



ALFRE

Nine months 2010 Results Presentation
10, November 2010

9M 2010 Key Facts

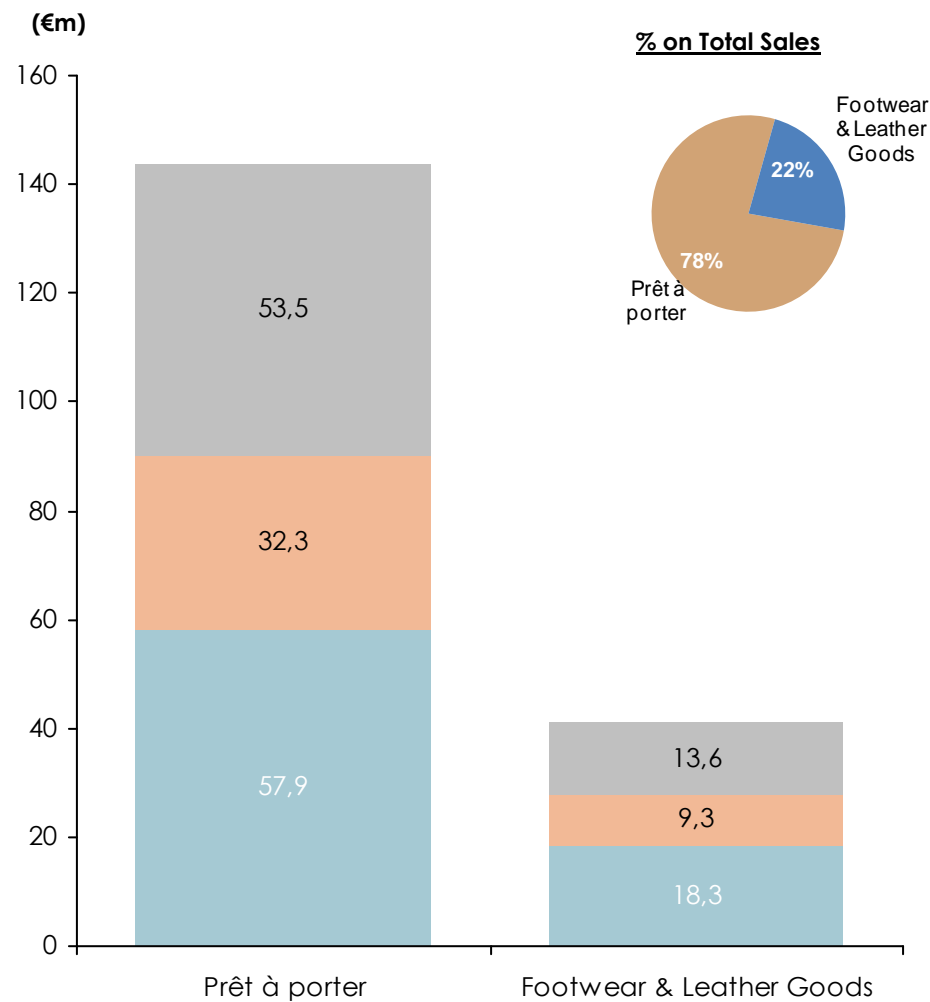
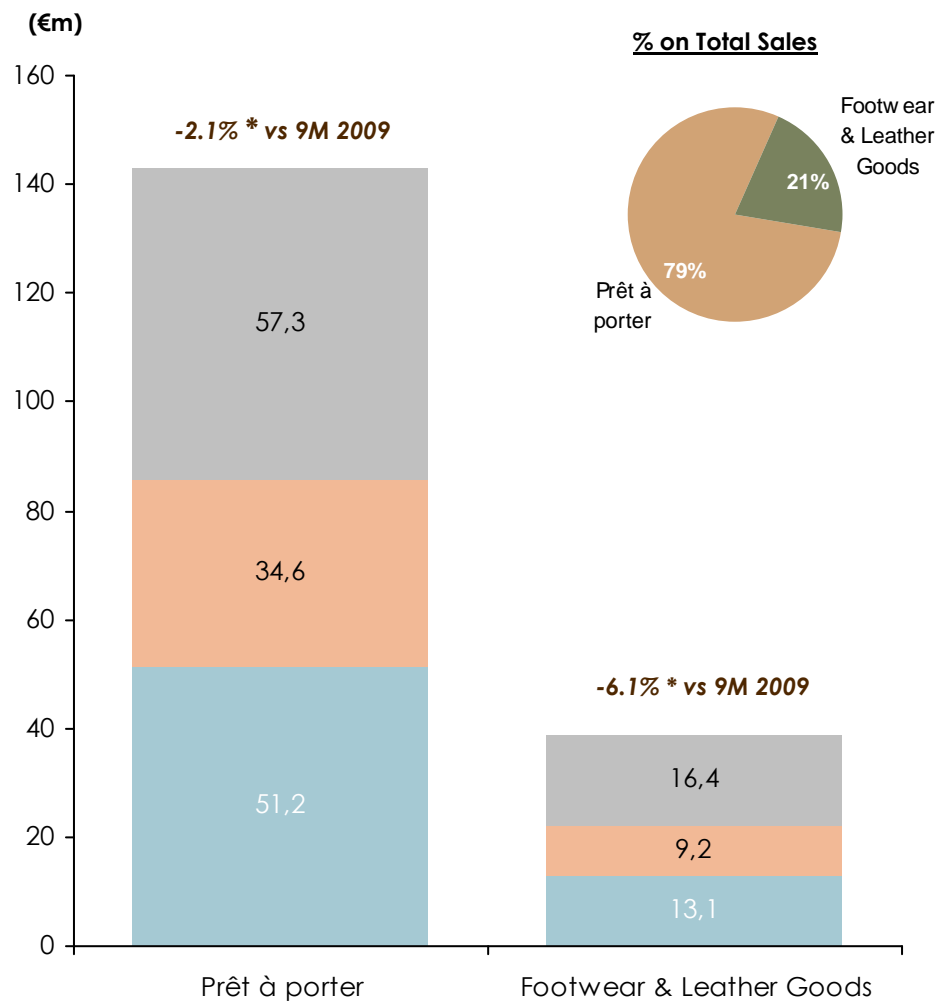
- ❖ **Consolidated Revenues** -1.4% at € 173.2m, (-2.7% at constant exchange rates)
- ❖ **Consolidated EBITDA** positive for € 5.9m
- ❖ **Consolidated Net Loss** at € 5m
- ❖ **Consolidated Net Financial Debt** of € 104.2m (€ 87.7m as of 31 December 2009)
- ❖ **245 Mono Brand Stores** (vs. 227 at the end of 2009)



