

**Folli Follie Group**  
**Nine-Months 2009 results**  
**26<sup>th</sup> November, 2009**



## FF Group Nine Months 2009 - Overview Financials

		% of sales
Total Sales	731,6	
EBITDA	161,2	22,0%
EBIT	145,1	19,8%
EBT	129,2	17,7%
EAT after min.	84,0	11,5%

## FF Group – Financial Highlights Nine Months 2009

- § Overall a solid set of results with a strong operating performance.
- § Very positive Group revenue increase of 8% reaching € 731,6m, operating profit increased by 6% compared to same period last year.
- § EBITDA and Gross margin could be maintained at high level with 22% and 50,5% vs. 22,3% and 51,5% in 9-M 2008.
- § Outstanding sales performance of the brands Links of London (+23%) and Folli Follie (+20%) and very solid revenue increase of Elmec Sport (+8%) driven by a strong performance of the department store segment.
- § Despite lower revenues for Hellenic Duty Free Shops and Hellenic Distributions compared to the same period last year, EBITDA increased by 3,5%.
- § Group net profit after taxes and minorities increased by 31% supported by lower financial expenses (-16%) and increased financial profit.

## FF Group – Summarized Income Statement

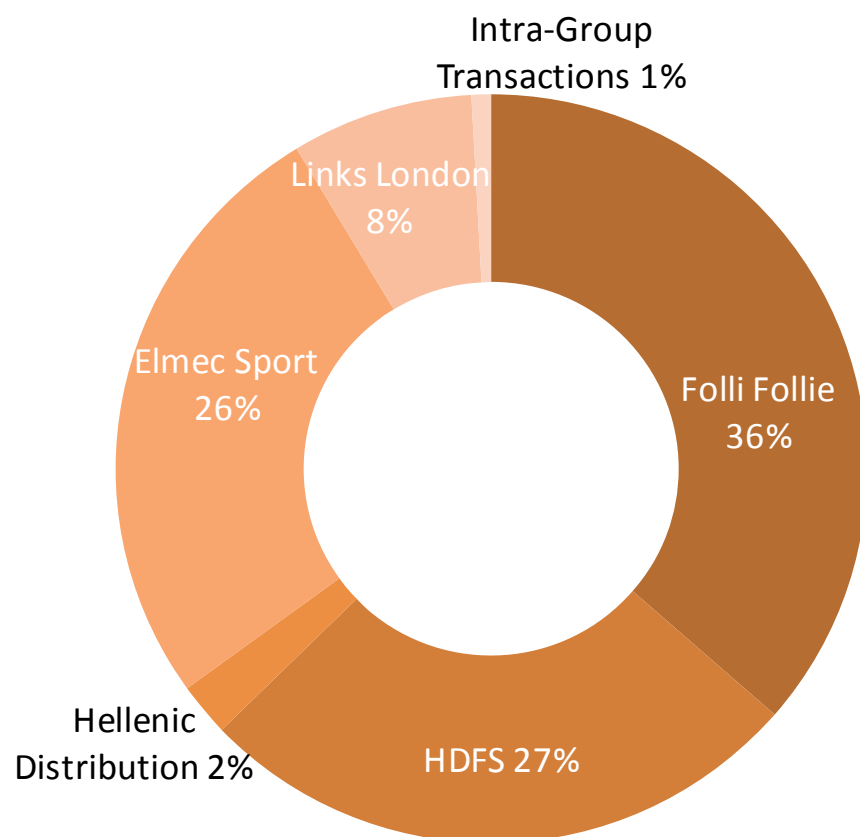
<i>In million EUR</i>	9-M 2009	9-M 2008	% Change
<b>Revenue</b>	<b>731,6</b>	<b>678,4</b>	<b>7,8%</b>
<b>Gross margin</b>	<b>369,4</b>	<b>349,3</b>	<b>5,8%</b>
Selling expenses	-198,0	-186,9	5,9%
Administrative expenses	-41,6	-40,7	2,2%
Other income and expenses	15,3	15,2	
<b>Operating profit</b>	<b>145,1</b>	<b>136,9</b>	<b>6,0%</b>
Net financial income (expense)	-16,0	-29,3	-45,4%
Income taxes	-29,2	-25,3	15,4%
<b>Net profit before minority interests</b>	<b>99,9</b>	<b>82,3</b>	<b>21,4%</b>
Minority interests	-15,9	-18,4	
<b>Group share of net profit</b>	<b>84,0</b>	<b>63,9</b>	<b>31,5%</b>
Amortisation - Depreciation	16,1	14,5	
<b>EBITDA</b>	<b>161,2</b>	<b>151,4</b>	<b>6,5%</b>

