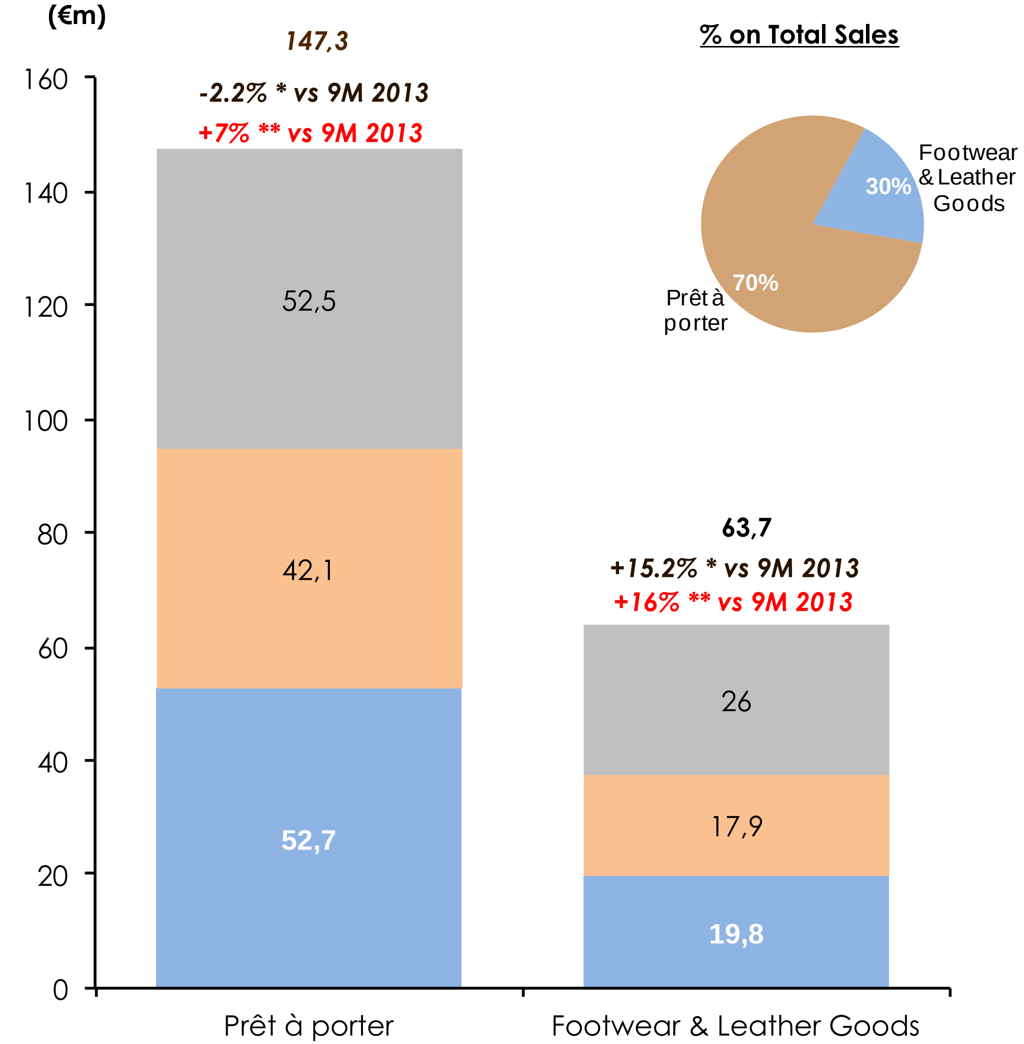
AEFFE Nine Months 2014 Results Presentation
11, November 2014