Net Sales Breakdown by Division⁽¹⁾

9M 2010

9M 2009



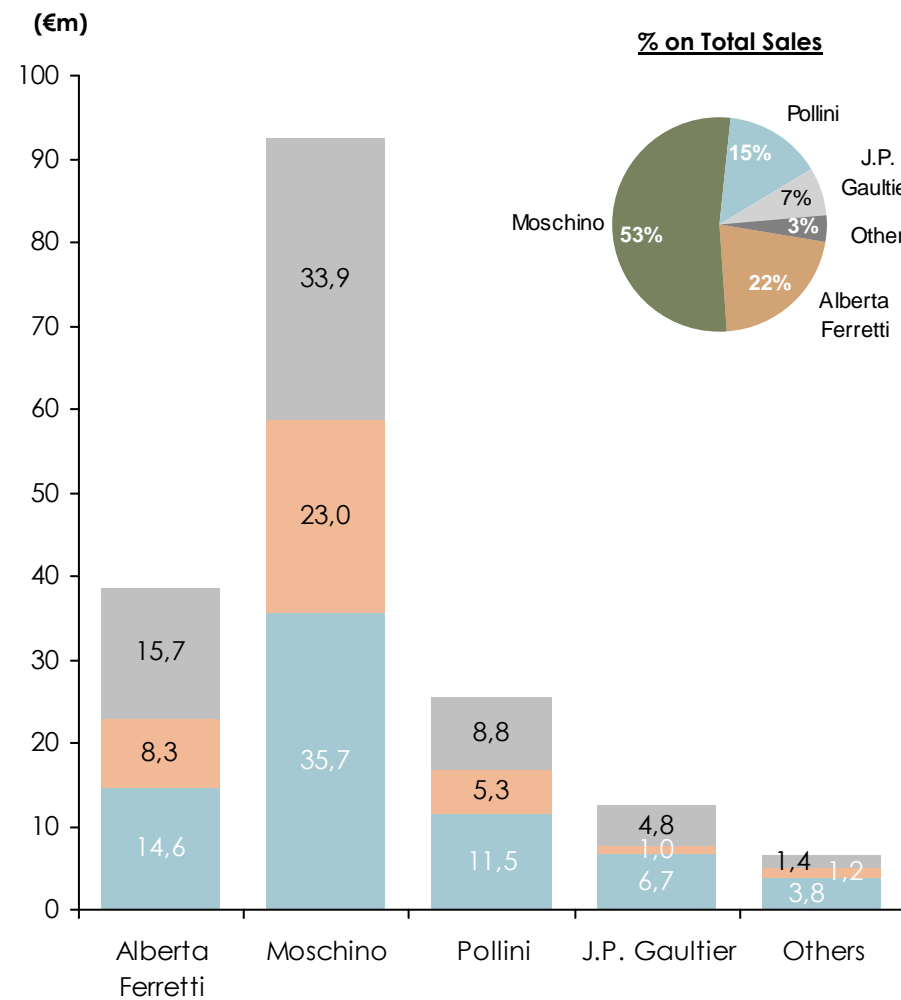
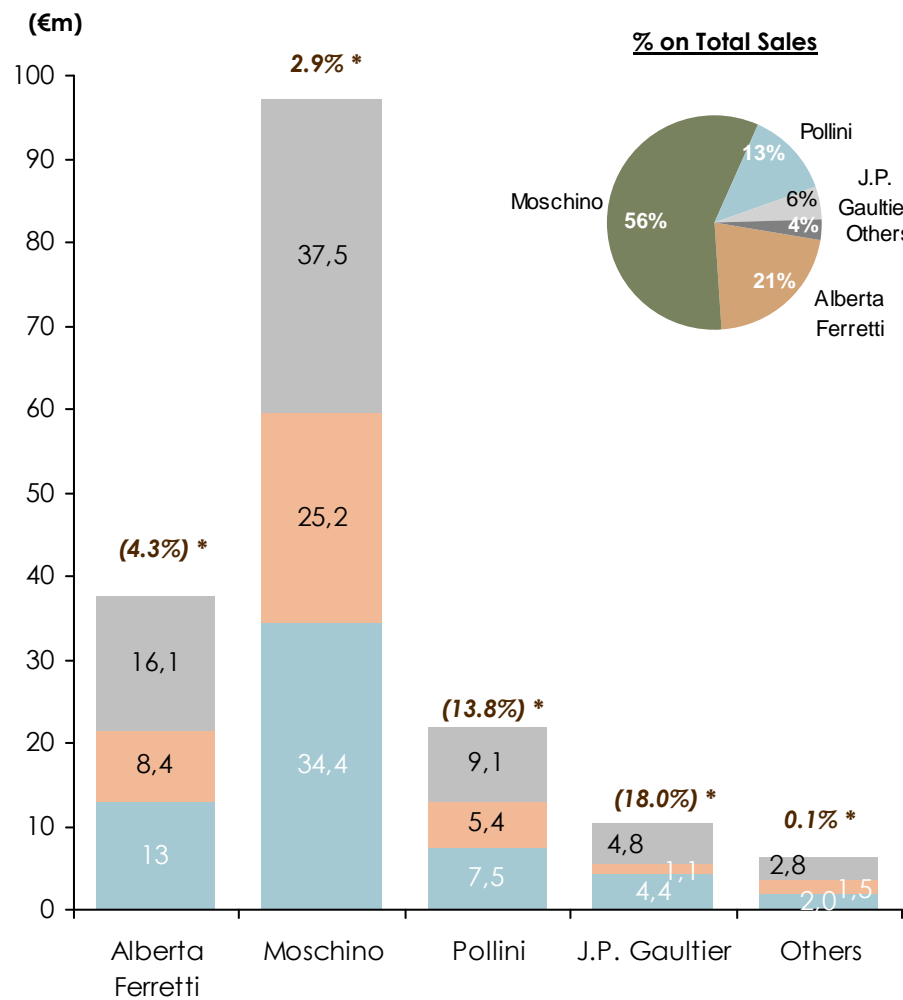
(1) Before inter-divisional eliminations