## FF Group –Revenue by company

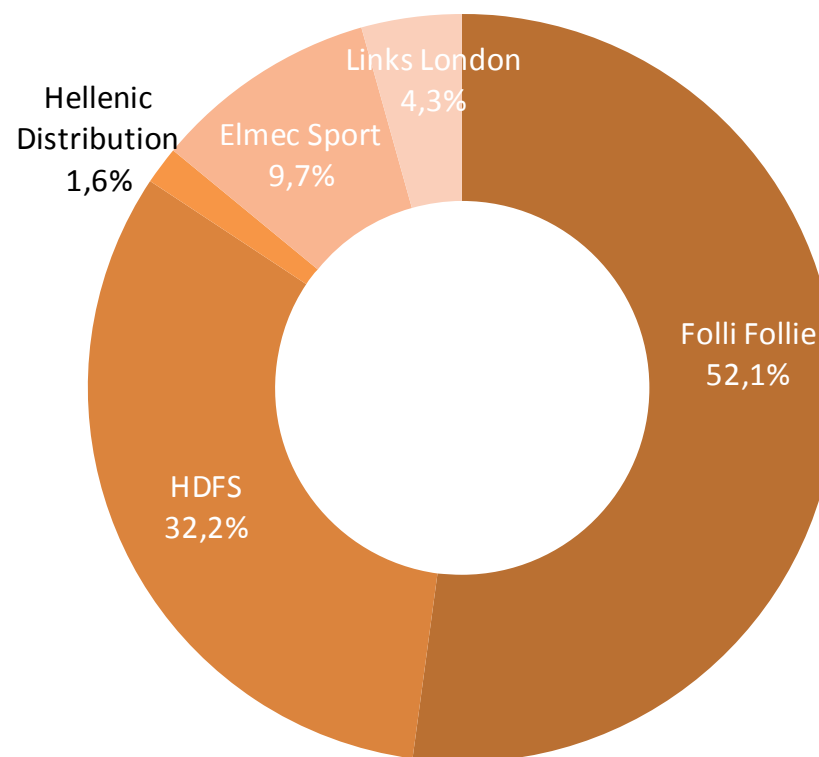
<i>In million EUR</i>	9-M 2009	9-M 2008	Organic growth
Folli Follie stand alone	270,6	226,1	19,7%
Hellenic Duty Free Shops	196,4	209,2	-6,1%
Hellenic Distributions	17	17,9	-5,0%
Elmec Sport	195,4	180,8	8,1%
Links of London	58,5	47,7	22,6%
Intra-Group Sales	6,3	3,3	
<b>Total</b>	<b>731,6</b>	<b>678,4</b>	<b>7,8%</b>

