

## SUMMARY

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# Board of directors and control bodies of the Parent Company 



Organisation chart


## Brands portfolio



## Headquarters

## GRUPPO AEFFE

Via Delle Querce, 51 San Giovanni in Marignano (RN)

47842 - Italy

## MOSCHINO

Via San Gregorio, 28
20124 - Milan
Italy

## POLLINI

Via Erbosa, 2/B
Gatteo (FC)
47030 - Italy

## VELMAR

Via Delle Robinie, 43
San Giovanni in Marignano (RN)
47842 - Italy


## Showrooms

## AEFFE MILAN

(FERRETTI - GAULTIER)
Via Donizetti, 48
20122 - Milan Italy

## POLLINI MILAN

Via Bezzecca, 5
20135 - Milan
Italy

## AEFFE LONDON

(FERRETTI)
205-206 Sloane Street
SW1X9QX - London UK

## AEFFE PARIS

(GRUPPO)
15, Place de la Republique
75003 - Paris
France

## AEFFE NEW YORK

(GRUPPO)
30 West 56th Street
10019 - New York
USA

## MOSCHINO MILAN

Via San Gregorio, 28
20124 - Milan
Italy

## MOSCHINO LONDON

28-29 Conduit Street
W1R 9TA - London
UK

## MOSCHINO JAPAN

Shin-Nogizaka Bldg. 5F
1-15-14, Minami Aoyama Minato-ku 107-0062 - Tokyo Japan

## MOSCHINO HONG KONG

21/F Dorset House, Taikoo Place
979 King's Road
Hong Kong


## Main location of flagship stores under direct management

| ALBERTA FERRETTI | MOSCHINO |
| :---: | :---: |
| Milan | Milan |
| Rome | Rome |
| Capri | Capri |
| Paris | Paris |
| Lille | London |
| London | Berlin |
| New York | New York |
| Los Angeles | Osaka |
|  | Hong Kong |
| POLLINI | Kuala Lumpur |
| Milan | Singapore |
| Bologna | Taipei |
| Rome | Fukuoka City |
| Florence | Tokyo |
| Venice | Kobe City |
| Bolzano | Kyoto |
| Parma | Nagoya |
| Ravenna | Daegu |
| Varese | Seoul |
| Verona | Pusan |
|  | Kaoshiung |
| SPAZIO A |  |
| Florence |  |
| Venice |  |
| P_BOX |  |
| Milan |  |



## Main economic-financial data

|  |  | 9 M | 9 M |
| :--- | :--- | ---: | ---: |
|  |  | 2007 | 2008 |
| Total revenues | (Values in millions of EUR) | 238,6 | 241,1 |
| Gross operating margin (EBITDA) | (Values in millions of EUR) | 3,2 | $3,3,3$ |
| Gross operating margin (EBITDA) after non recurring operations | (Values in millions of EUR) | 37,2 | 36,3 |
| Net operating profit (EBIT) | (Values in millions of EUR) | 31,4 | 28,4 |
| Net operating profit (EBIT) after non recurring operations | (Values in millions of EUR) | 29,4 | 28,4 |
| Profit before taxes | (Values in millions of EUR) | 25,4 | 24,2 |
| Net profit for the Group | (Values in millions of EUR) | 12,2 | 12,7 |
| Net profit for the Group per share | (Values in units of EUR) | 0,113 | 0,119 |
| Cash Flow (net profit after taxes + depreciation) | (Values in millions of EUR) | 21,4 | 22,9 |
| Cash Flow/Total revenues | Ratio | 9,0 | 9,5 |


|  |  |  |  |  |  |
| :--- | :--- | ---: | ---: | ---: | ---: |
|  |  | 31 December | 30 September | 31 December | 30 September |
| Net capital invested | (Values in millions of EUR) | 2006 | 2007 | 2007 |  |
| Net financial indebtedness | (Values in millions of EUR) | 217,8 | 238,4 | 233,1 |  |
| Group net equity | (Values in millions of EUR) | 115,3 | 48,8 | 38,5 | 6,0 |
| Group net equity per share | (Values in units of EUR) | 161,4 | 164,8 | 172,1 |  |
| Current assets/Current liabilities | Ratio | 0,8 | 1,5 | 1,5 | 1,6 |
| Current assets less invent./Current liabilities (ACID Test) Ratio | 1,6 | 1,8 | 1,6 | 2,1 |  |
| Net financial indebtedness/Net equity | Ratio | 0,8 | 1,0 | 0,8 | 1,1 |