(*) At constant exchange rates

Net Sales Breakdown by Brand

9M 2010

9M 2009



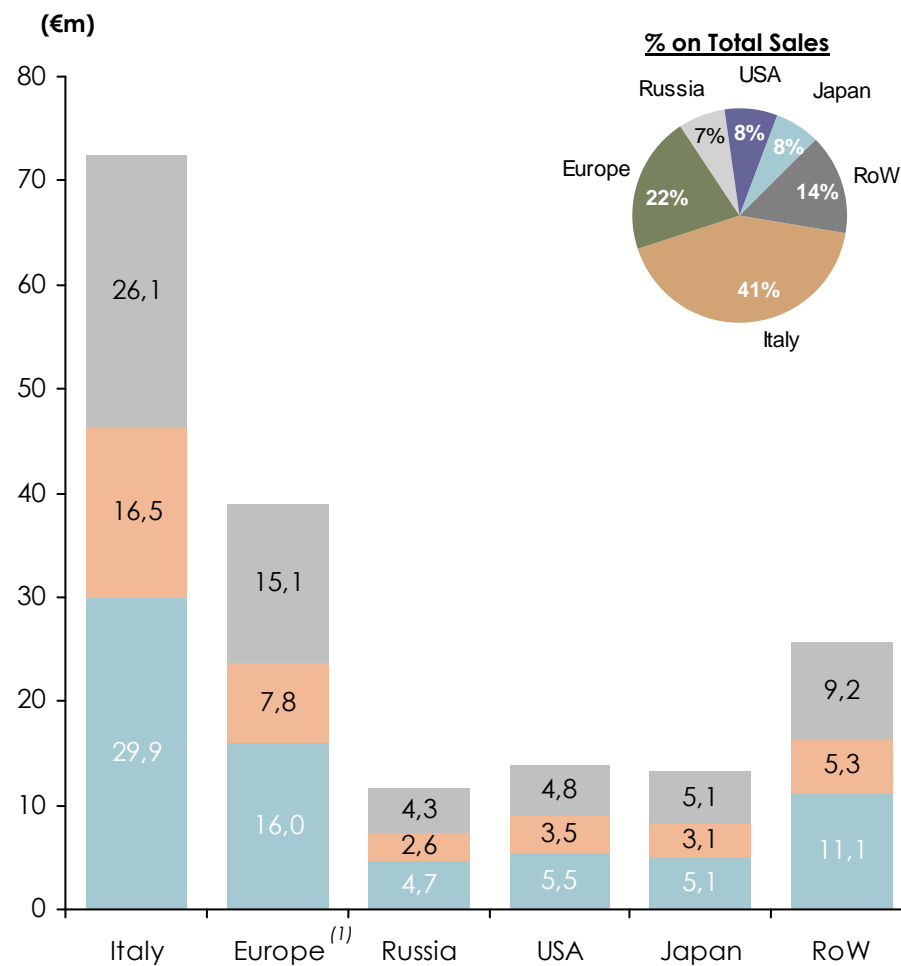
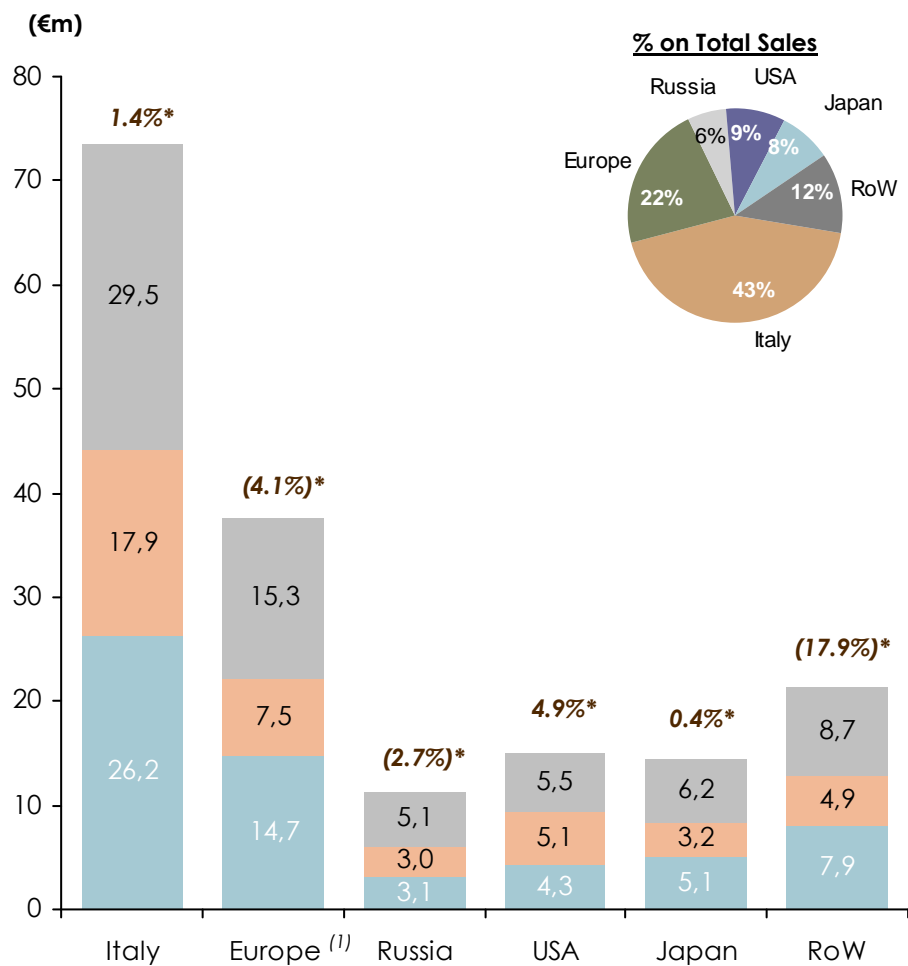
1Q10 2Q10 3Q10

