


H1 2019 Results

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Unless stated otherwise, all figures used in H1 2019 to analyze the performance are disclosed without taking into account the impact of the application of IFRS 16, effective as of the fiscal year 2019

H1 2019 results, in line with expectations
Full-year guidance confirmed

SALES GROWTH

+9.5% reported

+8.0% cc.

Sales: €540.3m

Adj. EBITDA[1] margin

16.1% margin

Adj. EBITDA: €86.8m

NET INCOME

€27.8m

excl. one-off refinancing costs

Net income: €20.0m

FCF[2]

€20.9m

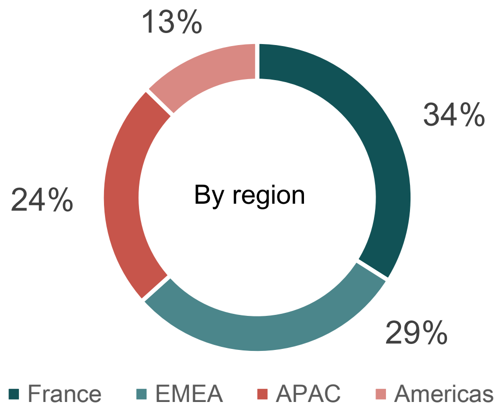
NB: Excluding IFRS 16
cc: at constant currency
[1] H1 2019 EBITDA before LTIP impact (-€6.7m)
[2] Before tax and excluding IPO related costs

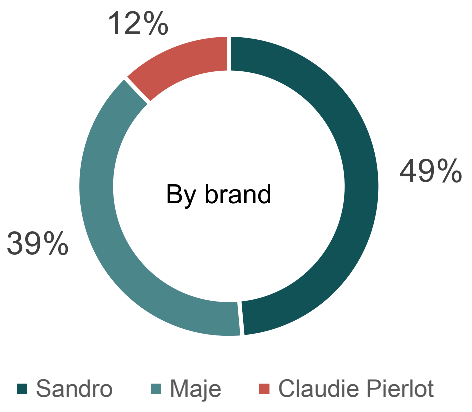
H1 2019 sales dynamics by brand and region

Double-digit international sales growth

AMERICAS	FRANCE	EMEA	APAC
+7.2% cc.	-1.8% cc.	+8.7% cc.	+26.0% cc.