## Financial statements

Income statement at 30 September

| (Values in units of EUR) Notes | $\begin{gathered} 9 \mathrm{M} \\ 2008 \end{gathered}$ | \% on revenues | $\begin{array}{r} 9 \mathrm{M} \\ 2007 \end{array}$ |  | Change | \% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| REVENUES FROM SALES AND SERVICES (1) | 236.762 .498 | 100,0\% | 234.027.331 | 100,0\% | 2.735 .167 | 1,2\% |
| Other revenues and income | 4.296 .755 | 1,8\% | 4.528 .986 | 1,9\% | -232.231 | -5,1\% |
| TOTAL REVENUES | 241.059.253 | 101,8\% | 238.556.317 | 101,9\% | 2.502.936 | 1,0\% |
| Changes in inventory of work in process, semi-finished, finished goods | 3.839 .965 | 1,6\% | 1.511 .200 | 0,6\% | 2.328 .765 | 154,1\% |
| Costs of raw materials, cons. and goods for resale | -67.004.457 | -28,3\% | -68.597.089 | -29,3\% | 1.592.632 | -2,3\% |
| Costs of services | -79.002.726 | -33,4\% | -73.607.639 | -31,5\% | -5.395.087 | 7,3\% |
| Costs for use of third parties assets | -13.357.844 | -5,6\% | -13.425.392 | -5,7\% | 67.548 | -0,5\% |
| Labour costs | -46.542.757 | -19,7\% | -42.974.780 | -18,4\% | -3.567.977 | 8,3\% |
| Other operating expenses | -2.666.820 | -1,1\% | -2.243.758 | -1,0\% | -423.062 | 18,9\% |
| Total Operating Costs | -204.734.639 | -86,5\% | -199.337.458 | -85,2\% | -5.397.181 | 2,7\% |
| GROSS OPERATING MARGIN (EBITDA) (2) | 36.324.614 | 15,3\% | 39.218.859 | 16,8\% - | 2.894 .245 | -7,4\% |
| Amortisation of intangible fixed assets | -2.714.489 | -1,1\% | -2.729.257 | -1,2\% | 14.768 | -0,5\% |
| Depreciation of tangible fixed assets | -4.893.502 | -2,1\% | -4.762.839 | -2,0\% | -130.663 | 2,7\% |
| Revaluations (write-downs) | -282.104 | -0,1\% | -348.959 | -0,1\% | 66.855 | -19,2\% |
| Total Amortisation and write-downs | -7.890.095 | -3,3\% | -7.841.055 | -3,4\% | -49.040 | 0,6\% |
| NET OPERATING PROFIT (EBIT) | 28.434.519 | 12,0\% | 31.377.804 | 13,4\% - | 2.943.285 | -9,4\% |
| Financial income | 551.050 | 0,2\% | 340.839 | 0,1\% | 210.211 | 61,7\% |
| Financial expenses | -4.736.215 | -2,0\% | -6.333.513 | -2,7\% | 1.597 .298 | -25,2\% |
| Total Financial Income (expenses) | -4.185.165 | -1,8\% | -5.992.674 | -2,6\% | 1.807.509 | -30,2\% |
| PROFIT BEFORE TAXES | 24.249.354 | 10,2\% | 25.385.130 | 10,8\% - | 1.135.776 | -4,5\% |
| Current income taxes | -9.214.113 | -3,9\% | -10.581.507 | -4,5\% | 1.367 .394 | -12,9\% |
| Deferred income (expenses) taxes | 302.348 | 0,1\% | -891.562 | -0,4\% | 1.193 .910 | -133,9\% |
| Total Income Taxes | -8.911.765 | -3,8\% | -11.473.069 | -4,9\% | 2.561.304 | -22,3\% |
| NET PROFIT | 15.337 .589 | 6,5\% | 13.912.061 | 5,9\% | 1.425 .528 | 10,2\% |
| (Profit) loss attributable to minority shareholders | -2.598.594 | -1,1\% | -1.730.042 | -0,7\% | -868.552 | 50,2\% |
| NET PROFIT FOR THE GROUP (3) | 12.738.995 | 5,4\% | 12.182.019 | 5,2\% | 556.976 | 4,6\% |

## Income statement for the third quarter

| (Values in units of EUR) Notes | $\begin{gathered} \text { III Q } \\ 2008 \end{gathered}$ | $\begin{array}{r} \% \text { on } \\ \text { revenues } \end{array}$ | $\begin{gathered} \text { III Q } \\ 2007 \end{gathered}$ |  | Change | \% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| REVENUES FROM SALES AND SERVICES (1) | 92.172.193 | 100,0\% | 92.385 .316 | 100,0\% - | 213.123 | -0,2\% |
| Other revenues and income | 1.858 .187 | 2,0\% | 309.566 | 0,3\% | 1.548.621 | 500,3\% |
| TOTAL REVENUES | 94.030.380 | 102,0\% | 92.694 .882 | 100,3\% | 1.335 .498 | 1,4\% |
| Changes in inventory of work in process, semi-finished, finished goods | -8.223.625 | -8,9\% | -6.233.241 | -6,7\% | -1.990.384 | 31,9\% |
| Costs of raw materials, cons. and goods for resale | -19.584.154 | -21,2\% | -23.264.623 | -25,2\% | 3.680.469 | -15,8\% |
| Costs of services | -27.966.733 | -30,3\% | -26.526.962 | -28,7\% | -1.439.771 | 5,4\% |
| Costs for use of third parties assets | -5.222.376 | -5,7\% | -4.830.781 | -5,2\% | -391.595 | 8,1\% |
| Labour costs | -16.912.769 | -18,3\% | -14.864.837 | -16,1\% | -2.047.932 | 13,8\% |
| Other operating expenses | -711.289 | -0,8\% | -657.036 | -0,7\% | -54.253 | 8,3\% |
| Total Operating Costs | -78.620.946 | -85,3\% | -76.377.480 | -82,7\% | -2.243.466 | 2,9\% |
| GROSS OPERATING MARGIN (EBITDA) | 15.409.434 | 16,7\% | 16.317.402 | 17,7\% - | 907.968 | -5,6\% |
| Amortisation of intangible fixed assets | -912.367 | -1,0\% | -910.341 | -1,0\% | -2.026 | 0,2\% |
| Depreciation of tangible fixed assets | -1.691.004 | -1,8\% | -1.654.759 | -1,8\% | -36.245 | 2,2\% |
| Revaluations (write-downs) | -240.533 | -0,3\% | -107.772 | -0,1\% | -132.761 | 123,2\% |
| Total Amortisation and write-downs | -2.843.904 | -3,1\% | -2.672.872 | -2,9\% | -171.032 | 6,4\% |
| NET OPERATING PROFIT (EBIT) | 12.565 .530 | 13,6\% | 13.644 .530 | 14,8\% - | 1.079.000 | -7,9\% |
| Financial income | 335.826 | 0,4\% | 108.280 | 0,1\% | 227.546 | 210,1\% |
| Financial expenses | -1.181.680 | -1,3\% | -1.811.519 | -2,0\% | 629.839 | -34,8\% |
| Total Financial Income (expenses) | -845.854 | -0,9\% | -1.703.239 | -1,8\% | 857.385 | -50,3\% |
| PROFIT BEFORE TAXES | 11.719 .676 | 12,7\% | 11.941.291 | 12,9\% - | 221.615 | -1,9\% |
| Current income taxes | -4.773.337 | -5,2\% | -4.491.313 | -4,9\% | -282.024 | 6,3\% |
| Deferred income (expenses) taxes | 1.277.513 | 1,4\% | -198.860 | -0,2\% | 1.476 .373 | -742,4\% |
| Total Income Taxes | -3.495.824 | -3,8\% | -4.690.173 | -5,1\% | 1.194.349 | -25,5\% |
| NET PROFIT | 8.223.852 | 8,9\% | 7.251.118 | 7,8\% | 972.734 | 13,4\% |
| (Profit) loss attributable to minority shareholders | -1.462.004 | -1,6\% | -931.464 | -1,0\% | -530.540 | 57,0\% |
| NET PROFIT FOR THE GROUP | 6.761 .848 | 7,3\% | 6.319.654 | 6,8\% | 442.194 | 7,0\% |