## FF Group – Revenue and EBITDA split by company

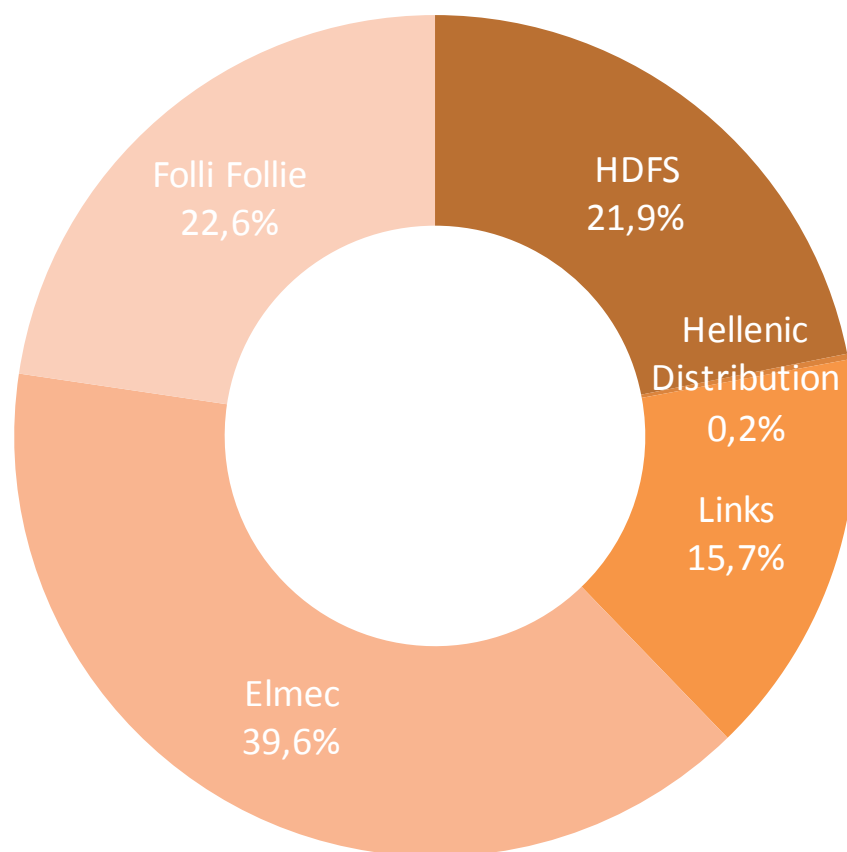
### Revenue split by company



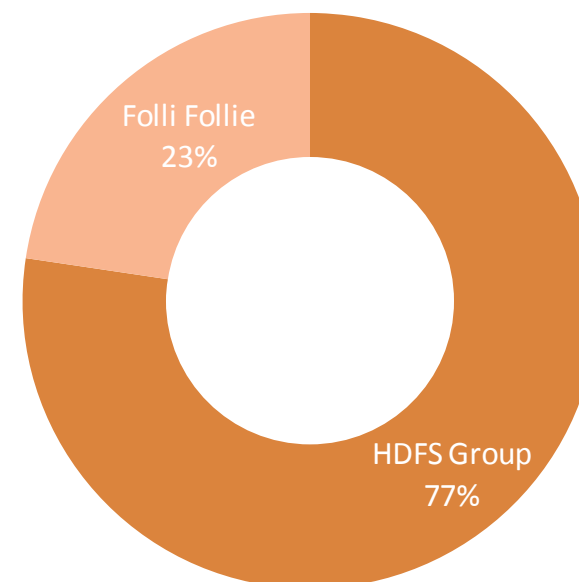
### EBITDA split by company



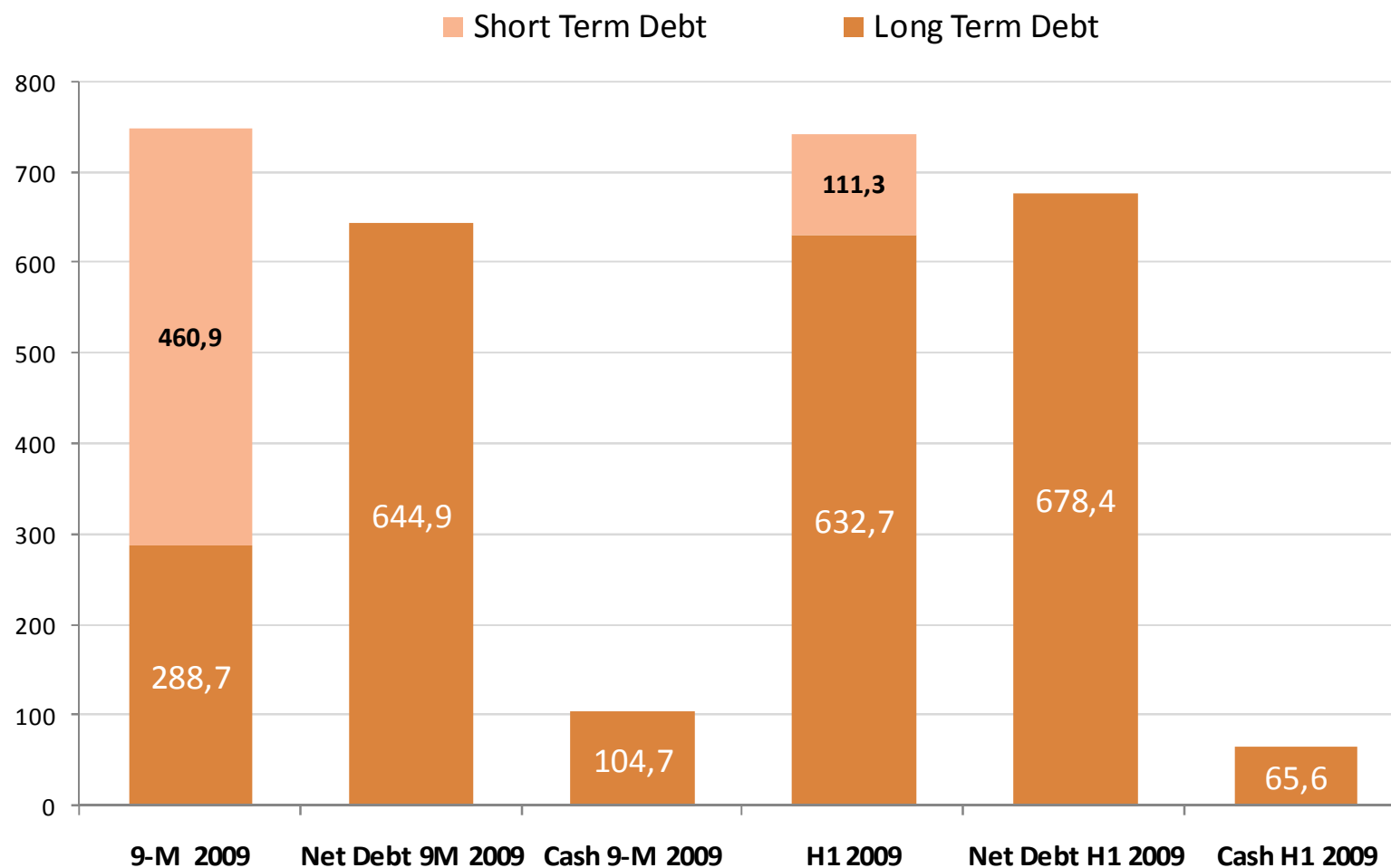
## FF Group – 9-M 2009 Capex Split by company



