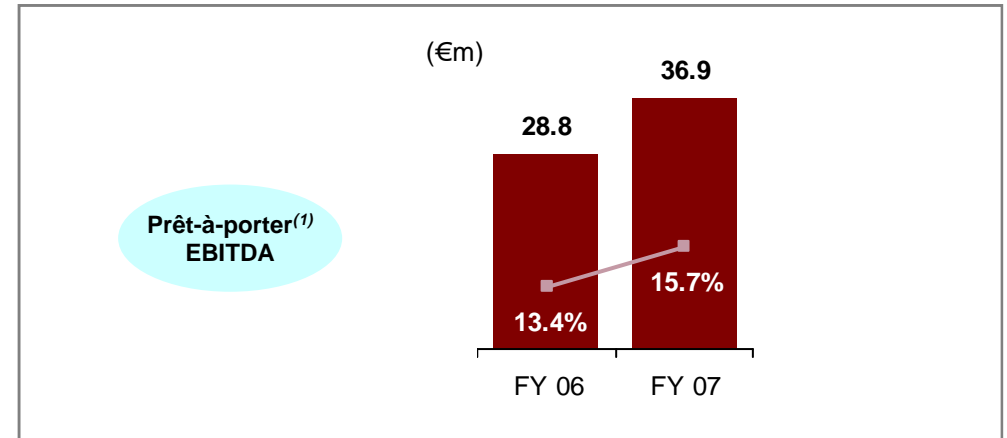
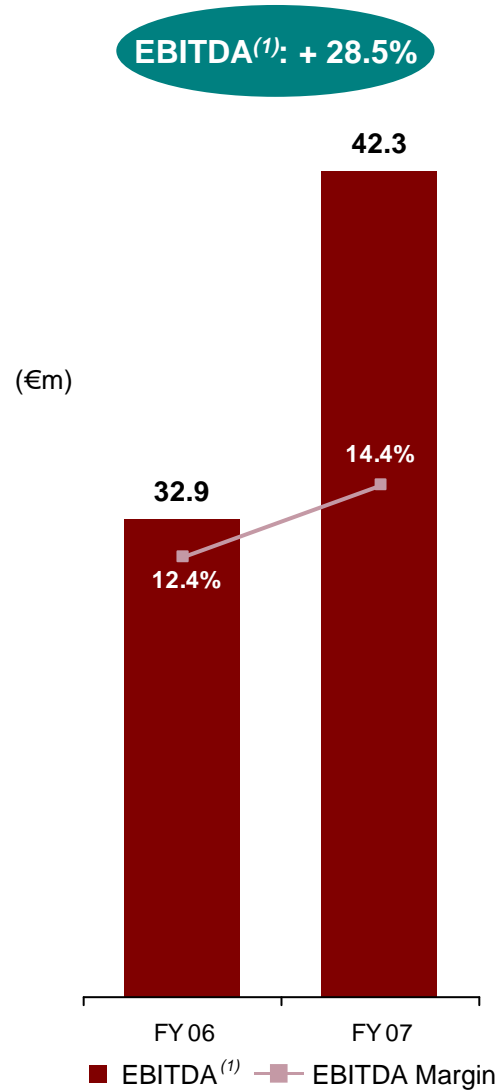
## DOS