Sales breakdown





Reported sales growth: +9.5%

Sales growth cc.: +8.0%

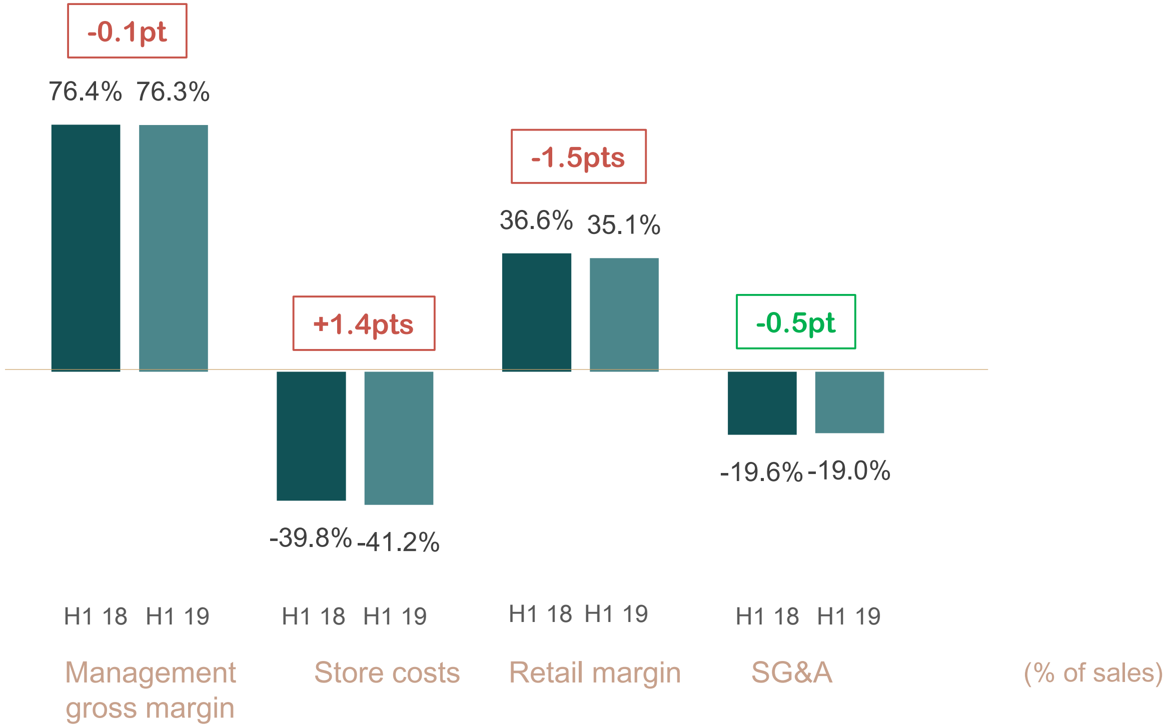
LFL sales growth: -0.7%

POS: +137 to 1,518

NB: Excluding IFRS 16
cc: at constant currency

Adj. EBITDA margin of 16.1% in H1 19, in line with expectations

- **Adj. EBITDA: €86.8 million (+3.5%)**
- **Adj. EBITDA margin: 16.1%**

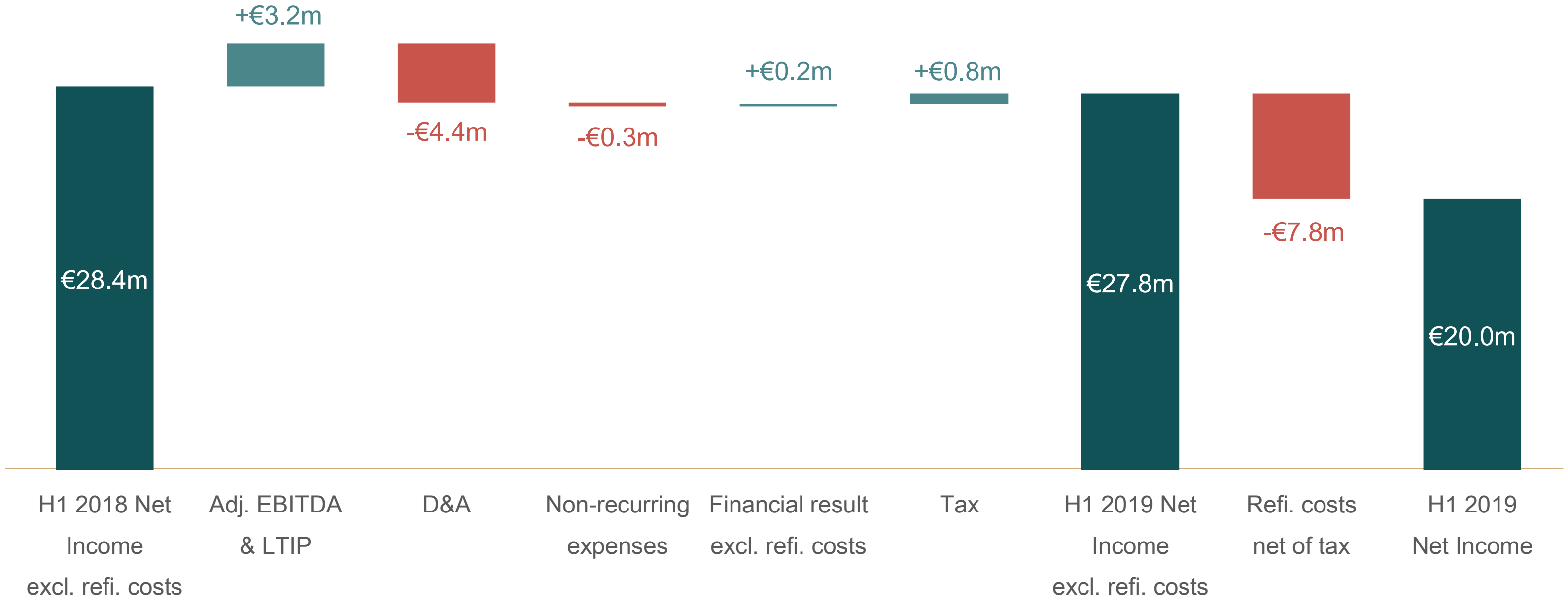


- Stability of the gross margin at a high level of 76.3% with a slight reduction in discount rate vs. LY
- Lower absorption of store costs related to the expected low start of the year in sales
- Efficient management of SG&A (-0.5pt), while maintaining the pace of investments to support future growth

NB: Excluding IFRS 16

Net income at €27.8m excl. one-off refinancing costs

€m	H1-18	H1-19 excl. IFRS 16
Adjusted EBITDA	**83.9**	**86.8**
D&A	-17.5	-21.9
Adjusted EBIT	**66.4**	**64.9**
Allocation of LTIP	-7.0	-6.7
Current operating income	**59.4**	**58.2**
Other non-recurring income and expenses	-3.8	-4.1
Operating profit	**55.5**	**54.0**
Financial result	-10.6	-21.7
Profit before tax	**44.9**	**32.3**
Income tax	-17.6	-12.3
% of profit before tax	*-39.1%*	*-38.0%*
Net income	**27.4**	**20.0**
Net income excluding one-off refinancing costs	**28.4**	**27.8**

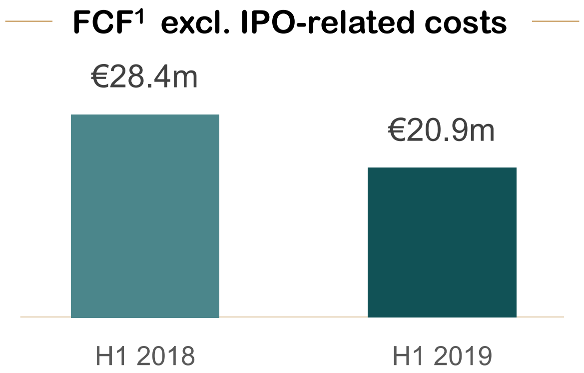


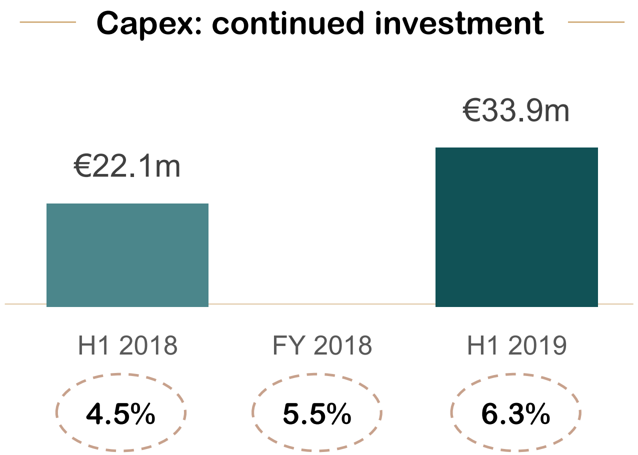
Excl. one-off refinancing costs, Net income at €27.8m vs. €28.4m in H1 2018, reflecting mainly:

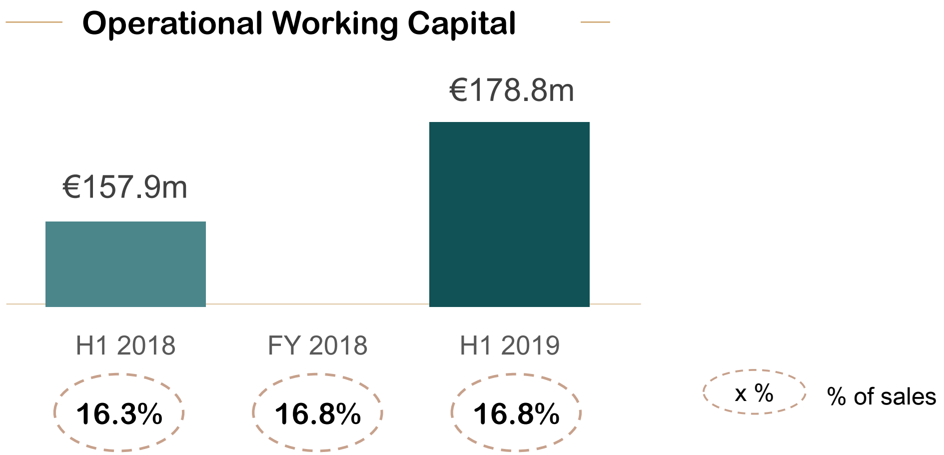
- SMCP profitable growth profile: adj. EBITDA up +3.5% at €86.8m
- D&A were up from 3.6% to 4.1% of sales due to additional investments in infrastructure & IT and French stores renovation plan
- Non-recurring expenses slightly increased by €0.3m and include transition costs related to Asian platform and some costs related to De Fursac acquisition
- Financial costs are stable (-€0.2m) excl. one-off refinancing costs (-€12.6m)
- Corporate income tax rate stood at 38.0% (34.4% excluding French trade tax - CVAE) vs. 39.1% in H1 2018

NB: Excluding IFRS 16

Free Cash Flow excl. IPO related costs







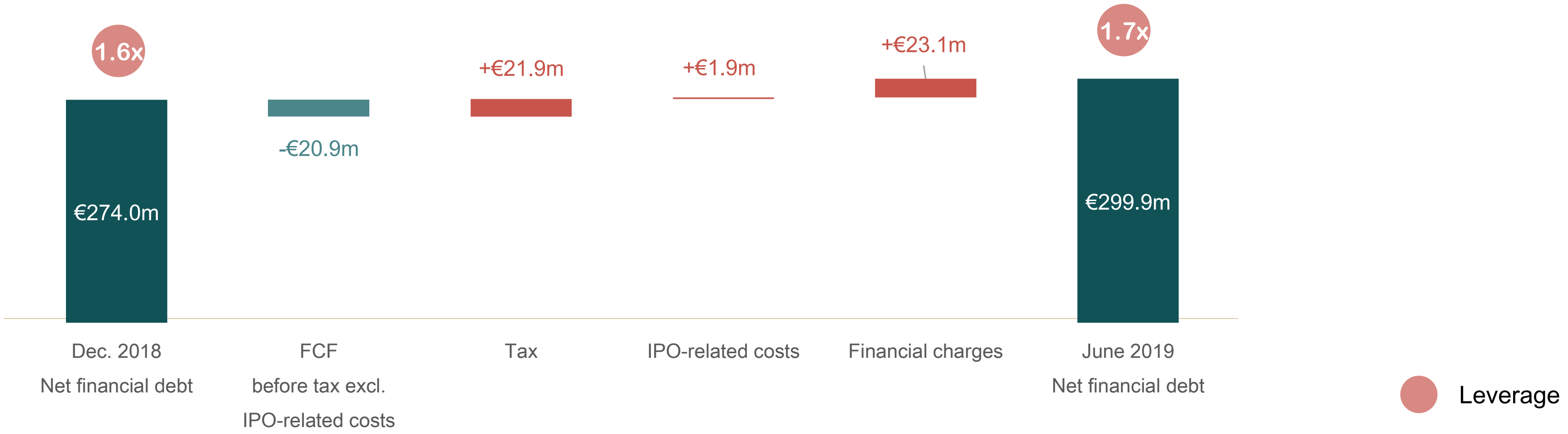
Free cash flow[1] of €20.9m in H1 19 excluding one-off costs related to IPO (-€1.9m):

- **Adj. EBITDA** up +3.5%
- **Capex** up +€11.8m from 4.5% of sales in H1 18 to 6.3% of sales in H1 19: additional investments in infrastructure & IT and French stores renovation plan
- Stable **op. workcap** versus Dec-18 at 16.8% of sales: early signs of improvement in stock purchases from SS19 collections which should become increasingly visible in H2 2019, helped by new processes of demand planning

NB: Excluding IFRS 16

[1] Before tax

Stable leverage ratio in H1 2019 with continued optimization in cost of debt



- **Stable leverage with Net financial debt/Adj. EBITDA ratio at 1.7x (vs. 1.6x in Dec. 18)**
- Early redemption of the remaining €180m from the High Yield bond and repayment of the €110m amount drawn under the RCF
- Signing of a new unsecured credit facility totalling €465m, comprising a €265m Amortizing Term Loan and a €200m RCF
- Continued reduction of average cost of debt from 4.8% in H1 18 to 4.1% H1 19 (excl. one-off ref. costs) and extension of debt maturity