(*) At constant exchange rates

Net Sales Breakdown by Region

9M 2010

9M 2009



(1) Italy and Russia excluded

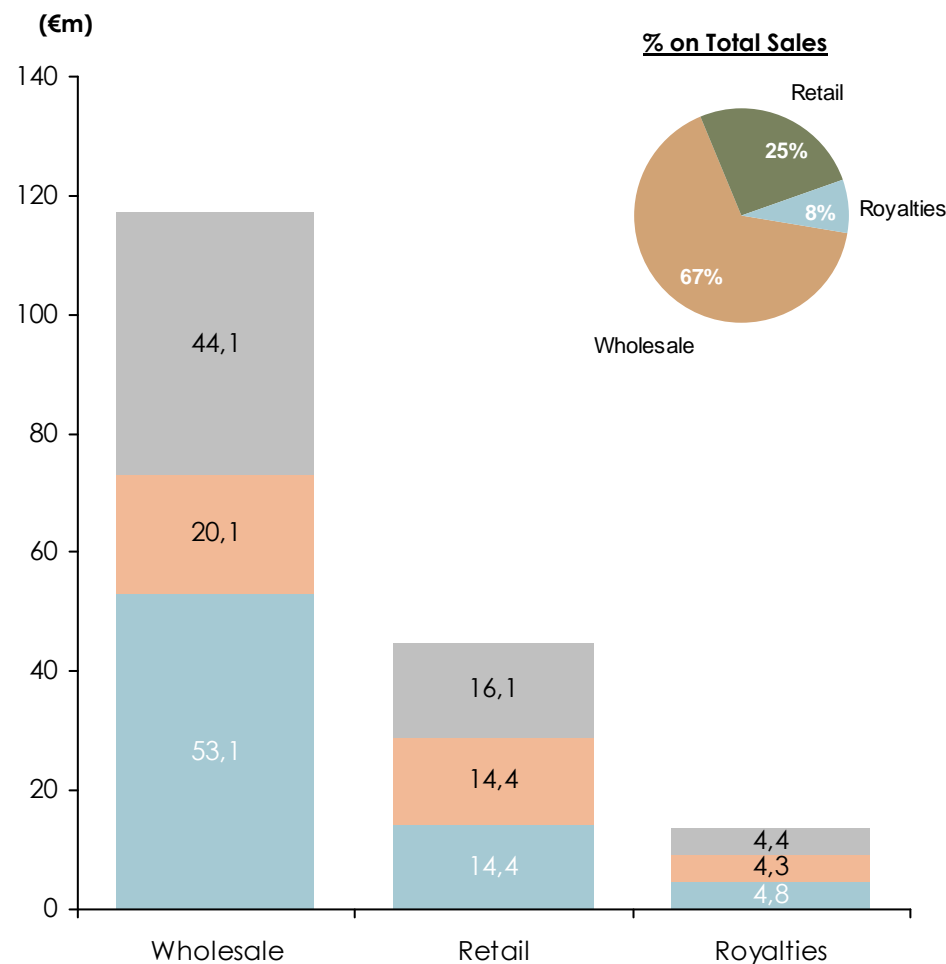
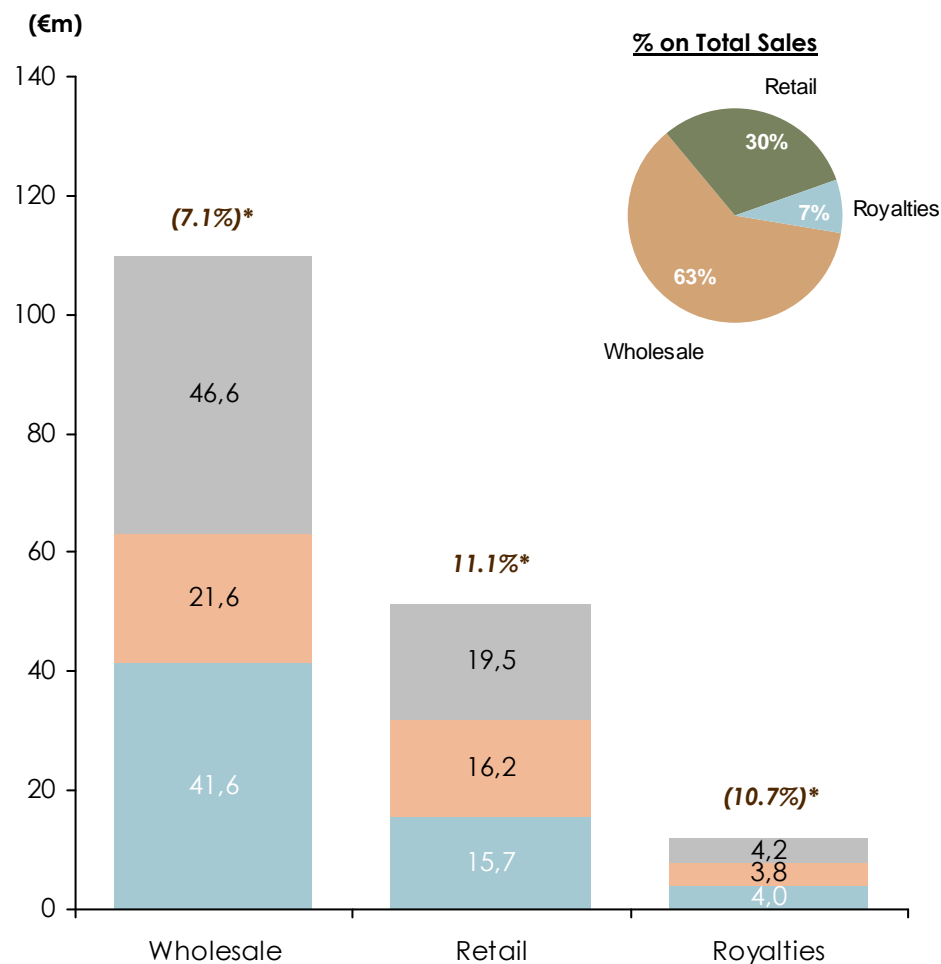
(*) At constant exchange rates

1Q10 2Q10 3Q10

Net Sales Breakdown by Channel

9M 2010

9M 2009



1Q10 2Q10 3Q10

(*) At constant exchange rates

Mono-brand Stores Network

DOS

	<u>9M10</u>	<u>FY09</u>
Europe	43	38
USA	3	3
Asia	40	38
Total	86	79



Franchising

	<u>9M10</u>	<u>FY09</u>
Europe	54	52
USA	7	7
Asia	98	89
Total	159	148



Income Statement – 9M 2010/2009

(€m)

	9M 10	9M 09
Net Sales	173,3	175,689
% change	(1,4%)	
Other Revenues	3,3	4,3
Total Revenues	176,6	180,0
% change	(1,9%)	
Raw Materials Costs	(51,2)	(57,3)
Service Costs	(54,2)	(62,3)
Costs for use of third parties	(16,1)	(14,7)
Personnel	(46,1)	(48,0)
Other Operating Expenses	(3,0)	(3,6)
Total Operating Expenses	(170,6)	(185,9)
EBITDA	5,93	(5,9)
Margin (% of Net sales)	3,4%	n.a
Depreciation and Amortisation	(10,2)	(7,9)
EBIT	(4,3)	(13,8)
Margin (% of Net sales)	n.a	n.a
Net Financial Income / (Expenses)	(1,1)	(3,0)
Result before taxes	(5,3)	(16,8)
Margin (% of Net sales)	n.a	n.a
Taxes	(0,47)	2,7
Net income/(loss) before Minorities	(5,8)	(14,1)
Margin (% of Net sales)	n.a	n.a
Minority Interests	0,7	2,4
Net Income/(loss) for the Group	(5,1)	(11,7)
Margin (% of Net sales)	n.a	n.a