## Reclassified balance sheet

| (Values in units of EUR) | Notes | 30 September | 31 December |
| :---: | :---: | :---: | :---: |
|  |  | 2008 | 2007 |
| Trade receivables |  | 57.102 .155 | 36.910 .502 |
| Stocks and inventories |  | 72.485 .570 | 67.761 .354 |
| Trade payables |  | 52.363.668 | 60.577 .085 |
| Operating net working capital |  | 77.224.057 | 44.094.771 |
| Other short term receivables |  | 24.655 .179 | 27.082.638 |
| Tax receivables |  | 3.728 .928 | 4.786.640 |
| Other short term liabilities |  | 16.977.739 | 17.248.402 |
| Tax payables |  | 7.056.881 | 7.127.302 |
| Net working capital | (4) | 81.573.544 | 51.588 .345 |
| Tangible fixed assets |  | 75.336 .887 | 71.194 .548 |
| Intangible fixed assets |  | 171.697.711 | 171.770 .613 |
| Equity investments |  | 21.839 | 21.641 |
| Other fixed assets |  | 2.606 .777 | 3.122.044 |
| Fixed assets | (5) | 249.663.214 | 246.108.846 |
| Post employment benefits |  | 10.634 .170 | 11.111.030 |
| Provisions |  | 1.711 .384 | 1.707.602 |
| Assets available for sale |  | 1.636 .885 | 1.636 .885 |
| Long term not financial liabilities |  | 14.239.754 | 14.251 .237 |
| Deferred tax assets |  | 7.345 .975 | 8.869.181 |
| Deferred tax liabilities |  | 46.478 .100 | 48.022.235 |
| NET CAPITAL INVESTED |  | 267.156.210 | 233.111.153 |
| Share capital |  | 26.324.179 | 26.840 .626 |
| Other reserves |  | 122.780.696 | 121.923 .828 |
| Profits (Losses) carried-forward |  | 10.236.020 | 679.150 |
| Profits (Losses) of the period |  | 12.738 .995 | 15.320 .586 |
| Group interest in shareholders' equity |  | 172.079 .890 | 164.764 .190 |
| Minority interests in shareholders' equity |  | 32.487.222 | 29.863.431 |
| Total shareholders' equity | (6) | 204.567.112 | 194.627.621 |
| Cash |  | 13.996.332 | 14.525 .033 |
| Long term financial liabilities |  | 19.893 .503 | 26.646 .683 |
| Short term financial liabilities |  | 56.691 .927 | 26.361 .882 |
| NET FINANCIAL POSITION | (7) | 62.589.098 | 38.483 .532 |
| SHAREHOLDERS' EQUITY AND NET FINANCIAL INDEBTEDNESS |  | 267.156.210 | 233.111.153 |

## Cash flow

| (Values in thousands of EUR) | Notes | 9 M | 9 M |
| :---: | :---: | :---: | :---: |
|  |  | 2008 | 2007 |
| OPENING BALANCE |  | 14.525 | 15.320 |
| Profit before taxes |  | 24.249 | 25.385 |
| Amortisation |  | 7.890 | 7.841 |
| Accrual (+)/availment (-) of long term provisions and post employment benefits |  | -473 | -2.356 |
| Paid income taxes |  | -9.419 | -5.687 |
| Financial income (-) and financial charges (+) |  | 4.185 | 5.993 |
| Change in operating assets and liabilities |  | -29.926 | -24.150 |
| CASH FLOW (ABSORBED)/ GENERATED BY OPERATING ACTIVITY |  | 3.494 | 7.026 |
| Increase (-)/ decrease (+) in intangible fixed assets |  | -2.642 | -61 |
| Increase (-)/ decrease (+) in tangible fixed assets |  | -8.651 | -5.409 |
| Write-downs (-)/ Revaluations (+) |  | -282 |  |
| Investments (-)/ Disinvestments (+) |  |  | -251 |
| CASH FLOW (ABSORBED)/ GENERATED BY INVESTING ACTIVITY |  | 11.575 | 5.720 |
| Increase in reserves and profit carried-forward to shareholders'equity |  | -5.366 | 71.097 |
| Proceeds (+)/ repayment (-) of financial payments |  | 23.577 | -64.386 |
| Increase (-)/ decrease (+) in long term financial receivables |  | 514 | 126 |
| Financial income (+) and financial charges (-) |  | -4.185 | -5.993 |
| CASH FLOW (ABSORBED)/GENERATED BY FINANCING ACTIVITY |  | 14.540 | 845 |
| CLOSING BALANCE |  | 13.996 | 17.471 |