NB: Excluding IFRS 16

IFRS 16 impacts on key financial parameters

P&L	H1 2019 excl. IFRS 16	IFRS 16 impact	H1 2019 incl. IFRS 16
Adjusted EBITDA	86.8	+54.2	141.0
D&A	-21.9	-52.5	-74.4
Adjusted EBIT	64.9	+1.6	66.5
Financial result	-21.7	-6.3	-28.0
Income tax	-12.3	+1.8	-10.5
Net income	20.0	-2.9	17.2

Balance sheet	H1 2019 excl. IFRS 16	IFRS 16 impact	H1 2019 incl. IFRS 16
Intangible right-of-use assets	734.9	+440.8	1,175.6
Differed tax	32.9	+1.8	34.7
Net equity	-1,167.3	+2.9	-1,164.4
Lease liabilities	0	-454.3	-454.3
Other liabilities	-91.7	+8.8	-82.9

	H1 2019 excl. IFRS 16	IFRS 16 impact	H1 2019 incl. IFRS 16
Net debt	299.9	+454.3	754.2

2019 outlook

2019 guidance confirmed
Excluding De Fursac acquisition

SALES GROWTH at cc.

Within a range of
+9% to +11%

Adj.[1] EBITDA MARGIN

Stable vs. 2018

[1] Excluding LTIP impact and application of IFRS 16, effective as of fiscal year 2019

Appendix

Quarterly net sales by region and by brand

In €m	Q1-18	Q1-19	%	% at cc.	Q2-18	Q2-19	%	% at cc.	H1-18	H1-19	%	% at cc.
France	99.8	96.0	*-3.9%*	*-3.9%*	87.1	87.5	*+0.5%*	*+0.5%*	187.0	183.5	*-1.8%*	*-1.8%*
EMEA	71.9	79.4	*+10.4%*	*+9.9%*	73.5	79.4	*+8.0%*	*+7.5%*	145.4	158.8	*+9.2%*	*+8.7%*
Americas	29.3	31.7	*+8.4%*	*+1.0%*	31.0	37.0	*+19.3%*	*+13.3%*	60.3	68.7	*+14.0%*	*+7.2%*
APAC	51.0	67.5	*+32.3%*	*+28.4%*	49.6	61.8	*+24.6%*	*+23.4%*	100.6	129.3	*+28.5%*	*+26.0%*
Total	**252.0**	**274.6**	***+9.0%***	***+7.2%***	**241.3**	**265.7**	***+10.1%***	***+8.9%***	**493.3**	**540.3**	***+9.5%***	***+8.0%***
Sandro	124.7	132.5	*+6.2%*	*+4.3%*	118.1	129.9	*+10.0%*	*+8.6%*	242.9	262.4	*+8.0%*	*+6.4%*
Maje	95.6	106.9	*+11.9%*	*+9.8%*	94.1	105.4	*+12.0%*	*+10.7%*	189.7	212.4	*+11.9%*	*+10.3%*
Claudie Pierlot	31.7	35.2	*+10.9%*	*+10.5%*	29.0	30.4	*+4.9%*	*+4.5%*	60.7	65.6	*+8.0%*	*+7.6%*
Total	**252.0**	**274.6**	***+9.0%***	***+7.2%***	**241.3**	**265.7**	***+10.1%***	***+8.9%***	**493.3**	**540.3**	***+9.5%***	***+8.0%***

cc: at constant currency

Breakdown of POS

Directly operated stores

Number of DOS	H1-18	2018	Q1-19	H1-19	Var. H1 19 vs Q1 19	Var. H1 19 vs FY 18	Var. H1 19 vs H1 18
By region							
France	487	482	476	481	*+5*	*-1*	*-6*
EMEA	341	364	372	385	*+13*	*+21*	*+44*
Americas	135	148	144	146	*+2*	*-2*	*+11*
APAC	145	178	188	195	*+7*	*+17*	*+50*
By brand							
Sandro	479	503	505	520	*+15*	*+17*	*+41*
Maje	382	409	414	423	*+9*	*+14*	*+41*
Claudie Pierlot	200	213	214	217	*+3*	*+4*	*+17*
Suite 341	47	47	47	47	-	-	-
Total DOS	**1,108**	**1,172**	**1,180**	**1,207**	***+27***	***+35***	***+99***

Total points of sale

Number of POS	H1-18	2018	Q1-19	H1-19	Var. H1 19 vs Q1 19	Var. H1 19 vs FY 18	Var. H1 19 vs H1 18
By region							
France	487	482	476	481	*+5*	*-1*	*-6*
EMEA	450	480	491	504	*+13*	*+24*	*+54*
Americas	157	174	176	181	*+5*	*+7*	*+24*
APAC	287	330	342	352	*+10*	*+22*	*+65*
By brand							
Sandro	611	646	653	672	*+19*	*+26*	*+61*
Maje	504	538	549	557	*+8*	*+19*	*+53*
Claudie Pierlot	219	235	236	242	*+6*	*+7*	*+23*
Suite 341	47	47	47	47	-	-	-
Total POS	**1,381**	**1,466**	**1,485**	**1,518**	***+33***	***+52***	***+137***
o/w Partners POS	***273***	***294***	***305***	***311***	***+6***	***+17***	***+38***