	FY07	FY06
Europe	36	36
USA	1	1
Asia	38	38
<b>Total</b>	<b>75</b>	<b>75</b>

## Franchising

	FY 07	FY06
Europe	41	33
USA	6	4
Asia	52	37
<b>Total</b>	<b>99</b>	<b>74</b>

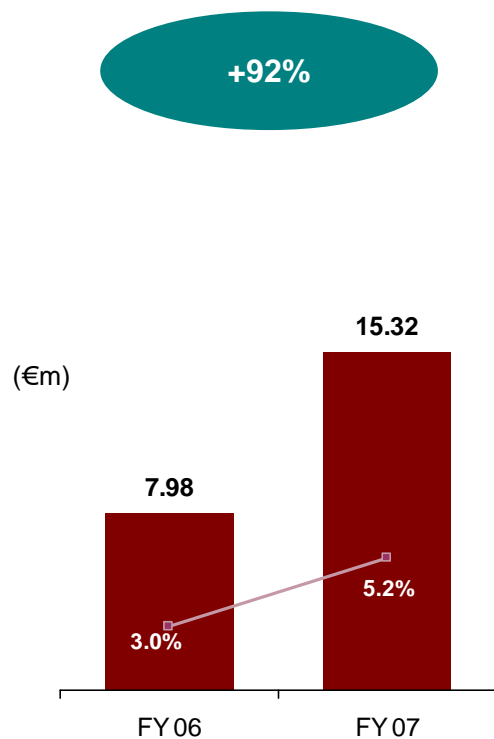
# Profitability Analysis



(1) Net of non recurring items



# Group Net Income and Income Taxes



■ Net Income  
— Net income Margin

(€m)	FY Ending December 31,	
	2007A	2006A
PBT	25.6	19.3
Current Taxes	(11.0)	(7.4)
Deferred Taxes	(1.6)	(3.3)
<i>One-off Adjustment</i>	5.3	0.0
<b>Total Taxes</b>	<b>(7.4)</b>	<b>(10.7)</b>
<i>Nominal Tax Rate</i>	28.8%	55.6%
<i>Effective Tax Rate</i>	49.0%	55.6%



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# Summary Balance Sheet

## IAS-IFRS

	FY2007	FY2006
Net Working Capital	51.6	44.0
Net Tangible Assets	71.2	69.9
Net Intangible Assets	171.8	175.1
Net Financial Assets	3.1	3.0
Severance Staff, Provisions & Others	(64.6)	(74.2)
<b>Net Capital Employed</b>	<b>233.1</b>	<b>217.8</b>
Group Shareholders' Equity	164.7	76.0
Minorities	29.9	26.5
Shareholders' Equity & Minorities	194.6	102.5
Net Debt	38.5	115.3
<b>Net Financial Debt and Shareholders' Equity</b>	<b>233.1</b>	<b>217.8</b>
Accounts Receivables	36.9	33.4
Accounts Payable	(60.6)	(57.5)
Inventory	67.8	57.7
Other Current Assets/Liabilities	7.5	10.5
<b>NWC</b>	<b>51.6</b>	<b>44.0</b>
<i>As % of Net sales</i>	17.6%	16.5%

# Summary Cash Flow

## IAS-IFRS

	FY2007	FY2006
PBT	25.6	19.3
Operating Cash Flow	23.1	33.0
Capital Expenditure	(9.5)	(3.9)
Free Cash Flow	13.6	29.1
Cash Flows from Financing Activities	(14.4)	(20.8)
Cash and cash equivalents at the beginning of the year	15.3	7.0
Cash Flow of the Period	(0.8)	8.3
Cash and cash equivalents at the end of the year	14.5	15.3