9M 2014 Key Facts

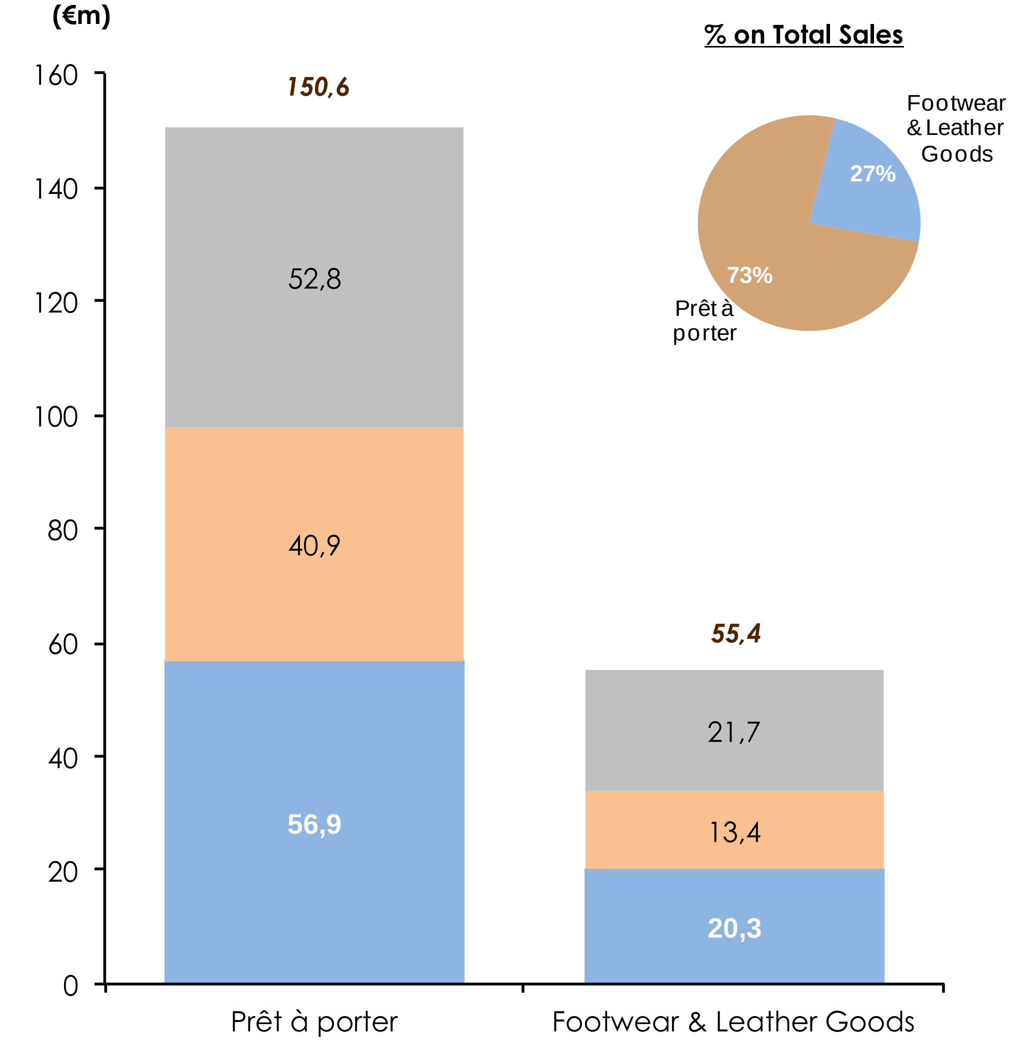
- **Consolidated Revenues** -0.2% at € 192.9m, (-0.2% at constant exchange rates); consolidated sales would have increased by 7% at constant exchange rates, net of the effects of already terminated licenses and of the reorganization of the distribution in Japan
- **Consolidated EBITDA** for € 22.6m, compared to an EBITDA of € 16.3m in 9M 2013, with a €6.3m increase
- **Consolidated Net Profit** at €2.5m, compared to a Net Loss of € 2.3m in 9M 2013, with a €4.8m improvement
- **Consolidated Net Financial Debt** of € 90.1m (€ 88.6m as of 31 December 2013)
- **243 Mono Brand Stores** (vs. 269 at the end of 2013)

Net Sales Breakdown by Division(1)

9M 2014



9M 2013



* At constant exchange rates

** Net of the effects of the Japanese distribution reorganization and of the terminated licenses at constant exchange rates