## Changes in shareholders' equity

| (Values in thousands of EUR) |  |  | Translation reserve |  |  | Fair Value reserve | 』 <br>  <br>  <br> $\sim$ <br> ~ |  | dnodg ə Ył dof t!ford fon |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| BALANCES AT 31 December 2006 | 22.500 | 11.345 | 391 | 12.400 | 8.573 | 7.449 | 11.120 | - 5.774 | 7.981 | 75.985 | 26.465 | 102.450 |
| Allocation of 31/12/06 net profit |  |  |  |  | 1.231 |  |  | 6.750 | 7.981 |  |  |  |
| Exchange differences on translation |  |  | 646 |  |  |  |  |  |  | 646 |  | 646 |
| Cancellation of own shares | 4.500 | - 16.600 |  | 2.700 | 18.400 |  |  |  |  |  |  |  |
| Conversion of partecipatory instruments | 4.091 | 11.009 |  | - 15.100 |  |  |  |  |  |  |  |  |
| Increase in shareholders' equity for IPO | 4.750 | 69.554 |  |  |  |  |  |  |  | 74.304 |  | 74.304 |
| Other movements |  |  |  |  |  |  |  | 390 |  | 390 | 34 | 424 |
| Net profit at 30/09/07 |  |  |  |  |  |  |  |  | 12.182 | 12.182 | 1.730 | 13.912 |
| BALANCES AT 30 September 2007 | 26.841 | 75.308 | 255 | - | 28.204 | 7.449 | 11.120 | 586 | 12.182 | 161.435 | 28.161 | 189.596 |


| (Values in thousands of EUR) |  |  |  | Translation reserve |  |  | Fair Value reserve | $\begin{aligned} & 0 \\ & \vdots \\ & \vdots \\ & 0 \\ & 0 \\ & \sim \\ & \vdots \\ & \vdots \end{aligned}$ |  |  |  |  | Total shareholders' equity |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| BALANCES AT 31 December 2007 | 26.841 | 75.308 | - | 949 | - | 28.204 | 7.901 | 11.459 | 679 | 15.321 | 164.764 | 29.863 | 194.627 |
| Allocation of 31/12/07 net profit |  |  |  |  |  | 3.591 |  |  | 11.730 | 15.321 |  |  |  |
| Dividends paid |  |  |  |  |  |  |  |  | - 2.148 |  | 2.148 |  | 2.148 |
| Exchange differences on translation |  |  | - | 242 |  | - |  |  |  |  | 242 |  | 242 |
| Treasury stock (buy-back)/ sale | 517 | 2.491 |  |  |  |  |  |  |  |  | 3.008 |  | 3.008 |
| Other movements |  |  |  |  |  |  |  |  | 25 |  | 25 | 25 |  |
| Net profit at 30/09/08 |  |  |  |  |  |  |  |  |  | 12.739 | 12.739 | 2.599 | 15.338 |
| BALANCES AT 30 September 2008 | 26.324 | 72.817 |  | 1.191 | - | 31.795 | 7.901 | 11.459 | 10.236 | 12.739 | 172.080 | 32.487 | 204.567 |

## Interim management report

The revenues from sales and services generated in the first nine months of 2008 amount to EUR 236,762 thousand, up $1.2 \%$ compared with the same period of the previous year ( $+4.6 \%$ at constant exchange rates and excluding the effect of the termination of the Narciso Rodriguez licence).

In the first nine months of 2008 EBITDA amounts to EUR 36,325 thousand down $7.4 \%$ compared with EUR 39,219 thousand of the first nine months of 2007, representing $15.3 \%$ of consolidated revenues. Net of nonrecurring operations realised in 2007 by the sale of a stake in Narciso Rodriguez LLC, EBITDA, in the first nine months of 2008, decreases of $2.4 \%$ compared with EUR 37,228 thousand of the first nine months of 2007.

During the first nine months of 2008, three new flagship stores under direct management has been opened one of which in Italy and two in the United States, and 28 new franchised retail stores, 5 of which in Europe, 1 in the United States and 22 in Asia; this is consistent with the opening plan established for the entire year.

Compared to 31 December 2007, the Group's balance sheet at 30 September 2008 shows an increase in shareholders' equity from EUR 164,764 thousand to EUR 172,080 thousand and an increase in net financial indebtedness from EUR 38,484 thousand to EUR 62,589 thousand, as a consequence of the seasonality of the business.

Net working capital amounts to EUR 81,574 thousand ( $27.6 \%$ of LTM sales) compared with EUR 51,588 thousand at 31 December 2007 (17.6\% of sales).

Capex realised in the period are mainly related to the refurbishment of boutique and buildings.

## Explanatory notes

## Income statement

## 1. Revenues from sales and services

## Nine months 2008 vs 2007

In the first nine months of 2008, revenues from sales and services equal to EUR 236,762 thousand rise up $1.2 \%$ (+4.6\% at constant exchange rates and excluding the effect of the Narciso Rodriguez licence) compared with Euro 234,027 thousand in the first nine months of 2007.