Summary Balance Sheet

(€m)	<u>9M 10</u>	<u>FY 09</u>	<u>9M 09</u>
Net Working Capital	82,9	67,8	84,3
Net Tangible Assets	76,2	76,6	77,1
Net Intangible Assets	158,3	157,0	166,8
Net Financial Assets	3,0	2,8	2,5
Severance Staff, Provisions & Others	(51,6)	(46,0)	(55,9)
Net Capital Employed	268,7	258,2	274,8
Group Shareholders' Equity	137,8	143,2	152
Minorities	26,8	27,3	28,6
Shareholders' Equity & Minorities	164,5	170,5	180,6
Net Debt	98,7	82,2	88,7
Shares Buyback	5,5	5,5	5,5
Net Financial Debt and Shareholders' Equity	268,7	258,2	274,8
Accounts Receivables	42,5	26,9	41,9
Accounts Payables	(37,7)	(42,1)	(37,8)
Inventory	67,2	69,4	68,9
Operating NWC	71,9	54,2	73,0
As % of LTM sales	33,5%	25,0%	31,2%
Other Current Assets/Liabilities	10,9	13,6	11,3
Net Working Capital	82,9	67,8	84,3

Summary Cash Flow

(€m)

	<u>9M 10</u>	<u>FY 09</u>	<u>9M 09</u>
PBT	(5,3)	(30,8)	(16,8)
Operating Cash Flow	(11,0)	(10,6)	(19,0)
Capital Expenditure	(4,1)	(4,2)	(4,2)
Free Cash Flow	(15,1)	(14,8)	(23,2)
Cash Flows from Financing Activities	14,5	12,5	22,6
Cash and cash equivalents at the beginning of the year	5,3	7,7	7,7
Cash Flow of the Period	-0,6	(2,4)	-0,6
Cash and cash equivalents at the end of the year	4,7	5,3	7,1