## Group Capex 9-M 2009



## FF Group Debt Structure 9M 2009 vs. H1 2009



Net debt reduced by € 33,5 million, Group Cash increased by € 39,1 million



## CASH FLOW STATEMENT-indirect method (Amounts reported in Thousand

	THE GROUP		THE COMPANY	
	1/1-30/09/2009	1/1-30/09/2008	1/1-30/09/2009	1/1-30/09/2008
Cash Flows related to Operating Activities				
Net Profit before taxes (From Continuing operations)	129.152	107.639	14.310	7.555
<i>Adjustments in respect of non-cash transactions:</i>				
Depreciation and Amortisation	16.078	14.471	945	899
Devaluation of tangible and intangible assets	0			
Provisions	5.112	1.034	914	147
Exchange differences	1.334	-5.701	0	0
Cash flows from investing activities	-10.921	-2.002	-23.727	-19.624
Debit interest and similar expenses	26.016	31.076	9.814	14.642
<b>Adjustments related to working capital or other operating activities</b>				
Decrease/(increase) of Inventories	-54.539	-33.623	-186	-1.516
Decrease/(increase) of Receivables	-34.320	-45.935	-3.335	260
Increase/(decrease) of payable accounts (except Banks)	830	26.945	770	2.230
<b>Minus</b>				
Interest paid and similar expenses	-25.771	-25.459	-8.524	-12.470
Income Tax paid	-16.666	-18.746	0	-1.392
<b>Net cash inflows/(outflows) from Operating Activities (a)</b>	<b>36.305</b>	<b>49.699</b>	<b>-9.019</b>	<b>-9.269</b>
Cash Flows related to Investing Activities				
Purchases of subsidiaries, associates and other investments	-201	-30.051	-28	-21.147
Purchases of tangible and intangible assets	-18.144	-21.884	-541	-1.686
Proceeds from sale of tangible and intangible assets	3.074	3.500	6	238
Proceeds from sale of financial assets	9.199	1.735	8.530	1.735
Dividends received	91	132	15.162	18.220
Interest received	467	1.463	2	124
Decrease/(increase) of other long-term receivables	-2.458	-193	-8	51
<b>Net cash inflows/(outflows) from Investing Activities (b)</b>	<b>-7.972</b>	<b>-45.298</b>	<b>23.123</b>	<b>-2.465</b>
Cash Flows related to Financing Activities				
Own Stock	-577	-3.335	0	-2.219
Proceeds from Loans	86.990	102.942	33.600	5.620
Repayment of Loans	-68.247	-64.516	-44.432	-522
Payments for leases	-1.378	-121	-25	-24
Dividends paid	-13.482	-24.314	-2.251	-3.830
<b>Net cash inflows/(outflows) from Financing Activities (c)</b>	<b>3.306</b>	<b>10.656</b>	<b>-13.108</b>	<b>-975</b>
<b>Net increase/(decrease) in cash and cash equivalents (a)+(b)+( c )</b>	<b>31.639</b>	<b>15.057</b>	<b>996</b>	<b>-12.709</b>
Cash and cash equivalents at the beginning of the period	73.064	91.509	3.983	14.443
<b>Cash and cash equivalents at the end of the period</b>	<b>104.703</b>	<b>106.566</b>	<b>4.979</b>	<b>1.734</b>