The following table details the revenues by geographical area for the first nine months of 2008 and 2007.

| (Values in thousands of EUR) | 9 M |  | 9 M |  | Change |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2008 | $\%$ | 2007 | $\%$ | $\Delta$ |  |
| Italy | 92.864 | $39,2 \%$ | 90.440 | $38,6 \%$ | 2.424 | $2,7 \%$ |
| Europe (Italy and Russia excluded) | 51.674 | $21,8 \%$ | 51.965 | $22,2 \%$ | -291 | $-0,6 \%$ |
| United States | 20.222 | $8,5 \%$ | 25.376 | $10,8 \%$ | -5.154 | $-20,3 \%$ |
| Russia | 22.101 | $9,3 \%$ | 19.606 | $8,4 \%$ | 2.495 | $12,7 \%$ |
| Japan | 14.123 | $6,0 \%$ | 15.538 | $6,6 \%$ | -1.415 | $-9,1 \%$ |
| Rest of the World | 35.778 | $15,2 \%$ | 31.102 | $13,4 \%$ | 4.676 | $15,0 \%$ |
| Total | $\mathbf{2 3 6 . 7 6 2}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{2 3 4 . 0 2 7}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{2 . 7 3 5}$ | $\mathbf{1 , 2 \%}$ |

In the first nine months of 2008, sales in Italy rise to EUR 92,864 thousand contributing to $39.2 \%$ of consolidated sales with a $2.7 \%$ increase.

In Europe Group's sales decrease by $0.6 \% ~(+2.1 \%$ at constant exchange rates and excluding the effect of the Narciso Rodriguez licence), contributing to $21.8 \%$ of consolidated sales; while the Russian market records sales equal to EUR 22,101 thousand, contributing to $9.3 \%$ of consolidated sales, with an increase of $12.7 \%$ ( $+14.2 \%$ at constant exchange rates and excluding the effect of the Narciso Rodriguez licence). In the United States sales are equal to EUR 20,222 thousand, contributing to $8.5 \%$ of consolidated sales, with a decrease of $20.3 \%(-4.7 \%$ at constant exchange rates and excluding the effect of the Narciso Rodriguez collections). In Japan sales fall by $9.1 \%$ ( $-6.9 \%$ at constant exchange rates and excluding the effect of the Narciso Rodriguez collections) to EUR 14,123 thousand contributing to $6.0 \%$ of consolidated sales.

The good performance in the Rest of the world is continuing, sales rise by $15 \%$ (+21\% at constant exchange rates and excluding the effect of the Narciso Rodriguez collections) to EUR 35,778 thousand, contributing to $15.2 \%$ of consolidated sales.

The following table details the revenues by brand for the first nine months of 2008 and 2007.

| (Values in thousands of EUR) | 9 M |  | 9 M |  | Change |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2008 | $\%$ | 2007 | $\%$ | $\Delta$ |  |
| Alberta Ferretti | 51.726 | $21,8 \%$ | 51.123 | $21,8 \%$ | 603 |  |
| Moschino | 110.970 | $46,9 \%$ | 105.618 | $45,1 \%$ | $1,2 \%$ |  |
| Pollini | 42.696 | $18,0 \%$ | 40.652 | $17,4 \%$ | 5.352 | 2.044 |
| J.P.Gaultier | 20.026 | $8,5 \%$ | 21.173 | $9,0 \%$ | -1.147 | $-5,4 \%$ |
| Other | 11.344 | $4,8 \%$ | 15.461 | $6,7 \%$ | -4.117 | $-26,6 \%$ |
| Total | $\mathbf{2 3 6 . 7 6 2}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{2 3 4 . 0 2 7}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{2 . 7 3 5}$ | $\mathbf{1 , 2 \%}$ |

In the first nine months of 2008, Alberta Ferretti brand increases by $1.2 \%$ (+2.6\% at constant exchange rates), generating $21.8 \%$ of consolidated sales.
In the same period, Moschino brand sales increase by $5.1 \%$ (+8.1\% at constant exchange rates) contributing to $46.9 \%$ of consolidated sales.

Good results also for Pollini brand, that rises by 5.0\% (+5.3\% at constant exchange rates), generating 18.0\% of consolidated sales, while brand under licence JP Gaultier decreases by 5.4\% (-3.2\% at constant exchange rates) contributing to $8.5 \%$ of consolidated sales.

The other brands sales decrease by $26.6 \%$ ( $-6.6 \%$ at constant exchange rates and excluding Narciso Rodriguez collections) contributing to $4.8 \%$ of consolidated sales.
The following table details the revenues by distribution channel for the first nine months of 2008 and 2007.

| (Values in thousands of EUR) | 9 M |  | 9 M |  | Change |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2008 | $\%$ | 2007 | $\%$ | $\Delta$ |  |
| Wholesale | 172.021 | $72,7 \%$ | 169.815 | $72,6 \%$ | 2.206 | $1,3 \%$ |
| Retail | 49.113 | $20,7 \%$ | 51.530 | $22,0 \%$ | $-4,7 \%$ |  |
| Royalties | 15.628 | $6,6 \%$ | 12.682 | $5,4 \%$ | 2.417 | 2.946 |
| Total | $\mathbf{2 3 6 . 7 6 2}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{2 3 4 . 0 2 7}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{2 3 , 2 \%}$ |  |

By distribution channel in the first nine month of 2008, wholesale sales grow by $1.3 \%$ (+4.9\% at constant exchange rates and excluding the effect of Narciso Rodriguez collections) contributing to $72.7 \%$ of consolidated sales.

Sales of our directly-operated stores (retail channel) amount to EUR 49,113 thousand with a decrease of 4.7\% ( $-0.6 \%$ at constant exchange rates and excluding the effect of Narciso Rodriguez collections) contributing to 20.7\% of consolidated sales.

Royalty income is $23.2 \%$ higher than in the corresponding period of 2007 representing $6.6 \%$ of consolidated sales.