(1) Before inter-divisional eliminations

1Q 2Q 3Q

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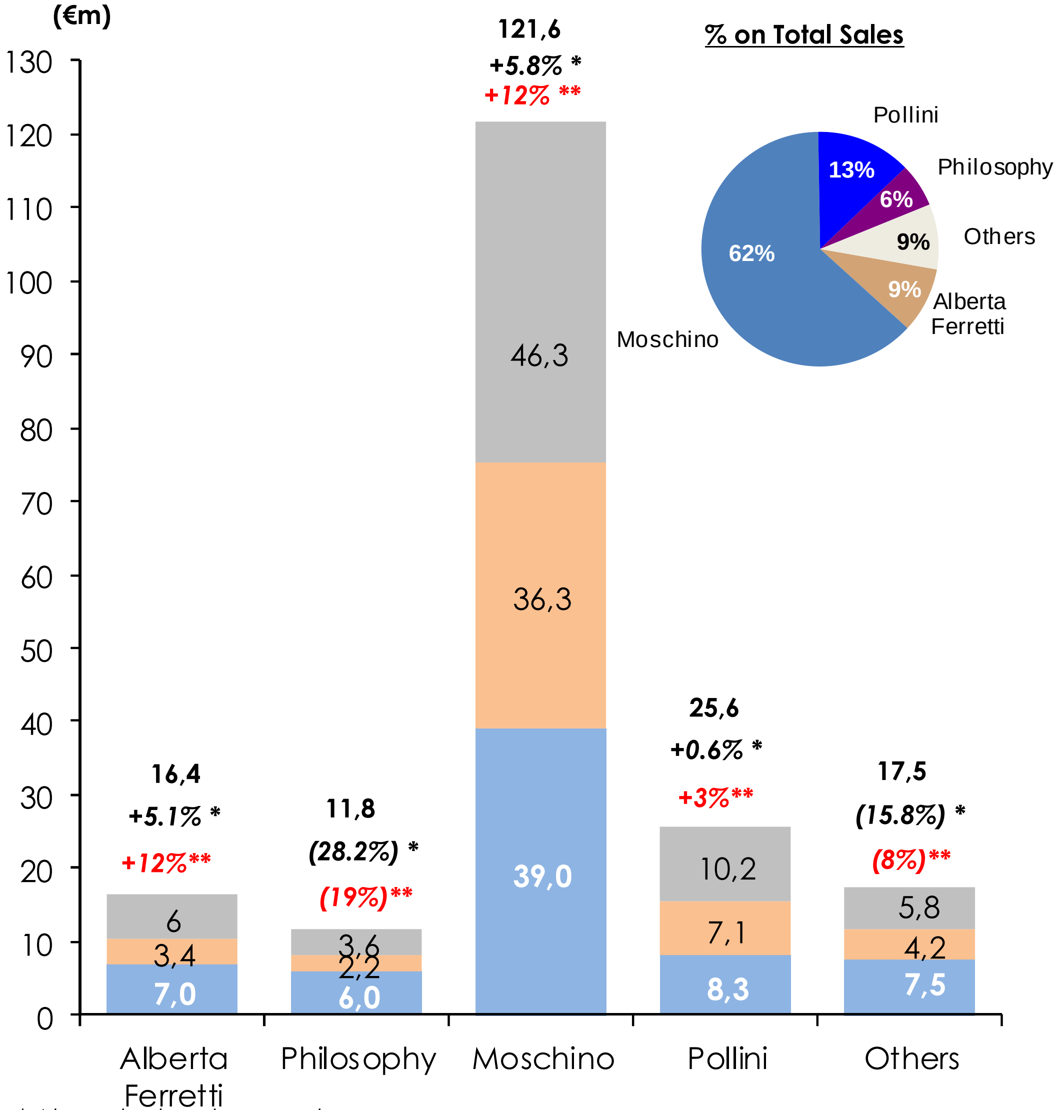
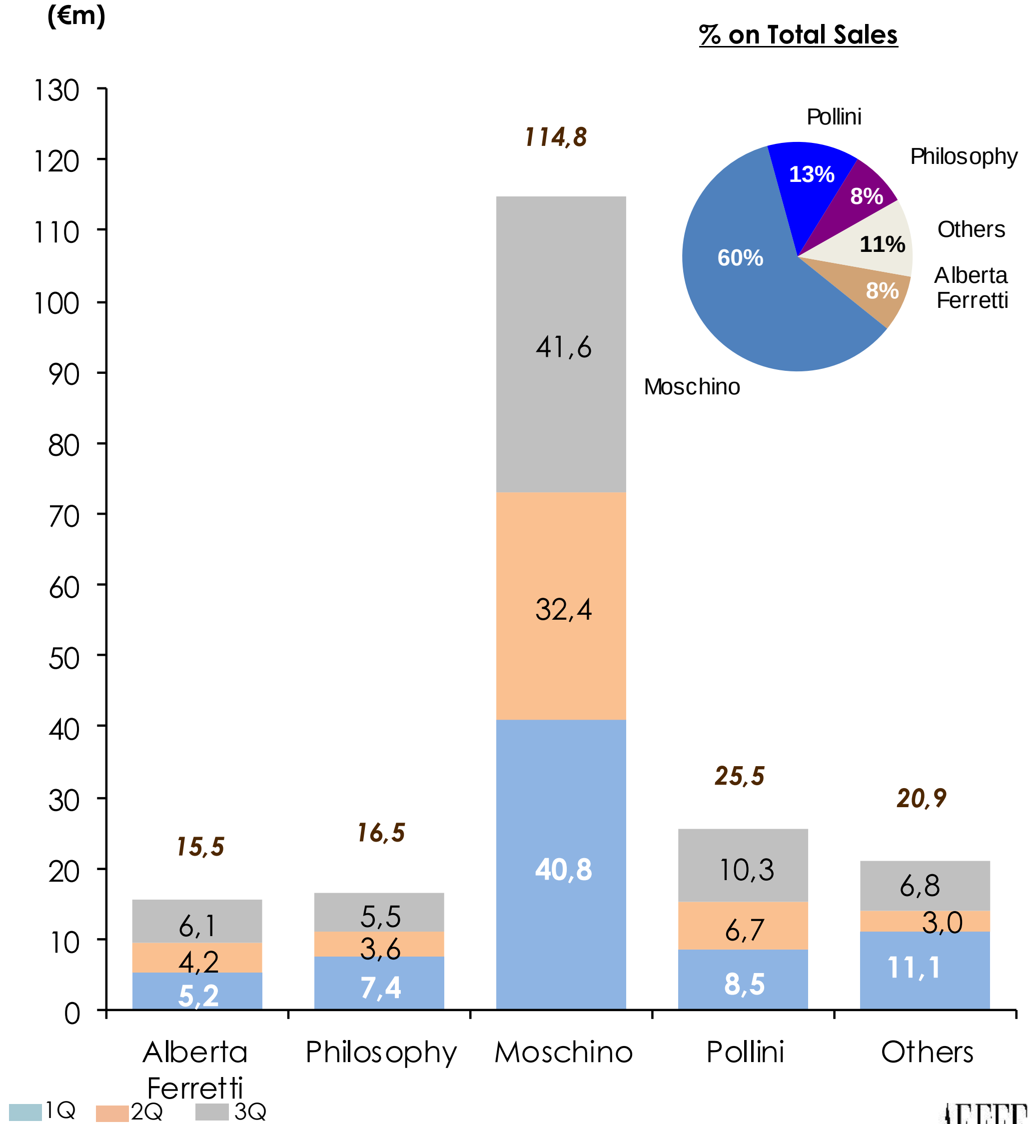
Net Sales Breakdown by Brand