Folli Follie



Folli Follie, Christmas Collection

## Folli Follie stand-alone: Nine Months 2009 Financial Highlights

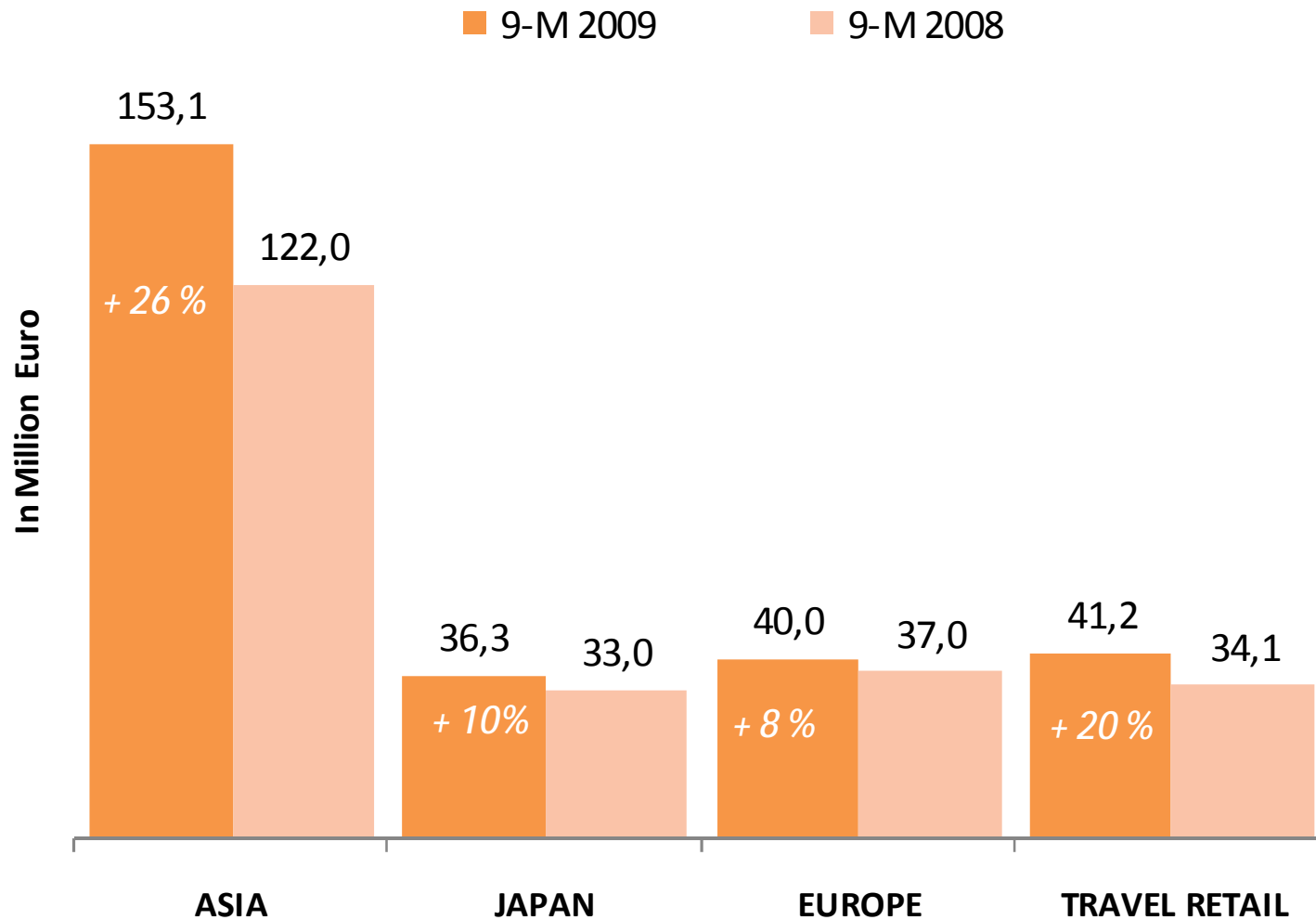
- § Continuation of the exceptional sales performance of the Folli Follie brand with a revenue increase of 19,7%
- § Increased EBITDA of 10,8% vs. same period last year
- § EBITDA margin remained with 31,1% at almost the same level as in the previous quarter with 31,5% and decreased slightly compared to same period last year with 33,6%
- § Earnings before Tax with a strong increase of 27,5% reaching €99,8m also supported by decreasing interest expenses of 23%
- § Net profit\* increased by 30,8% reaching €84,9m