The following table details the revenues by own brand and brand under license for the first nine months of 2008 and 2007.

| (Values in thousands of EUR) | 9 M |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2008 | $\%$ |  |  |  |

Revenues generated by own brands rise in absolute value by EUR 7,671 thousand (+3.9\% compared with the previous year), with an incidence on total revenues which increases from $84.6 \%$ in the first nine months of 2007 to $86.9 \%$ in the first nine month of 2008. Excluding the effect of Narciso Rodriguez collections revenues generated by brands under license decrease of $4.9 \%$.

## III Quarter 2008 vs 2007

Revenues from sales and services equal to EUR 92,172 thousand in the third quarter 2008 decrease of $0.2 \%$ compared with the same period of the previous year.

The following table details the revenues by geographical area for the third quarter 2008 and 2007.

| (Values in thousands of EUR) | $\begin{array}{r} \hline \text { III Q } \\ 2008 \\ \hline \end{array}$ | III Q |  |  | Change |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \% | 2007 | \% | $\Delta$ | \% |
| Italy | 35.618 | 38,6\% | 35.375 | 38,3\% | 243 | 0,7\% |
| Europe (Italy and Russia excluded) | 21.315 | 23,1\% | 21.649 | 23,4\% | -334 | -1,5\% |
| United States | 6.990 | 7,6\% | 8.591 | 9,3\% | -1.601 | -18,6\% |
| Russia | 8.483 | 9,2\% | 8.258 | 8,9\% | 225 | 2,7\% |
| Japan | 5.421 | 5,9\% | 5.771 | 6,2\% | -350 | -6,1\% |
| Rest of the World | 14.345 | 15,6\% | 12.742 | 13,9\% | 1.603 | 12,6\% |
| Total | 92.172 | 100,0\% | 92.385 | 100,0\% | 213 | -0,2\% |

In the third quarter 2008, sales in Italy rise to EUR 35,618 thousand up $0.7 \%$ compared with the same quarter of the previous year, contributing to $38.6 \%$.

In Europe Group's sales decrease by $1.5 \%$ to EUR 21,315 thousand, contributing to $23.1 \%$ of consolidated sales; in the United States sales decrease by $18.6 \%$ contributing to $7.6 \%$ of consolidated sales; the Russian market records an increase of $2.7 \%$ contributing to $9.2 \%$ of consolidated sales. Sales in Japan fall by $6.1 \%$ contributing to $5.9 \%$ of consolidated sales.

Good performance in the Rest of the world where the Group records sales for EUR 14,345 thousand, up $12.6 \%$, contributing to $15.6 \%$ of consolidated sales.

The following table details the revenues by brand for the third quarter 2008 and 2007.

| (Values in thousands of EUR) | III Q |  | III Q |  | Change |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2008 | $\%$ | 2007 | $\%$ | $\Delta$ |
| Alberta Ferretti | 20.897 | $22,7 \%$ | 21.487 | $23,3 \%$ | -590 |
| Moschino | 40.236 | $43,7 \%$ | 38.202 | $41,4 \%$ | $-2,7 \%$ |
| Pollini | 17.767 | $19,3 \%$ | 16.784 | $18,2 \%$ | 2.034 |
| $J . P . G a u l t i e r ~$ | 10.128 | $11,0 \%$ | $9,3 \%$ |  |  |
| Other | 3.144 | $3,3 \%$ | 5.925 | $10,8 \%$ | 983 |
| Total | $\mathbf{9 2 . 1 7 2}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{9 2 . 3 \%}$ | $5,9 \%$ |  |

In the third quarter 2008, Alberta Ferretti brand decreases by $2.7 \%$, generating $22.7 \%$ of consolidated sales, meanwhile Moschino brand sales continue to grow up of $5.3 \%$, contributing to $43.7 \%$ of consolidated sales.

Good results also for Pollini brand, whose sales rise by 5.9\%, generating 19.3\% of consolidated sales, while brand under licence JP Gaultier increases by $1.4 \%$ contributing to $11.0 \%$ of consolidated sales.

The decrease in other brands sales is mainly due to the Narciso Rodriguez collections.
The following table details the revenues by distribution channel for the third quarter 2008 and 2007.

| (Values in thousands of EUR) | III Q |  | III Q |  | Change |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2008 | $\%$ | 2007 | $\%$ | $\Delta$ |
| Wholesale | 69.316 | $75,2 \%$ | 70.038 | $75,8 \%$ | -722 |
| Retail | 16.933 | $18,4 \%$ | 17.805 | $19,3 \%$ | $-1,0 \%$ |
| Royalties | 5.923 | $6,4 \%$ | 4.541 | $4,9 \%$ | -872 |
| Total | $\mathbf{9 2 . 1 7 2}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{9 2 . 3 8 5}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{1 . 3 8 2}$ |

By distribution channel in the third quarter 2008, wholesale sales decrease by $1.0 \%$, contributing to $75.2 \%$ of consolidated sales.

Sales of our directly-operated stores (retail channel) amount to EUR 16,933 thousand with a decrease of $4.9 \%$, contributing to $18.4 \%$ of consolidated sales.
Royalty income is $30.4 \%$ higher than in the corresponding period of the previous year, representing $6.4 \%$ of consolidated sales.

The following table details the revenues by own brand and brand under license for the third quarter 2008 and 2007.

| (Values in thousands of EUR) | III Q |  | III Q |  | Change |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2008 | $\%$ | 2007 | $\%$ | $\Delta$ |
| Own brands | 78.913 | $85,6 \%$ | 76.518 | $82,8 \%$ | 0 |
| Brands under license | 13.259 | $14,4 \%$ | 15.867 | $17,2 \%$ | 2.395 |
| Total | $\mathbf{9 2 . 1 7 2}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{9 2 . 3 8 5}$ | $\mathbf{1 0 0 , 0 \%}$ | $\mathbf{- 2 . 6 0 8}$ |

Revenues generated by own brands rise in absolute value by EUR 2,395 thousand (+3.1\% compared with the previous year), with an incidence on total revenues which increases from $82.8 \%$ in the third quarter 2007 to 85.6\% in the third quarter 2008.