9M 2014



9M 2013

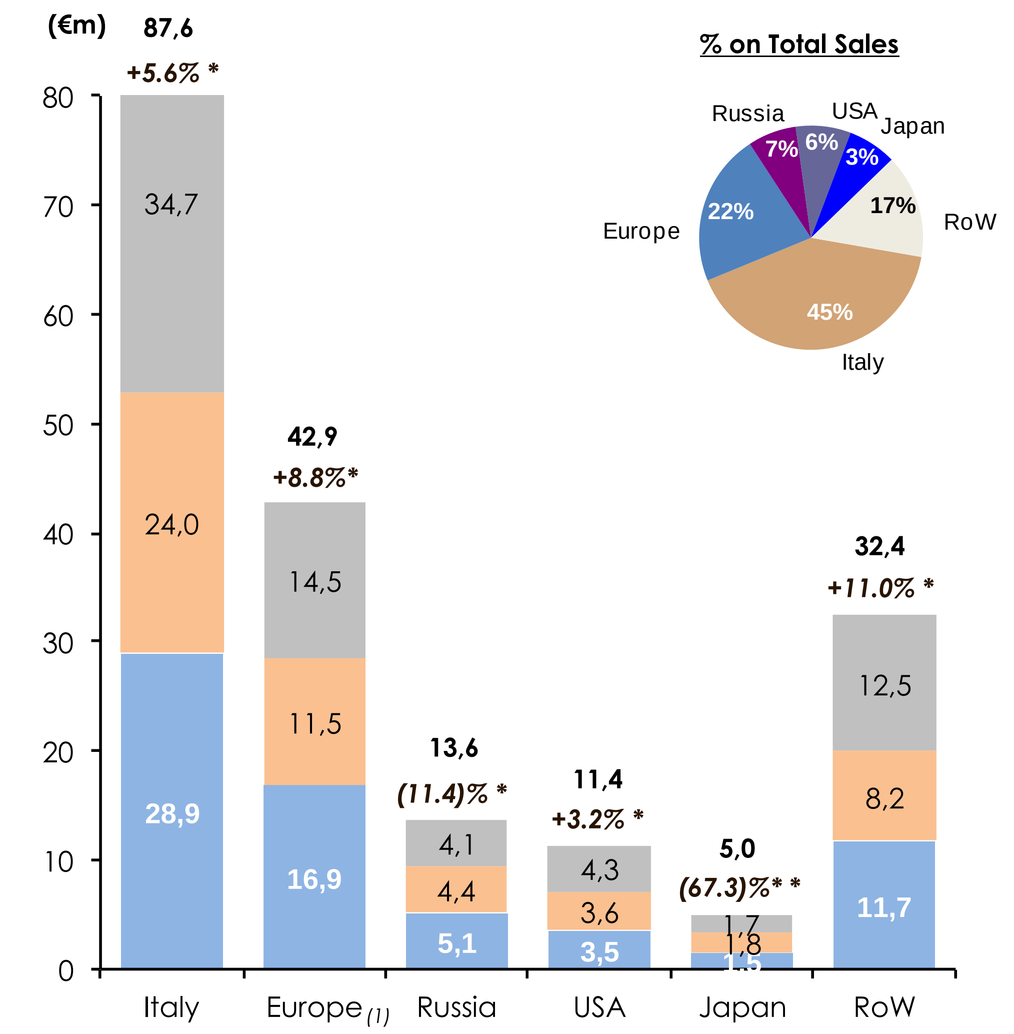


** At constant exchange rates*

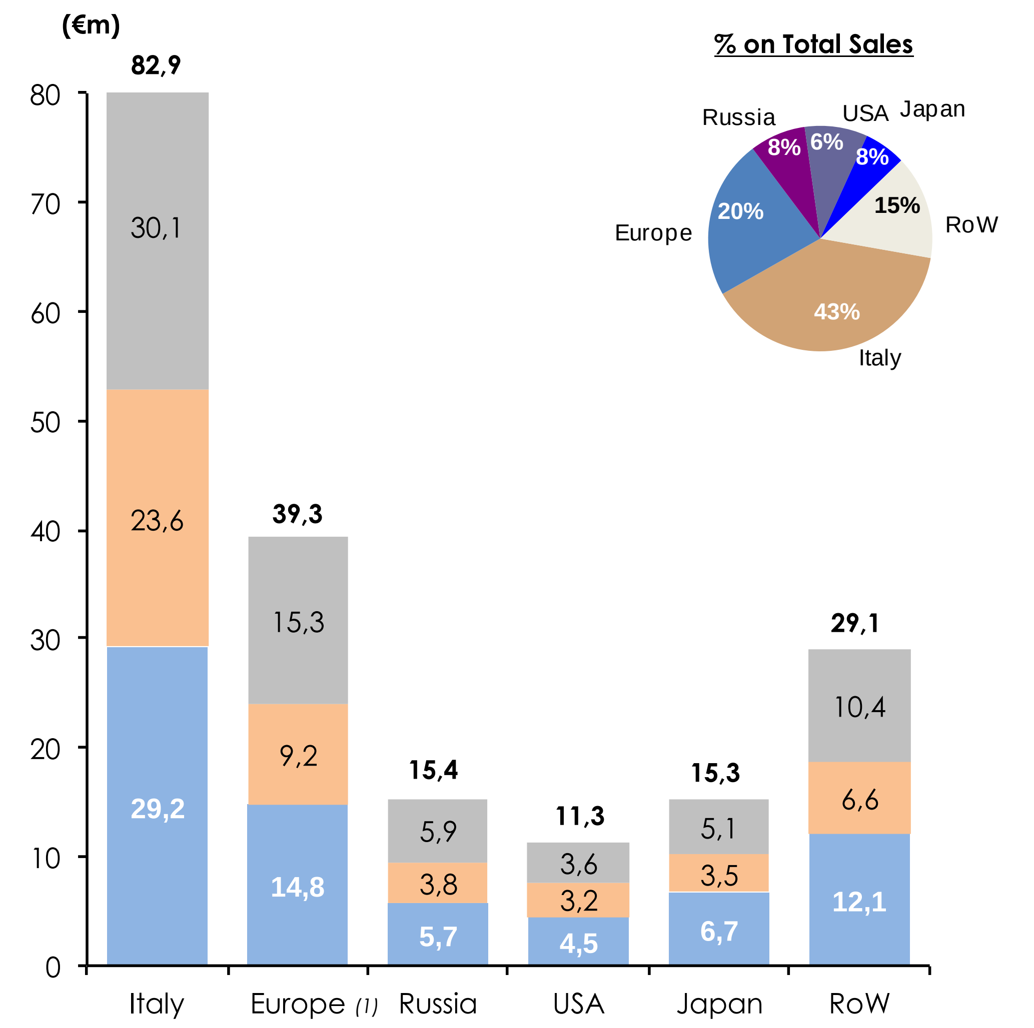
*** Net of the effects of the Japanese distribution reorganization at constant exchange rates and net of the effects of already terminated licenses*