Income statement

€m	H1-18	H1-19 excl. IFRS 16	H1-19 incl. IFRS 16	*IFRS 16 impacts*
Sales	**493.3**	**540.3**	**540.3**	*-*
Purchases and changes in inventories[1]	-177.1	-197.6	-197.6	-
Gross Margin[2]	316.1	342.8	342.8	-
Other operating income and expenses	-127.8	-139.3	-85.1	*+54.2*
Personnel costs	-104.4	-116.7	-116.7	-
Adjusted[3] EBITDA	**83.9**	**86.8**	**141.0**	***+54.2***
Depreciation and amortization expense	-17.5	-21.9	-74.4	*-52.5*
Adjusted[3] EBIT	**66.4**	**64.9**	**66.5**	***+1.6***
Allocation of LTIP	-7.0	-6.7	-6.7	-
EBIT	**59.4**	**58.2**	**59.8**	***+1.6***
Other non-recurring income and expenses	-3.8	-4.1	-4.1	-
Operating profit	**55.5**	**54.0**	**55.7**	***+1.6***
Cost of net financial debt	-10.1	-19.1	-25.5	*-6.3*
Financial income and other financial expenses	-0.6	-2.6	-2.5	*+0.0*
Financial Result	**-10.6**	**-21.7**	**-28.0**	***-6.3***
Profit before tax from continuing operations	**44.9**	**32.3**	**27.7**	***-4.7***
Income tax	-17.6	-12.3	-10.5	*+1.8*
Net income (Loss) of fully consolidated companies	**27.4**	**20.0**	**17.2**	***-2.9***
Attributable to owners of the parent	27.4	20.0	17.2	*-2.9*
Attributable to minority interests	0.0	0.0	0.0	-
Net income (group share)	**27.4**	**20.0**	**17.2**	***-2.9***

[1] Including commissions
[2] Gross margin corresponds to sales after deduction of cost of sales and commissions paid to the department stores and affiliates. The company uses and monitors as an operational KPI the gross margin before commissions and refers to it in this document rather than the gross margin after commission
[3] Before LTIP impact

Balance sheet – assets (1/2)

€m	As of Dec. 31, 2018	As of June 30, 2019 excl. IFRS 16	As of June 30, 2019 incl. IFRS 16	*IFRS 16 impacts*
Goodwill	630.1	630.1	630.1	-
Intangible right-of-use assets	736.1	734.9	1,175.6	*+440.8*
Property, plant and equipment	76.0	77.7	77.7	-
Non-current financial assets	19.5	22.5	22.5	-
Other non-current assets	0.5	0.0	0.0	*+0.0*
Deferred tax assets	33.4	32.9	34.7	*+1.8*
Non-current assets	**1,495.5**	**1,498.0**	**1,940.6**	***+442.6***
Inventories and work in progress	221.4	233.6	233.6	-
Accounts receivables	51.4	58.4	58.4	-
Other receivables	39.2	53.2	53.2	-
Cash and cash equivalents	46.5	49.7	49.7	-
Current assets	**358.5**	**394.9**	**394.9**	**-**
Total Assets	**1,854.0**	**1,892.9**	**2,335.5**	***+442.6***

Balance sheet - equity and liabilities (2/2)

€m	As of Dec. 31, 2018	As of June 30, 2019 excl. IFRS 16	As of June 30, 2019 incl. IFRS 16	*IFRS 16 impacts*
Share capital	81.9	82.2	82.2	-
Share premium	951.5	951.2	951.2	-
Reserves and retained earnings	63.5	122.2	119.3	*-2.9*
Comprehensive income (total)	46.8	13.4	13.4	-
Treasury shares	-1.6	-1.6	-1.6	-
Total Equity - Group share	**1,142.2**	**1,167.3**	**1,164.5**	***-2.9***
Non controlling interest	-	-	-	-
Total Equity	**1,142.2**	**1,167.3**	**1,164.5**	***-2.9***
Bond	174.2	-	-	-
Non-current lease liabilities	-	-	360.3	*+360.3*
Non-current financial debt	-	335.9	335.9	-
Other financial liabilities	0.2	0.2	0.2	-
Provisions and other non-current liabilities	0.2	1.3	1.3	-
Deferred revenue	-0.1	-0.1	-0.1	-
Net employee defined benefit liabilities	3.3	3.7	3.7	-
Other non-current liabilities	0.0	0.1	0.1	-
Deferred tax liabilities	166.5	158.1	158.1	-
Non-current liabilities	**344.5**	**499.2**	**859.5**	***+360.3***
Interest-bearing loans and borrowings	2.2	-	-	-
Trade and other payables	115.5	119.8	119.8	-
Current lease liabilities	-	-	94.0	*+94.0*
Bank overdrafts and short-term financial borrowings and debt	143.9	13.5	13.5	-
Short-term provisions	3.2	1.3	1.3	-
Other liabilities	102.6	91.7	82.9	*-8.8*
Current liabilities	**367.4**	**226.4**	**311.5**	***+85.2***
Total Liabilities	**1,854.0**	**1,892.9**	**2,335.5**	***+442.6***

Net financial debt

	As of Dec. 31, 2018	As of June 30, 2019 excl. IFRS 16
Bond & interest-bearing loans and borrowings	-176.4	0.0
Non current financial debt & other financial liabilities	-0.2	-336.1
Bank overdrafts and short-term financial liability	-143.9	-13.5
Cash and cash equivalents	46.5	49.7
Net financial debt	**-274.0**	**-299.9**
LTM adjusted EBITDA	*171.5*	*174.4*
Net financial debt / adjusted EBITDA	**1.6x**	**1.7x**