## 2. Gross Operating Margin (EBITDA)

## Nine months 2008 vs 2007

In the first nine months of 2008 EBITDA amounts to EUR 36,325 thousand down $7.4 \%$ compared with EUR 39,219 thousand of the first nine months of 2007, representing $15.3 \%$ of consolidated revenues.

In the first nine months of 2008, EBITDA decreases of $2.4 \%$ compared with EUR 37,228 thousand of EBITDA net of non-recurring operations realised in 2007 by the sale of a stake in Narciso Rodriguez LLC.

## III Quarter 2008 vs 2007

In the third quarter 2008, consolidated EBITDA amounts to EUR 15,409 thousand, down $5.6 \%$ compared to EUR 16,317 thousand in the third quarter 2007, representing $16.7 \%$ of consolidated sales.

## 3. Net profit for the Group

## Nine months 2008 vs 2007

The tax rate decreases from $45.2 \%$ in the first nine months of 2007 to $36.8 \%$ in the first nine months of 2008, and this reduction is due both to the lower incidence of the IRAP tax and to the lower tax rates approved by the Italian 2008 Financial Act. This change involve an increase in the Net profit for the Group from EUR 12,182 thousand in the first nine months of 2007 to EUR 12,739 thousand in the first nine months of 2008, up 4.6\%.

III Quarter 2008 vs 2007
Net profit for the Group increase by $7.0 \%$ from EUR 6,320 thousand in the third quarter 2007 to EUR 6,762 thousand in the third quarter 2008.

## Segment information

## Economic performance by Divisions

At international level, the Group is divided into two main business sectors:
(i) Prêt-à porter Division;
(ii) Footwear and leather goods Division.

Nine months 2008 vs 2007
The following tables indicate the main economic data for the first nine months of 2008 and 2007 of the Prêtà porter and Footwear and leather goods Divisions.

| (Values in thousands of EUR) $9 \text { M } 2008$ | Prêt-à porter Division | Footwear and leather goods Division | Elimination of interc. transactions | Total |
| :---: | :---: | :---: | :---: | :---: |
| SECTOR REVENUES | 188.013 | 62.092 | -13.343 | 236.762 |
| of which intercompany | 3.441 | 9.902 | -13.343 | - |
| GROSS OPERATING MARGIN (EBITDA) after non-recurring operations | 30.436 | 5.889 |  | 36.325 |
| Total non-recurring operations |  |  |  | - |
| GROSS OPERATING MARGIN (EBITDA) | 30.436 | 5.889 |  | 36.325 |
| Total Amortisation and write-downs | -6.066 | -1.824 |  | -7.890 |
| NET OPERATING PROFIT (EBIT) | 24.370 | 4.065 |  | 28.435 |
| OTHER INFORMATION |  |  |  |  |
| Investments | 10.493 | 1.082 |  | 11.575 |
| Amortisations | 5.784 | 1.824 |  | 7.608 |
| Revaluations (write-downs) | 42 | 240 |  | 282 |
| Other non monetary costs |  |  |  |  |
| (Values in thousands of EUR) $9 \text { M } 2007$ | Prêt-à porter Division | Footwear and leather goods Division | Elimination of interc. transactions | Total |
| SECTOR REVENUES | 188.870 | 58.669 | -13.512 | 234.027 |
| of which intercompany | 3.350 | 10.162 | -13.512 | - |
| GROSS OPERATING MARGIN (EBITDA) after non-recurring operations | 33.254 | 3.974 |  | 37.228 |
| Total non-recurring operations | 1.990 |  |  | 1.990 |
| GROSS OPERATING MARGIN (EBITDA) | 35.245 | 3.974 |  | 39.219 |
| Total Amortisation and write-downs | -6.323 | -1.518 |  | -7.841 |
| NET OPERATING PROFIT (EBIT) | 28.922 | 2.456 |  | 31.378 |
| OTHER INFORMATION |  |  |  |  |
| Investments | 5.231 | 489 |  | 5.720 |
| Amortisations | 5.974 | 1.518 |  | 7.492 |
| Revaluations (write-downs) | 349 |  |  | 349 |
| Other non monetary costs |  |  |  |  |

## III Quarter 2008 vs 2007

The following tables indicate the main economic data for the third quarter 2008 and 2007 of the Prêt-à porter and Footwear and leather goods Divisions.

| (Values in thousands of EUR) <br> III Q 2008 | Prêt-à porter Division | Footwear and leather goods Division | Elimination of interc. transactions | Total |
| :---: | :---: | :---: | :---: | :---: |
| SECTOR REVENUES | 71.463 | 24.956 | -4.247 | 92.172 |
| of which intercompany | 1.495 | 2.752 | -4.247 | - |
| GROSS OPERATING MARGIN (EBITDA) after non-recurring operations | 11.590 | 3.820 |  | 15.410 |
| Total non-recurring operations |  |  |  | - |
| GROSS OPERATING MARGIN (EBITDA) | 11.590 | 3.820 |  | 15.410 |
| Total Amortisation and write-downs | -2.051 | -793 |  | $-2.844$ |
| NET OPERATING PROFIT (EBIT) | 9.539 | 3.027 |  | 12.566 |
| OTHER INFORMATION |  |  |  |  |
| Investments | 8.446 | 349 |  | 8.795 |
| Amortisations | 1.811 | 793 |  | 2.604 |
| Revaluations (write-downs) | 0 | 240 |  | 240 |
| Other non monetary costs |  |  |  |  |