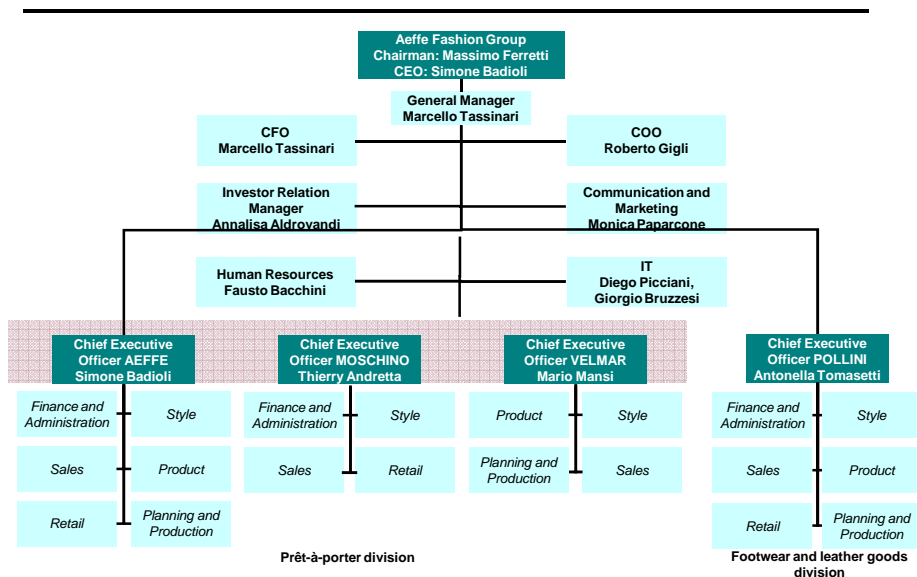


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Appendices

# Company Profile

## Organisational Structure



## Share Information

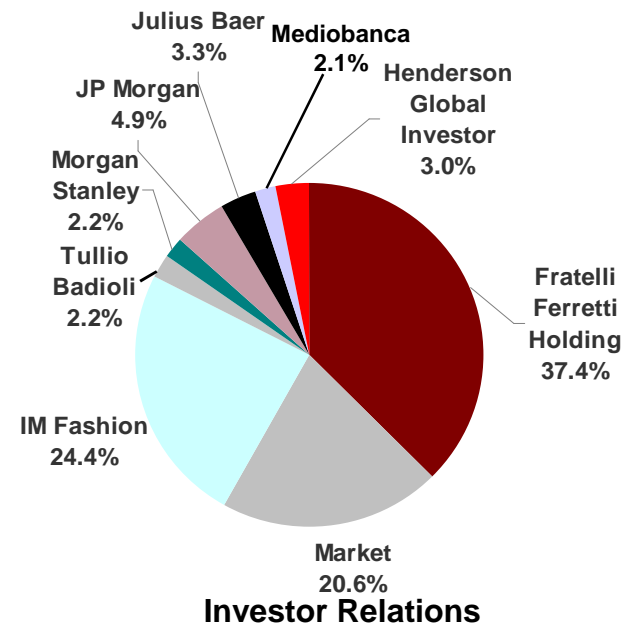
N° of shares outstanding: 107,362,504

Italian Stock Exchange – STAR Segment

Specialist: Mediobanca S.p.A.

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

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



## Investor Relations

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(1) Source: Consob as of 12 February 2008

# Income Statement Full Year 2005-2007

## IAS-IFRS

(€m)

FY Ending December 31,

	2005A	2006A	2007A
Net Sales	241.9	266.1	293.2
<i>% growth</i>	2.9%	10.0%	10.2%
Other Revenues	2.6	4.7	3.5
Non-Recurring Revenues	5.4	4.2	2.2
<b>Total Revenues</b>	<b>249.9</b>	<b>275.1</b>	<b>298.9</b>
<i>% growth</i>	(6.1%)	10.1%	8.7%
Non-Recurring Costs	(0.4)	0.0	0.0
Raw Materials Costs	68.0	74.2	80.9
Service Costs	78.6	87.8	95.7
Rental Costs	15.4	16.4	17.1
Personnel	54.1	56.3	58.2
Other Operating Expenses	4.2	3.1	2.5
Total Operating Expenses	(220.1)	(238.0)	(254.4)
<b>EBITDA<sup>(1)</sup></b>	<b>29.4</b>	<b>37.1</b>	<b>44.5</b>
<i>Margin (% of Net sales)</i>	12.2%	13.9%	15.2%
<b>EBITDA Adjusted<sup>(2)</sup></b>	<b>24.5</b>	<b>32.9</b>	<b>42.3</b>
<i>Margin (% of Net sales)</i>	10.1%	12.4%	14.4%
Depreciation and Amortisation	(11.1)	(10.7)	(10.7)
<b>EBIT (Reported)</b>	<b>18.3</b>	<b>26.4</b>	<b>33.7</b>
<i>Margin (% of Net sales)</i>	7.6%	10.0%	11.5%
Net Financial Income / (Expenses)	(4.7)	(7.1)	(8.1)
<b>PBT</b>	<b>13.6</b>	<b>19.3</b>	<b>25.6</b>
<i>Margin (% of Net sales)</i>	5.6%	7.2%	8.7%
Taxes	(7.0)	(10.8)	(7.4)
<b>Net income before Minorities</b>	<b>6.6</b>	<b>8.5</b>	<b>18.3</b>
<i>Margin (% of Net sales)</i>	2.7%	3.2%	6.2%
Minority Interests	(1.1)	(0.6)	(2.9)
<b>Net Income Adjusted for the Group</b>	<b>5.5</b>	<b>8.0</b>	<b>11.4</b>
<i>Margin (% of Net sales)</i>	2.3%	3.0%	3.9%
<b>Net Income for the Group</b>	<b>5.5</b>	<b>8.0</b>	<b>15.3</b>
<i>Margin (% of Net sales)</i>	2.3%	3.0%	5.2%

▪ Includes currency gains, sale of raw materials and rents received

▪ In 2007 sale of Narciso Rodriguez stake (50% of equity )  
 ▪ In 2006, sale of Narciso Rodriguez store in Milan  
 ▪ In 2005, release of provision from Pollini S.p.A. and Pollini Retail