Other indicators

€m	H1-18[1]	H1-19[1]
Management Gross margin[2]	**376.9**	**412.3**
% of sales	*76.4%*	*76.3%*
Direct costs of points of sales	-196.6	-222.6
% of sales	*-39.8%*	*-41.2%*
Retail margin	**180.4**	**189.7**
% of sales	*36.6%*	*35.1%*
SG&A	-96.5	-102.9
% of sales	*-19.6%*	*-19.0%*
Adjusted[3] EBITDA	**83.9**	**86.8**
% of sales	*17.0%*	*16.1%*

[1] Based on management accounts
[2] As followed in the management accounts, gross margin corresponds to sales after deduction of cost of sales and before deduction of commissions paid to the department stores and affiliates
[3] Before LTIP impact

Adj. EBITDA by brand

€m	H1-18	H1-19
Adjusted[1] EBITDA	**83.9**	**86.8**
Sandro	40.1	41.3
Maje	36.8	38.7
Claudie Pierlot	7.0	6.7
Adjusted[1] EBITDA margin	***17.0%***	***16.1%***
Sandro	*16.5%*	*15.8%*
Maje	*19.4%*	*18.2%*
Claudie Pierlot	*11.6%*	*10.3%*

[1] Before LTIP impact

Cash-flow statement

€m	H1-18	H1-19 excl. IFRS 16
Adjusted EBITDA[1]	82.5	86.8
Changes in working capital	-32.0	-28.9
Non-recurring expenses	-13.6	-5.0
Income tax expense	0.2	-21.9
Net cash flow from Operating activities	**37.1**	**31.1**
Capital expenditure	-22.1	-33.9
Others	-	-
Net cash flow from Investing activities	**-22.1**	**-33.9**
Net interests paid	-9.0	-13.0
Other financial income and expenses	0.5	-3.4
Issuance and repayment of borrowings	-19.9	13.7
Exchange rate and change accounting principles	0.2	0.2
Net cash flow from financing activities	**-28.2**	**-2.5**
Change in net cash	**-13.2**	**-5.3**
Net cash at beginning of period	36.3	41.5
Net cash / (net debt) at end of period	23.1	36.2
Change in net debt	**-5.6**	**26.0**
Net debt at beginning of period	292.0	274.0
Net debt at end of period	286.4	299.9

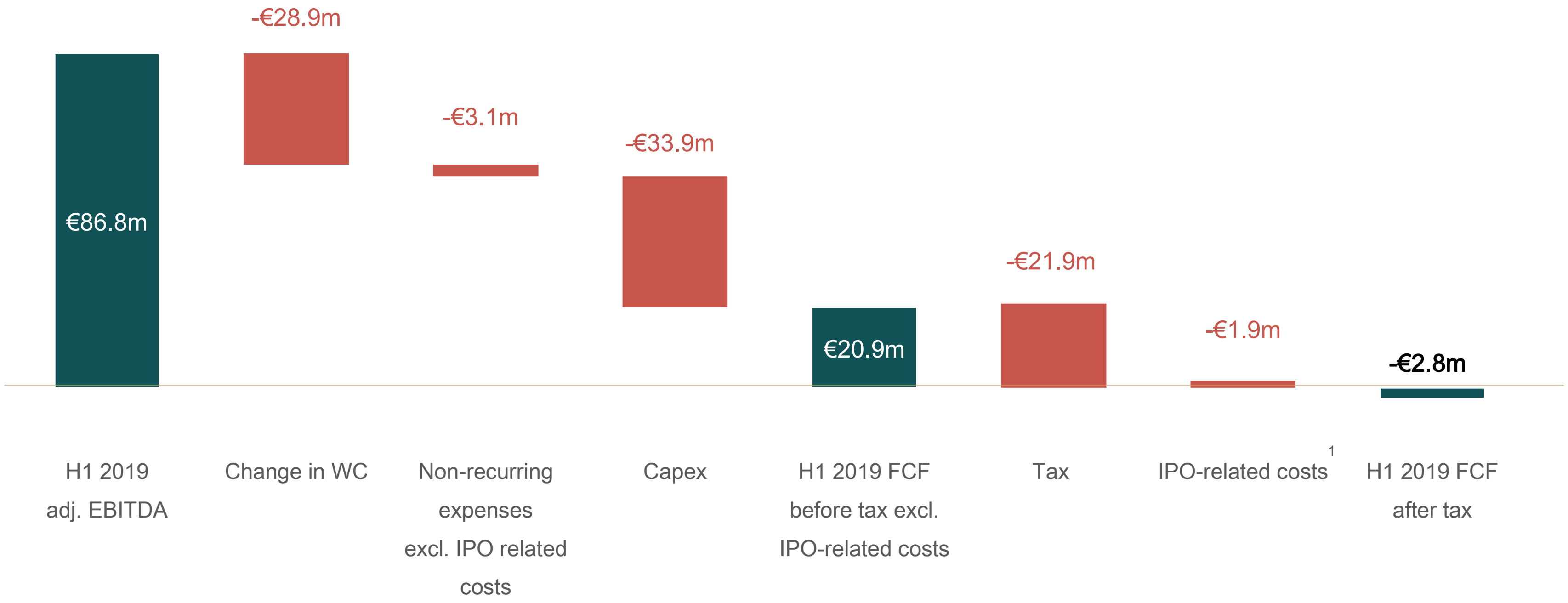
[1] Before LTIP impact
In H1 2018, adjusted EBITDA excluding LTIP social security charges (-€1.4m)