Net Sales Breakdown by Region

9M 2014



9M 2013



1Q 2Q 3Q

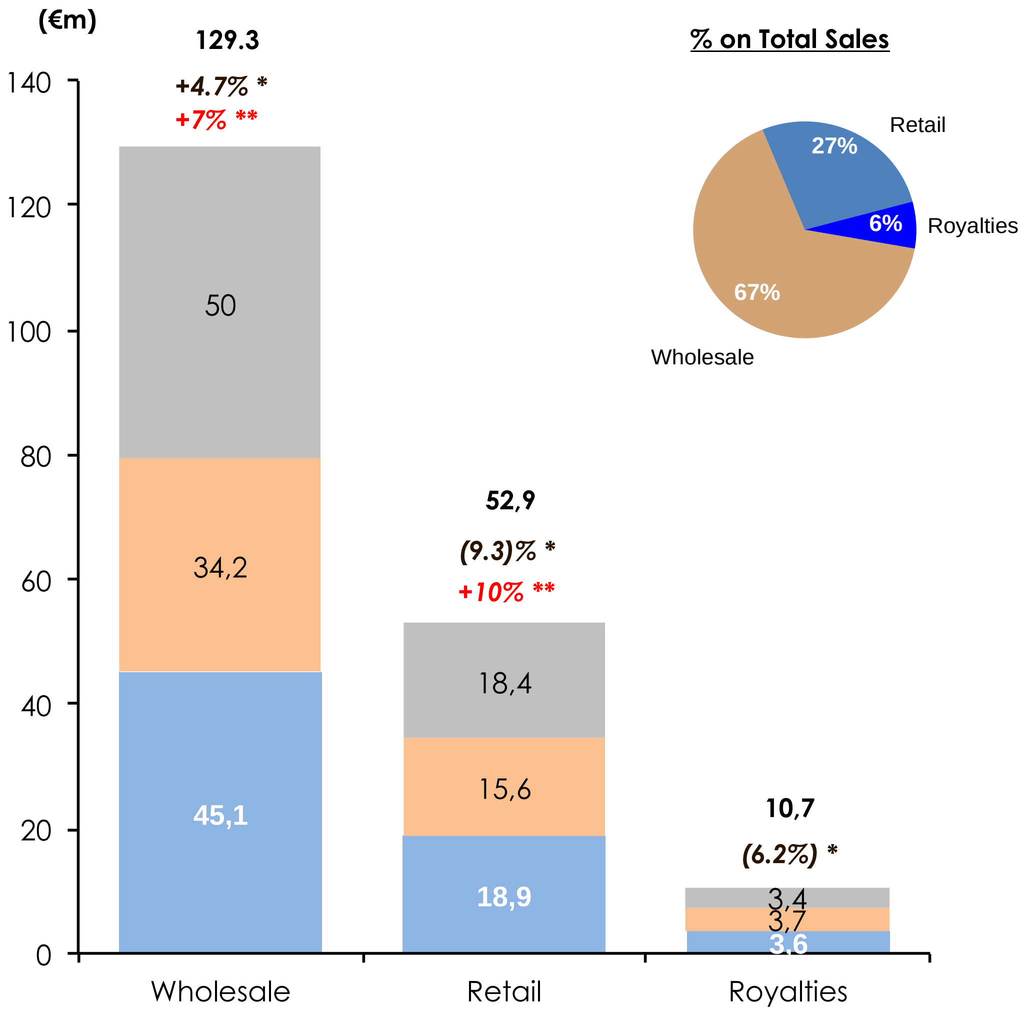
(1) Italy and Russia excluded

** At constant exchange rates*

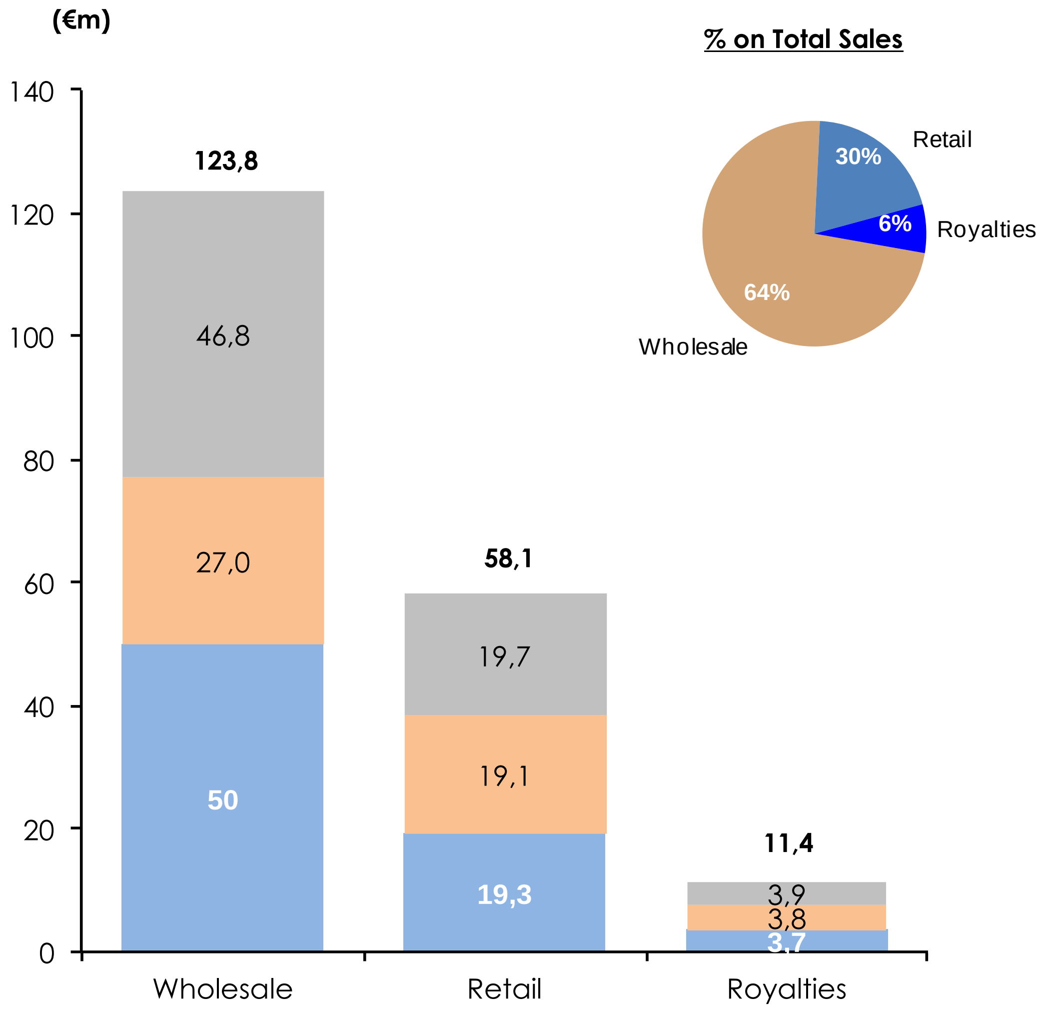
*** Data reflect the reorganization of the distribution network*

Net Sales Breakdown by Channel

9M 2014



9M 2013



** At constant exchange rates*

*** Net of the effects of the Japanese distribution reorganization and of the terminated licenses at constant exchange rates*

1Q 2Q 3Q

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Mono-brand Stores Network

DOS

	9M14	**FY13**
Europe	47	46
USA	1	3
Asia	10	42
Total	**58**	**91**

Franchising

	9M14	**FY13**
Europe	49	62
USA	3	3
Asia	133	113
Total	**185**	**178**

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Income Statement – 9M 2014/2013