| (Values in thousands of EUR) <br> III Q 2007 | Prêt-à porter Division | Footwear and leather <br> goods Division | Elimination of interc. <br> transactions |
| :--- | ---: | ---: | ---: | ---: |
| SECTOR REVENUES | $\mathbf{7 3 . 7 9 5}$ | $\mathbf{2 3 . 2 6 7}$ | $\mathbf{- 4 . 6 7 7}$ |
| of which intercompany | 1.495 | 3.182 | $\mathbf{9 2 . 3 8 5}$ |
| GROSS OPERATING MARGIN (EBITDA) after <br> non-recurring operations | $\mathbf{1 4 . 1 4 6}$ | $\mathbf{2 . 1 9 9}$ | $\mathbf{- 4 . 6 7 7}$ |


| Total non-recurring operations | -28 |  | -28 |
| :---: | :---: | :---: | :---: |
| GROSS OPERATING MARGIN (EBITDA) | 14.118 | 2.199 | 16.317 |
| Total Amortisation and write-downs | -2.172 | -501 | $-2.673$ |
| NET OPERATING PROFIT (EBIT) | 11.946 | 1.698 | 13.644 |
| OTHER INFORMATION |  |  |  |
| Investments | 2.207 | 325 | 2.532 |
| Amortisations | 2.063 | 502 | 2.565 |
| Revaluations (write-downs) | 108 | 0 | 108 |
| Other non monetary costs |  |  |  |

## Prêt-à porter Division

In the first nine months, revenues of the prêt-à-porter division decrease by $0.5 \%$ (+3.8\% at constant exchange rates and excluding the effect of Narciso Rodriguez collections) to EUR 188,013 thousand. This division contributes to $76.3 \%$ of consolidated revenues in the first nine months of 2007 and $75.2 \%$ in the first nine months of 2008, before inter-divisional eliminations.

EBITDA of the prêt-à-porter division is EUR 30,436 thousand in the first nine months of 2008 with a decrease of $13.6 \%$ compared to EUR 35,245 thousand in the first nine months of 2007, and represents $16.2 \%$ of consolidated sales. Net of non-recurring operations EBITDA decreases by 8.5\%.

## Footwear and leather goods Division

Revenues of the footwear and leather goods division rise by $5.8 \%$ from EUR 58,669 thousand in the first nine months of 2007 to EUR 62,092 thousand in the first nine months of 2008.

The EBITDA of the footwear and leather goods division rises by $48.2 \%$ from EUR 3,974 thousand in the first nine months of 2007 to EUR 5,889 thousand in the first nine months of 2008, representing $9.5 \%$ of consolidated sales ( $6.8 \%$ in the first nine months of 2007).

## Balance sheet

Compared to 31 December 2007, the Group's balance sheet at 30 September 2008 shows an increase in shareholders' equity from EUR 164,764 thousand to EUR 172,080 thousand and an increase in net financial indebtedness from EUR 38,484 thousand to EUR 62,589 thousand, as a consequence of the seasonality of the business.

## 4. Net working capital

Net working capital amounts to EUR 81,574 thousand (27.6\% of LTM revenues), compared with EUR 51,588 thousand (17.6\% of revenues) at 31 December 2007.

## 5. Fixed assets

Capex realised in the period are mainly related to the refurbishment of boutique and buildings.

## 6. Shareholders' equity

Changes in shareholders' equity are presented in tables at page 14.

## 7. Net financial position

The net financial position increase from EUR 38,484 thousand at 31 December 2007 to EUR 62,589 thousand at 30 September 2008, due to the seasonality of the business and to the capex carried out in the period. The current amount includes the buy-back of treasury shares for EUR 3,008 thousand. Net of this amount the net financial position is EUR 59,581 thousand.

## Other information

## Earnings per share

Basic earnings per share:

| (Values in thousands of EUR) | 30 September | 30 September |
| :--- | ---: | ---: |
| Profit of the period attributable to the shareholders of the | 2008 | 2007 |
| parent company | 12.739 | 12.182 |
| Weighted average number of shares outstanding | 106.650 | 107.363 |
| Basic earnings per share | $\mathbf{0 , 1 1 9}$ | $\mathbf{0 , 1 1 3}$ |

## Average number of employees

The average number of employees in the first nine months of 2008 is 1,499 (1,430 in the first nine months of 2007).

## Measurement basis

The main accounting policies and measurement basis adopted in preparing the consolidated financial statements at 30 September 2008 are the same used in preparing the consolidated financial statements at 31 December 2007.

## Significant events subsequent the balance sheet date

After the 30 September 2008 no significant events regarding the Group's activities have to be reported.

## Outlook

The results of operations during the first nine months of 2008 confirm management's expectations, and earlier forecasts for a positive evolution over the entire year, with both revenues and margins substantially in line with respect to the corresponding period of the prior year.

## Atypical and/or unusual transactions

Pursuant to Consob communication n. DEM/6064296 dated 28 July 2006, it is confirmed that during the first nine months of 2008, the Group did not enter into any atypical and/or unusual transactions, as defined in that communication.

## Significant non-recurring events and transactions

During the first nine months of 2008 no non-recurring events or transactions have been realised, while in the first nine months of 2007, EUR 1,990 thousand of non-recurring transactions, which refers to the net gains raised by the subsidiary Aeffe USA from the sale of its $50 \%$ stake in Narciso Rodriguez LLC., have been realised.

The executive responsible for preparing the company's accounting documentation Marcello Tassinari declares, pursuant to paragraph 2 of art. 154b of the Consolidated Finance Law, that the accounting information contained in this document agrees with the underlying documentation, records and accounting entries.