Free cash-flow

€m	H1-18	H1-19 excl. IFRS 16
Adjusted EBITDA[1]	82.5	86.8
Change in working capital	-32.0	-28.9
Non-recurring expenses	-13.6	-5.0
Capital expenditure	-22.1	-33.9
Income tax	0.2	-21.9
Free cash-flow after tax (a)	**15.0**	**-2.8**
Cost of share-based payments (b)	-11.2	0.0
Non-operating expenses incurred during the period (c)	-2.3	-1.9
Free cash-flow after tax and excl. one-off IPO-related items (a)-(b)-(c)	**28.6**	**-1.0**
Income tax	0.2	-21.9
Free cash-flow before tax and excl. one-off IPO-related items	**28.4**	**20.9**

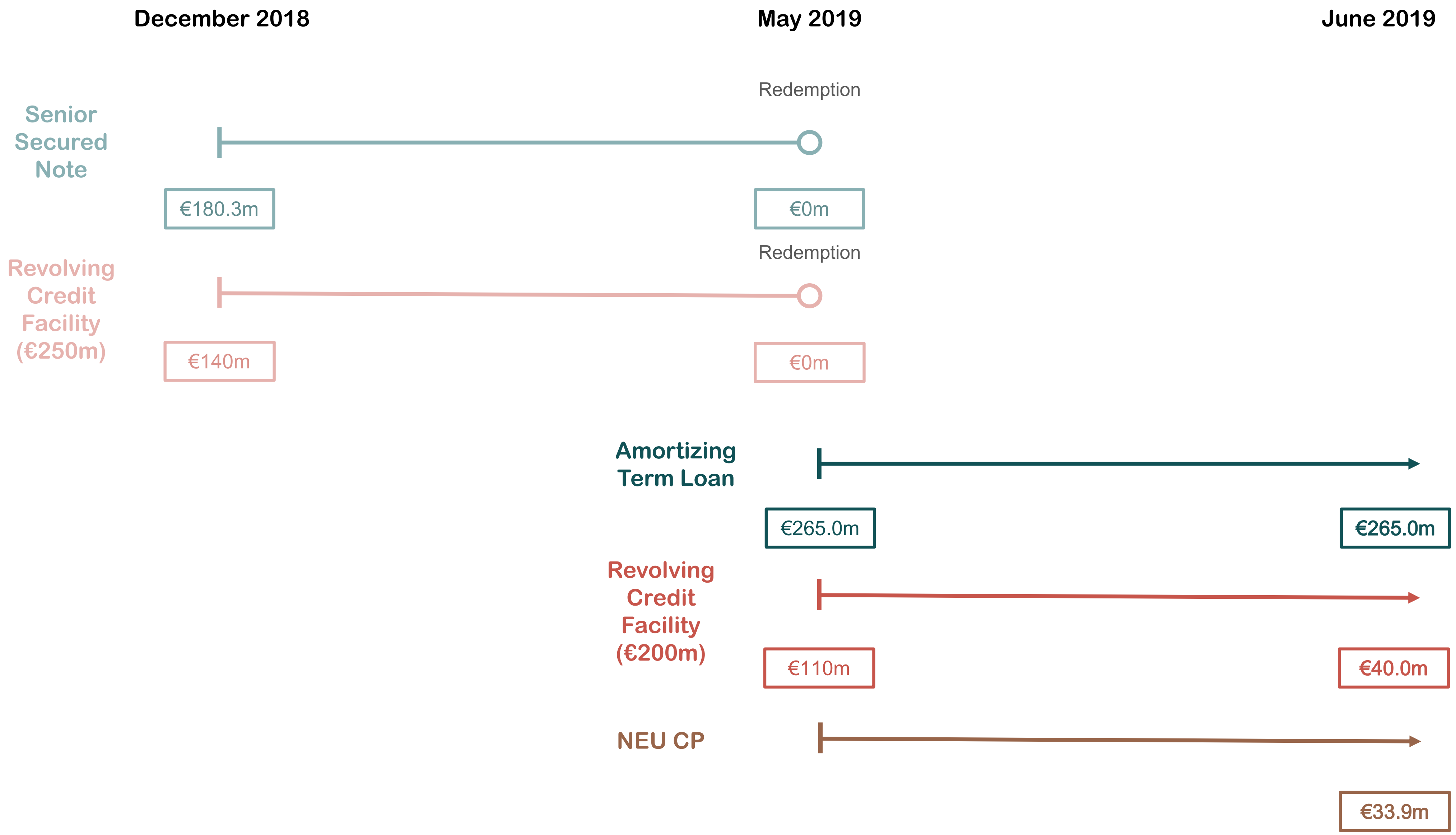
[1] Before LTIP impact
In H1 2018, adjusted EBITDA excluding LTIP social security charges (-€1.4m)

H1 2019 Free Cash Flow before tax bridge



[1] Cash impact of one-offs items related to IPO (-€1.9m)