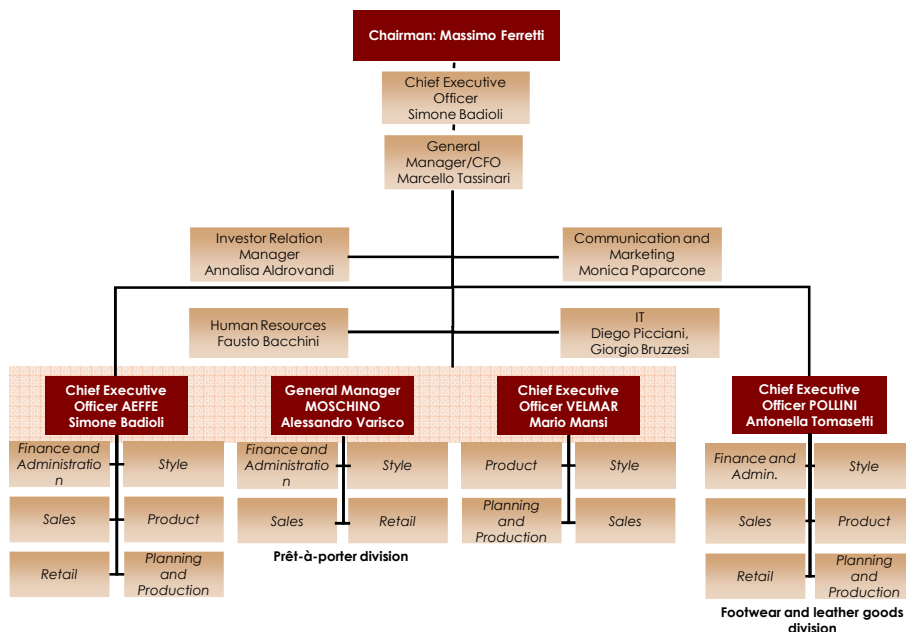


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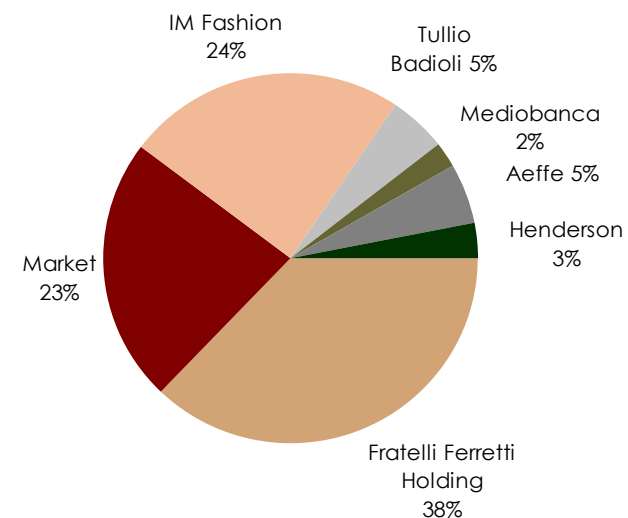
Appendices

Company Profile

Organisational Structure



Ownership Structure⁽¹⁾



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 10 November 2010

Cash Flow Statement

(€m)	<u>9M 10</u>	<u>FY 09</u>	<u>9M 09</u>
PBT	(5,3)	(30,8)	(16,8)
Depreciation & Amortisation	10,2	13,6	7,9
Provisions & Impairments	(0,5)	(1,0)	(1,1)
Taxes	(1,6)	(1,8)	(2,1)
Net Interest	1,1	3,7	3,0
Change in other liabilities / (assets)	(14,9)	5,7	(9,9)
Operating Cash Flow	(11,0)	(10,6)	(19,0)
Capital expenditure for intangible assets	(6,1)	1,1	(0,4)
Capital expenditure for tangible assets	(4,9)	(5,0)	(3,8)
(Increase) / decrease in investments in other fixed assets	6,9	(0,3)	0,0
Cash Flows from Financing Activities	(4,1)	(4,2)	(4,2)
Free Cash Flow	(15,1)	(14,8)	(23,2)
Other changes in reserves and profits carried-forward of shareholders' equity	(0,2)	(1,7)	(1,3)
Proceeds (repayment) of financial payments	15,9	18,4	26,8
Change in long term financial receivables	(0,1)	(0,6)	0,2
Net Interest	(1,1)	(3,7)	(3,1)
Cash Flows from Financing Activities	14,5	12,4	22,6
Cash and cash equivalents at the beginning of the year	5,3	7,7	7,7
Cash Flow of the Period	(0,6)	(2,4)	(0,6)
Cash and cash equivalents at the end of the year	4,7	5,3	7,1

Income Statement – Full Year 2007-2009

(€m)

	<u>2009A</u>	<u>2008A</u>	<u>2007A</u>
Net Sales	217,04	294,7	293,2
% change	(26,3%)	0,5%	10,2%
Other Revenues	5,9	6,05	3,5
Non-Recurring Revenues	-		2,2
Total Revenues	222,9	300,7	298,9
% change	(26,1%)	0,6%	8,7%
Raw Materials Costs	(69,6)	(79,2)	80,9
Service Costs	(79,5)	(103,1)	95,7
Cost for use of third parties assets	(19,2)	(17,9)	17,1
Personnel	(63,1)	(61,7)	58,2
Other Operating Expenses	(4,5)	(4,5)	2,5
Total Operating Expenses	(235,9)	(266,4)	(254,4)
EBITDA	(13,0)	34,3	44,5
Margin (% of Net sales)	n.a	11,6%	15,2%
Depreciation and Amortisation	(14,18)	(12,4)	(10,7)
EBIT	(27,1)	21,9	33,7
Margin (% of Net sales)	n.a	7,4%	11,5%
Net Financial Income / (Expenses)	(3,7)	(6,6)	(8,1)
PBT	(30,8)	15,3	25,6
Margin (% of Net sales)	n.a	5,2%	8,7%
Taxes	7,06	(6,5)	(7,4)
Net income before Minorities	(23,8)	8,8	18,3
Margin (% of Net sales)	n.a	3,0%	6,2%
Minority Interests	3,7	(1,1)	(2,9)
Net Income for the Group	(20,088)	7,7	11,4
Margin (% of Net sales)	n.a	2,6%	3,9%

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