(€m)		9M 14	9M 13
	Net Sales	192,9	193,3
	% change	*(0,2%)*	
	Other Revenues	3,2	3,6
	Total Revenues	**196,1**	**196,9**
	% change	*(0,4%)*	
	Raw Materials Costs	(60,6)	(60,5)
	Service Costs	(50,1)	(50,5)
	Costs for use of third parties	(16,0)	(19,0)
	Personnel	(43,8)	(47,3)
	Other Operating Expenses	(3,1)	(3,3)
	Total Operating Expenses	(173,5)	(180,6)
	EBITDA	**22,6**	**16,3**
	Margin (% of Net sales)	*11,7%*	*8,4%*
	Depreciation and Amortisation	(9,9)	(9,5)
	EBIT	**12,7**	**6,8**
	Margin (% of Net sales)	*6,6%*	*3,5%*
	Net Financial Income / (Expenses)	(5,1)	(5,1)
	Profit before taxes	**7,6**	**1,6**
	Margin (% of Net sales)	*4,0%*	*0,9%*
	Taxes	(4,2)	(3,1)
	Net income/(loss) before Minorities	3,45	(1,47)
	Margin (% of Net sales)	*1,8%*	*n.a*
	Minority Interests	(1,0)	(0,9)
	Net Income/(Loss) for the Group	**2,5**	**(2,3)**
	Margin (% of Net sales)	*1,3%*	*n.a*

Summary Balance Sheet

(€m)	9M 14	FY 13	9M 13
Net Working Capital	90,6	76,4	88,5
Net Tangible Assets	63,3	64,6	65,8
Net Intangible Assets	128,6	132,8	133,6
Net Financial Assets	4,5	4,8	2,5
Severance Staff, Provisions & Others	(48,6)	(46,6)	(49,2)
Net Capital Employed	**238,3**	**232,0**	**241,2**
Group Shareholders' Equity	130,5	126,8	127,9
Minorities	17,6	16,6	16,4
Shareholders' Equity & Minorities	148,2	143,4	144,3
Net Debt	84,7	83,1	91,4
Shares Buyback	5,5	5,5	5,5
Net Financial Debt and Shareholders' Equity	**238,3**	**232,0**	**241,2**
Accounts Receivables	45,5	35,8	41,7
Accounts Payables	(43,5)	(45,4)	(38,1)
Inventory	79,1	74,1	74,2
Operating NWC	**81,1**	**64,4**	**77,8**
As % of LTM sales	*32,0%*	*25,7%*	*31,3%*
Other Current Assets/Liabilities	9,5	12,0	10,7
Net Working Capital	**90,6**	**76,4**	**88,5**

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Summary Cash Flow

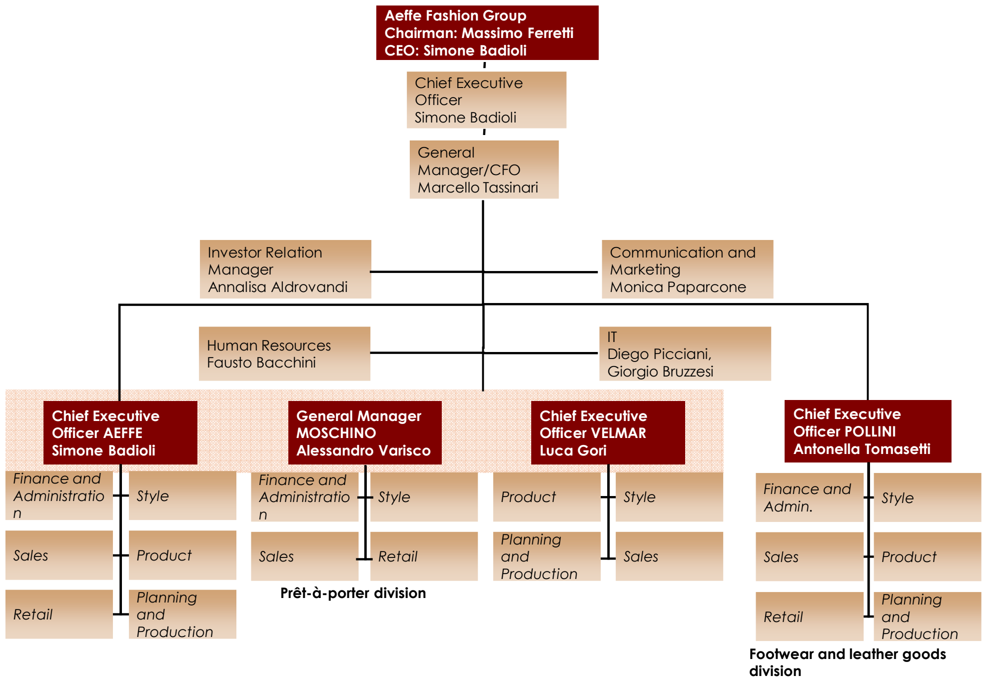
(€m)

	9M 14	FY 13	9M 13
PBT	7,6	(0,7)	1,6
Operating Cash Flow	5,5	16,0	1,5
Capital Expenditure	(3,6)	(7,2)	(5,4)
Free Cash Flow	2,0	8,8	(3,9)
Cash Flows from Financing Activities	(3,1)	(6,6)	3,1
Cash and cash equivalents at the beginning of the year	7,5	5,4	5,4
Cash Flow of the Period	(1,1)	2,1	(0,8)
Cash and cash equivalents at the end of the year	**6,4**	**7,5**	**4,6**