\* Method of equity consolidation of the HDFS group by 56,8%

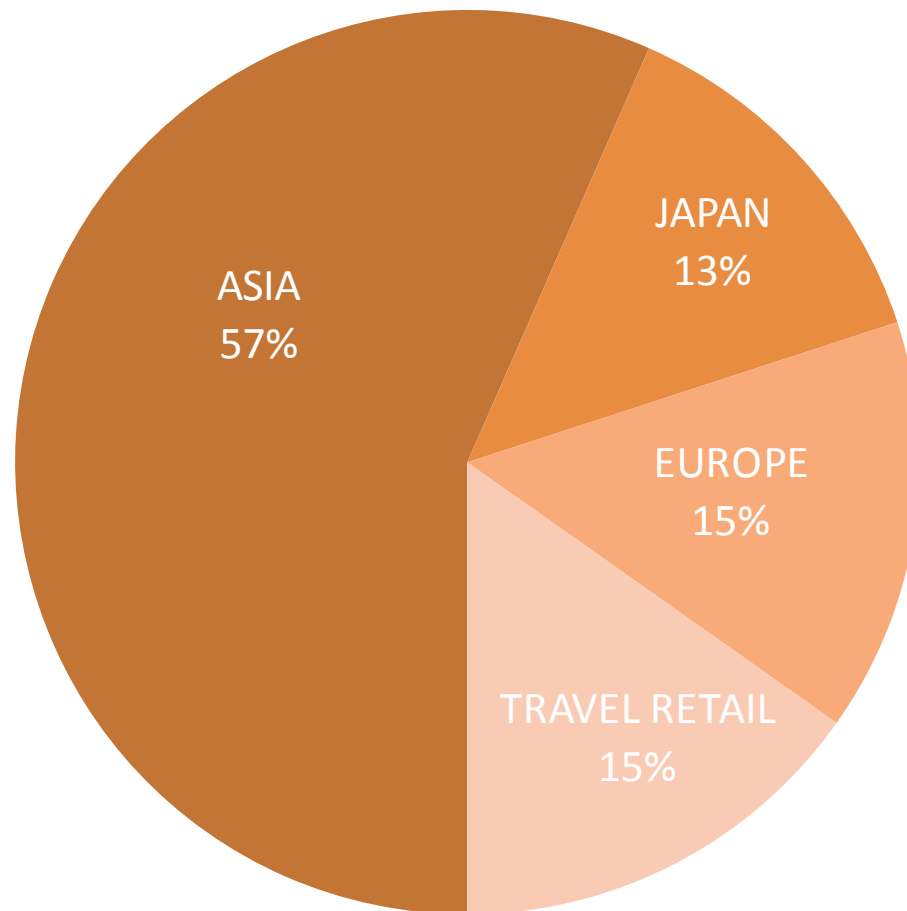
## Folli Follie stand-alone: Nine-Months 2009 Financial Highlights

<i>In million EUR</i>	9-M 2009	9-M 2008	% Change
<b>Revenue</b>	<b>270,6</b>	<b>226,1</b>	<b>19,7%</b>
<b>EBITDA</b>	<b>84,1</b>	<b>75,9</b>	<b>10,8%</b>
EBITDA Margin	31,1%	33,6%	
Gross Margin	54,9%	56,9%	
EBT	99,8	78,3	27,5%
<b>Net profit after minorities</b>	<b>84,9</b>	<b>64,9</b>	<b>30,8%</b>