Composition of gross debt between Dec. 2018 and June 2019

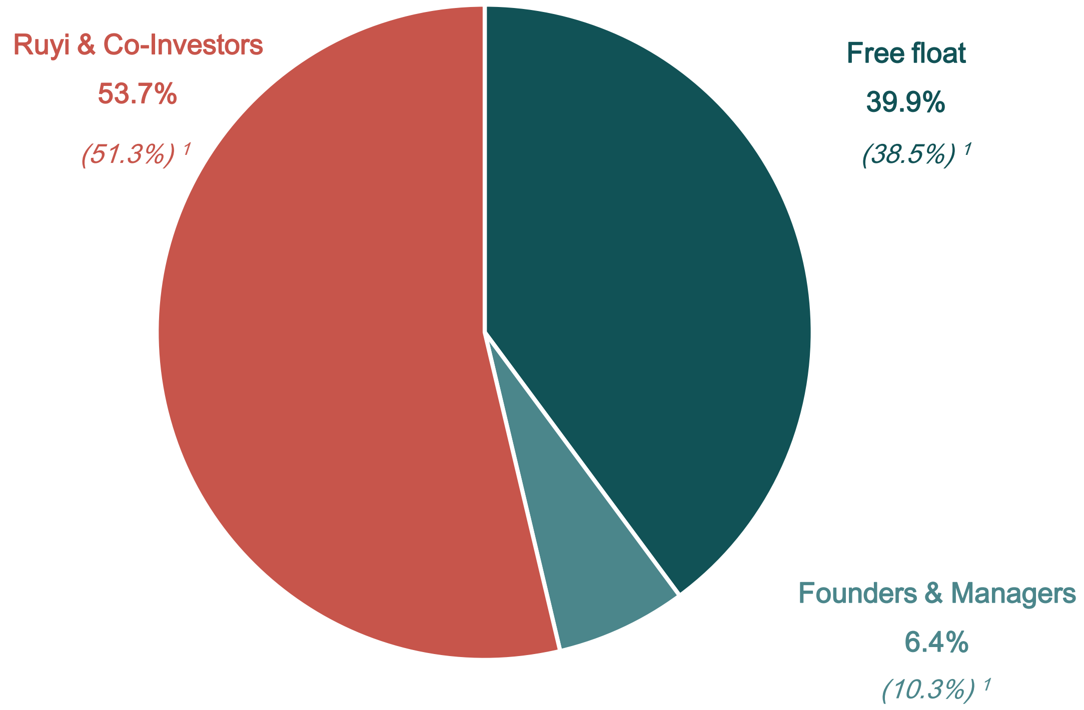


Working capital

€m	H1-18	FY-18	H1-19	Var. vs H1-18
Inventories and work in progress	201.1	221.4	233.6	32.6
Trade receivables	43.9	51.4	58.4	14.5
Trade payables	-87.1	-102.1	-113.2	-26.2
Operational working capital[1]	**157.9**	**170.7**	**178.8**	20.9
As a % of LTM sales	*16.3%*	*16.8%*	*16.8%*	*+0.5pts*
Other assets & liabilities	-44.2	-51.8	-20.5	23.7
Working capital[1]	**113.7**	**118.9**	**158.3**	44.6

[1] Excluding fixed asset suppliers and income tax

Shareholding structure as of July 24st, 2019



As of July 24st, 2019 the share capital of the Company is composed of 74,747,307 shares (including 1,197,239 Free Preferred Shares)

Assuming conversion of all the Free Preferred Shares into ordinary shares, the share capital of the Company would be composed of up to 78,246,929 shares

[1] Post conversion of the all the Free Preferred Shares and excluding LTIP

Definitions of non-IFRS financial measures

- "Sales" consists of total sales (retail and wholesale sales) net of rebates, discounts, VAT and other sales taxes, but before the deduction of concession fees paid to department stores and commissions paid to affiliates.
- "Sales growth at constant currency" corresponds to total sales in a given period compared with the same period in the previous year, expressed as a percentage change between the two periods, and presented at constant exchange rates (sales for period N and period N-1 in foreign currencies are converted at the average year N-1 rate).
- "Like-for-like sales growth" corresponds to retail sales from directly operated points of sale on a like-for-like basis in a given period compared with the same period in the previous year, expressed as a percentage change between the two periods. Like-for-like points of sale for a given period include all of the Group's points of sale that were open at the beginning of the previous period and exclude points of sale closed during the period, including points of sale closed for renovation for more than one month, as well as points of sale that changed their activity (for example, Sandro points of sale changing from Sandro Femme to Sandro Homme or to a mixed Sandro Femme and Sandro Homme store). Like-for-like sales growth percentage is presented at constant exchange rates (sales for year N and year N-1 in foreign currencies are converted at the average N-1 rate, as presented in the annexes to the Group's consolidated financial statements as at December 31 for the year N in question).
- "Adjusted EBITDA" is defined by the Group as operating income before depreciation, amortization, provisions and charges related to share-based long-term incentive plans (LTIP). Consequently, Adjusted EBITDA corresponds to EBITDA before charges related to LTIP. Adjusted EBITDA is not a standardized accounting measure that meets a single generally accepted definition. It must not be considered as a substitute for operating income, net income, cash flow from operating activities, or as a measure of liquidity.
- "Adjusted EBITDA margin" corresponds to Adjusted EBITDA divided by net sales.
- "Adjusted EBIT is defined by the Group as earning before interests and taxes and charges related to share-based long-term incentive plans (LTIP). Consequently, Adjusted EBIT corresponds to EBIT before charges related to LTIP. "Adjusted EBIT margin" corresponds to Adjusted EBIT divided by net sales.
- "Gross margin" as reported in the financial statements corresponds to the net sales after deduction of cost of sales and commissions paid to the department stores and affiliates. The company uses and monitors as an operational KPI the "management" gross margin before commissions and refers to it in its management presentations rather than the gross margin after commission.
- "Retail margin" corresponds to the management gross margin after taking into account the points of sale's direct expenses such as rent, personnel costs, commissions paid to the department stores and other operating costs.
- "Selling, general and administrative expenses" are those incurred at the corporate level/central costs and not allocated to a point of sale or partner. These elements are added to the retail margin to obtain EBITDA.