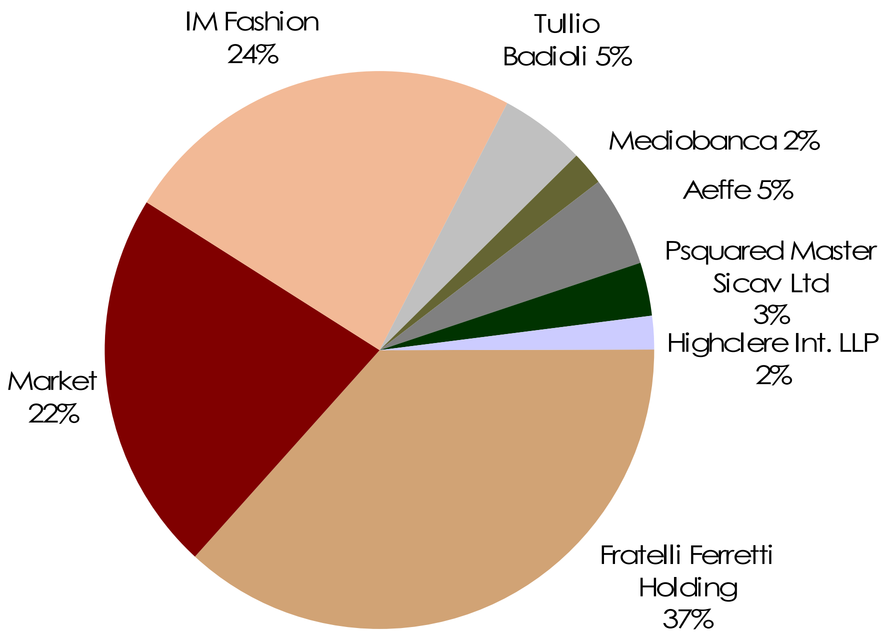
Appendices

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 11 November 2014

Cash Flow Statement

(€m)	9M 14	FY 13	9M 13
PBT	**7,6**	**(0,7)**	**1,6**
Depreciation & Amortisation	9,1	14,6	9,5
Provisions & Impairments	(0,3)	(1,1)	(0,9)
Taxes	(3,0)	(3,0)	(3,2)
Net Interest	5,1	6,7	5,1
Change in other liabilities / (assets)	(13,0)	(0,5)	(10,6)
Operating Cash Flow	**5,5**	**16,0**	**1,5**
Capital expenditure for intangible assets	(1,0)	(2,2)	(0,9)
Capital expenditure for tangible assets	(2,6)	(5,0)	(4,5)
(Increase) / decrease in investments in other fixed assets	0,0	0,0	0,0
Cash Flows from Financing Activities	**(3,6)**	**(7,2)**	**(5,4)**
Free Cash Flow	**2,0**	**8,8**	**(3,9)**
Equity Issue	1,3	(0,5)	(0,1)
Change in short term debt	0,4	0,2	5,6
Change in long term debt	0,2	0,4	2,7
Net Interest	(5,1)	(6,7)	(5,1)
Cash Flows from Financing Activities	**(3,1)**	**(6,6)**	**3,1**
Cash and cash equivalents at the beginning of the year	**7,5**	**5,4**	**5,4**
Cash Flow of the Period	**(1,1)**	**2,1**	**(0,8)**
Cash and cash equivalents at the end of the year	**6,4**	**7,5**	**4,6**

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Income Statement – Full Year 2011-2013

(€m)	2013A	2012A	2011A
Net Sales	251,1	254,1	246,0
% change	*(1,2%)*	*3,3%*	*12,2%*
Other Revenues	7,5	7,0	6,5
Total Revenues	**258,6**	**261,1**	**252,5**
% change	*(1,0%)*	*3,4%*	*12,2%*
Raw Materials Costs	(79,2)	(75,4)	(73,6)
Service Costs	(66,9)	(71,2)	(73,2)
Cost for use of third parties assets	(25,5)	(24,8)	(23,4)
Personnel	(63,1)	(62,3)	(59,8)
Other Operating Expenses	(3,3)	(4,6)	(4,2)
Total Operating Expenses	(238,0)	(238,3)	(234,2)
EBITDA	**20,6**	**22,8**	**18,39**
Margin (% of Net sales)	*8,2%*	*9,0%*	*7,5%*
Depreciation and Amortisation	(14,6)	(14,0)	(14,8)
EBIT	**6,0**	**8,8**	**3,6**
Margin (% of Net sales)	*2,4%*	*3,5%*	*1,4%*
Net Financial Income / (Expenses)	(6,7)	(7,5)	(4,8)
PBT	**(0,7)**	**1,4**	(1,2)
Margin (% of Net sales)	*n.a*	*0,5%*	*n.a*
Taxes	(1,3)	(4,6)	(2,86)
Net income before Minorities	(1,97)	(3,22)	(4,1)
Margin (% of Net sales)	*n.a*	*n.a*	*n.a*
Minority Interests	(1,2)	0,2	(0,2)
Net Income for the Group	**(3,2)**	**(3,0)**	**(4,3)**
Margin (% of Net sales)	*n.a*	*n.a*	*n.a*

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