▪ EBITDA net of non recurring income and costs

(1) Gross of non recurring items

(2) Net of non recurring items

# Revenues Breakdown

(€m)	FY Ending December 31,			CAGR 2005/07A	Growth 2006/07A
	2005A	2006A	2007A		
<b>By Region</b>					
Italy	90.4	104.1	113.0	11.8%	8.6%
Europe (excluding Italy)	51.8	60.1	69.7	16%	15.9%
USA	33.8	33.0	32.3	(2.2%)	(2.2%)
Russia	n.a.	13.1	22.1	n.a.	68.8%
RoW	66.0 <sup>(1)</sup>	55.8	56.1	(7.8%)	0.6%
<b>Total</b>	<b>241.9</b>	<b>266.1</b>	<b>293.2</b>	<b>10.1%</b>	<b>10.2%</b>
<b>By Brand</b>					
Alberta Ferretti	46.2	52.8	63.0	16.8%	19.4%
Moschino	117.4	125.5	136.9	8.0%	9.0%
Pollini	42.5	47.9	52.3	10.9%	9.2%
Jean Paul Gaultier	17.2	21.5	23.8	17.6%	10.3%
Tactical Brands	18.7	18.4	17.3	(3.8%)	(6.0%)
<b>Total</b>	<b>241.9</b>	<b>266.1</b>	<b>293.2</b>	<b>10.1%</b>	<b>10.2%</b>
<b>By Division</b>					
Prêt-à-Porter	198.7	214.3	235.2	8.8%	9.8%
Footwear & Leather Goods	56.4	65.5	74.5	14.9%	13.8%
Eliminations	(13.2)	(13.6)	(16.5)		
<b>Total</b>	<b>241.9</b>	<b>266.1</b>	<b>293.2</b>	<b>10.1%</b>	<b>10.2%</b>

(1) Including Russia in 2005

# Balance Sheet Full Year 2005-2007

(€m)	IAS-IFRS		
	FY Ending December 31,		
	2005A	2006A	2007A
Net Working Capital	46.8	44.0	51.6
Net Tangible Assets	68.0	69.9	71.2
Net Intangible Assets	178.8	175.1	171.8
Net Financial Assets	4.6	3.0	3.1
Severance Staff, Provisions & Others	(69.0)	(74.2)	(64.6)
<b>Net Capital Employed</b>	<b>229.2</b>	<b>217.8</b>	<b>233.1</b>
Group Shareholders' Equity	70.4	76.0	164.7
Minorities	25.9	26.5	29.9
Shareholders' Equity & Minorities	96.3	102.5	194.6
Net Debt	132.9	115.3	38.5
<b>Net Financial Debt and Shareholders' Equity</b>	<b>229.2</b>	<b>217.8</b>	<b>233.1</b>
NWC as % of Net Sales	19.4%	16.5%	17.6%

▪ Including € 74.3 m in 2007 for Ipo proceeds



# Cash Flow Statement Full Year 2005/2007

## IAS-IFRS

FY Ending December 31,

	2005A	2006A	2007A
<b>PBT</b>	<b>13.6</b>	<b>19.3</b>	<b>25.6</b>
Depreciation & Amortisation	10.7	10.2	10.7
Provisions & Impairments	(4.0)	0.7	(2.4)
Taxes	(5.1)	(4.9)	(9.4)
Net Interest	4.6	7.0	8.1
Change in other liabilities / (assets)	(3.4)	0.6	(9.5)
<b>Operating Cash Flow</b>	<b>16.4</b>	<b>33.0</b>	<b>23.1</b>
Capital expenditure for intangible assets	6.1	(0.0)	(0.3)
Capital expenditure for tangible assets	(2.2)	(4.0)	(9.3)
(Increase) / decrease in investments in other fixed assets	0.2	0.2	0.1
<b>Cash Flows from Investing Activities</b>	<b>4.0</b>	<b>(3.9)</b>	<b>(9.5)</b>
<b>Free Cash Flow</b>	<b>20.4</b>	<b>29.1</b>	<b>13.6</b>
Equity Issue	0.0	(6.0)	72
Change in short term debt	(19.7)	(9.3)	(78)
Change in long term debt	(0.1)	1.5	(0.3)
Net Interest	(4.6)	(7.0)	(8.1)
<b>Cash Flows from Financing Activities</b>	<b>(24.3)</b>	<b>(20.8)</b>	<b>(14.4)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>10.9</b>	<b>7.0</b>	<b>15.3</b>
<b>Cash Flow of the Period</b>	<b>(3.9)</b>	<b>8.3</b>	<b>(0.8)</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>7.0</b>	<b>15.3</b>	<b>14.5</b>