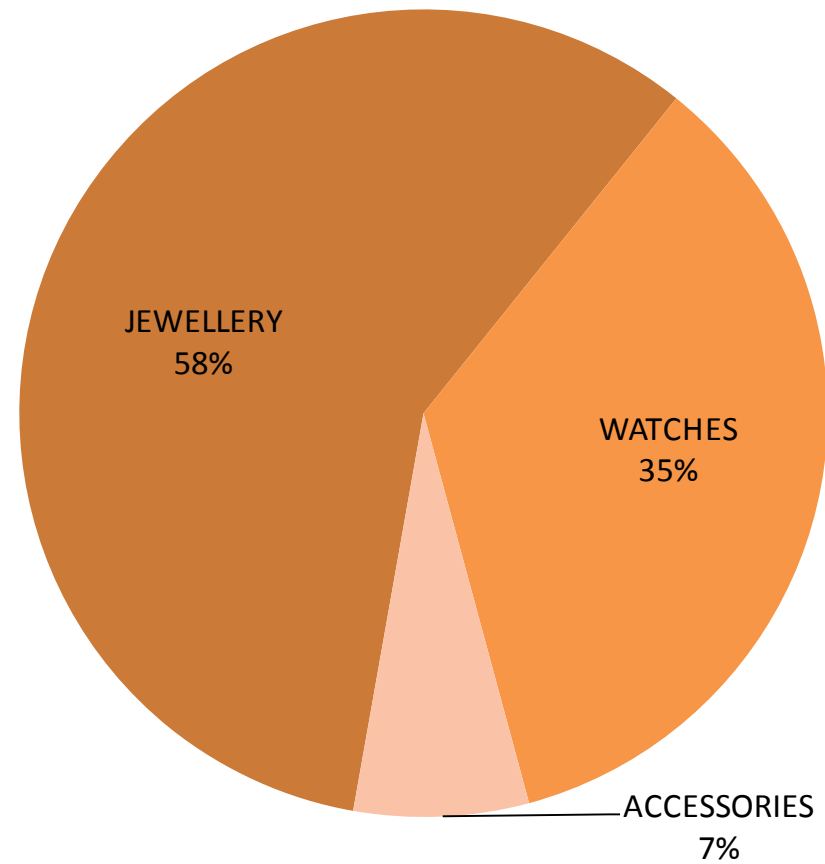
## Net sales by Region



## Net sales by Region



## Product Category Sales



## Remarks

- § During the 3<sup>rd</sup> quarter of 2009, 10 new points of sale opened:  
1 in Spain, 2 in Japan, 1 in Taiwan, 1 in Thailand and 5 in China
- § End of Q3 2009 Folli Follie counted 395 points of sale\* in 24 countries and a presence in 36 airlines worldwide
- § 3% of total turnover in local currency accounted from new openings from 30/09/2008 till 30/09/2009

\*(one POS closed in France due to relocation)



HELLENIC  
DUTY  
FREE  
SHOPS



Links, Portobello Collection

## 9M 2009 – Contribution by Company

Amounts in € million	HDFS	ELMEC Sport	Hellenic Distributions	Links London	HDFS Group 9M 2009	% of sales	HDFS Group 9M 2008	% of sales	YoY
Sales	199.2	195.4	17.0	58.5	470.1		458.2		
Intra-Group Sales	-2.8				-2.8		-2.5		
<b>Total Sales</b>	196.4	195.4	17.0	58.5	<b>467.3</b>		<b>455.6</b>		2.5%
EBITDA	52.0	15.7	2.6	7.0	<b>78.1</b>	16.7%	<b>75.7</b>	16.6%	3.2%
Depreciation					11.3		9.9		
<b>EBIT</b>					<b>66.8</b>	14.3%	<b>65.8</b>	14.4%	1.6%
Interest & participation income					-14.3		-15.7		
<b>EBT</b>					<b>52.6</b>	11.3%	<b>50.1</b>	11.0%	5.0%
Taxes					14.6		12.3		
<b>EAT</b>					<b>38.0</b>	8.1%	<b>37.8</b>	8.3%	0.4%
Minority interest					1.0		1.8		
<b>EAT after minorities</b>					<b>36.9</b>	7.9%	<b>36.0</b>	7.9%	2.6%

## Links of London: 9M year-on-year comparison

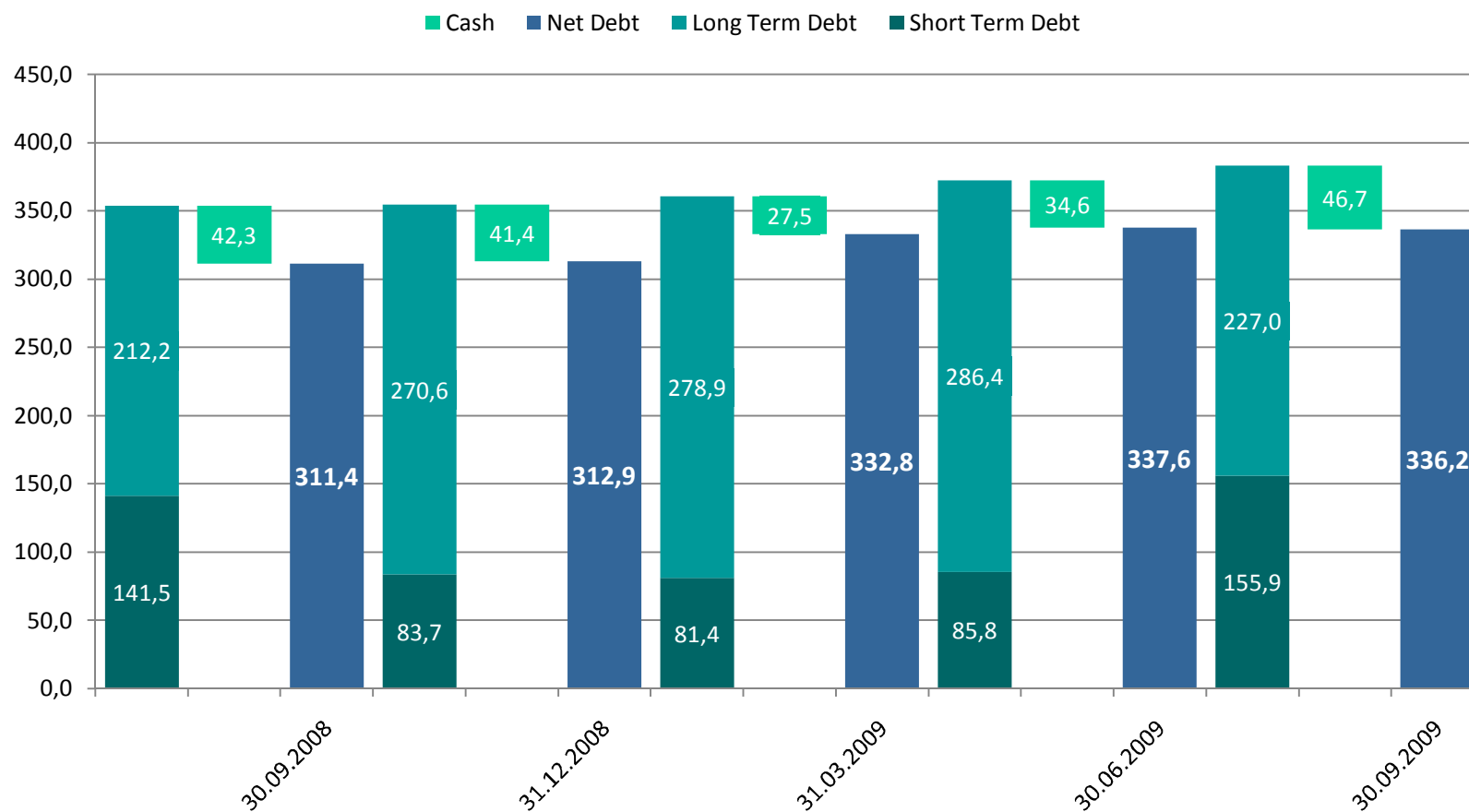


<i>(amounts in GBP '000)</i>	<b>9M 2009</b>	<b>% Sales</b>	<b>+/- 09/08</b>
<b>Turnover</b>	<b>51,859</b>	100.0%	39.0%
Cost of Sales	<u>15,750</u>	30.4%	58.4%
Gross Profit	<u>36,109</u>	69.6%	31.9%
Other Income	383		-182.1%
Administration Expenses	8,032	15.5%	5.8%
Sales Expenses	24,404	47.1%	34.9%
Interest Income/Expenses	-320		
<b>Earnings before Tax</b>	<b><u>3,737</u></b>	7.2%	373.8%
Total Depreciation	2,170		
<b>EBITDA</b>	<b><u>6,227</u></b>	12.0%	126.5%
<b>EBIT</b>	<b><u>4,057</u></b>	7.8%	233.9%
Income tax	1,296		
<b>EAT</b>	<b><u>2,441</u></b>	4.7%	1659.1%

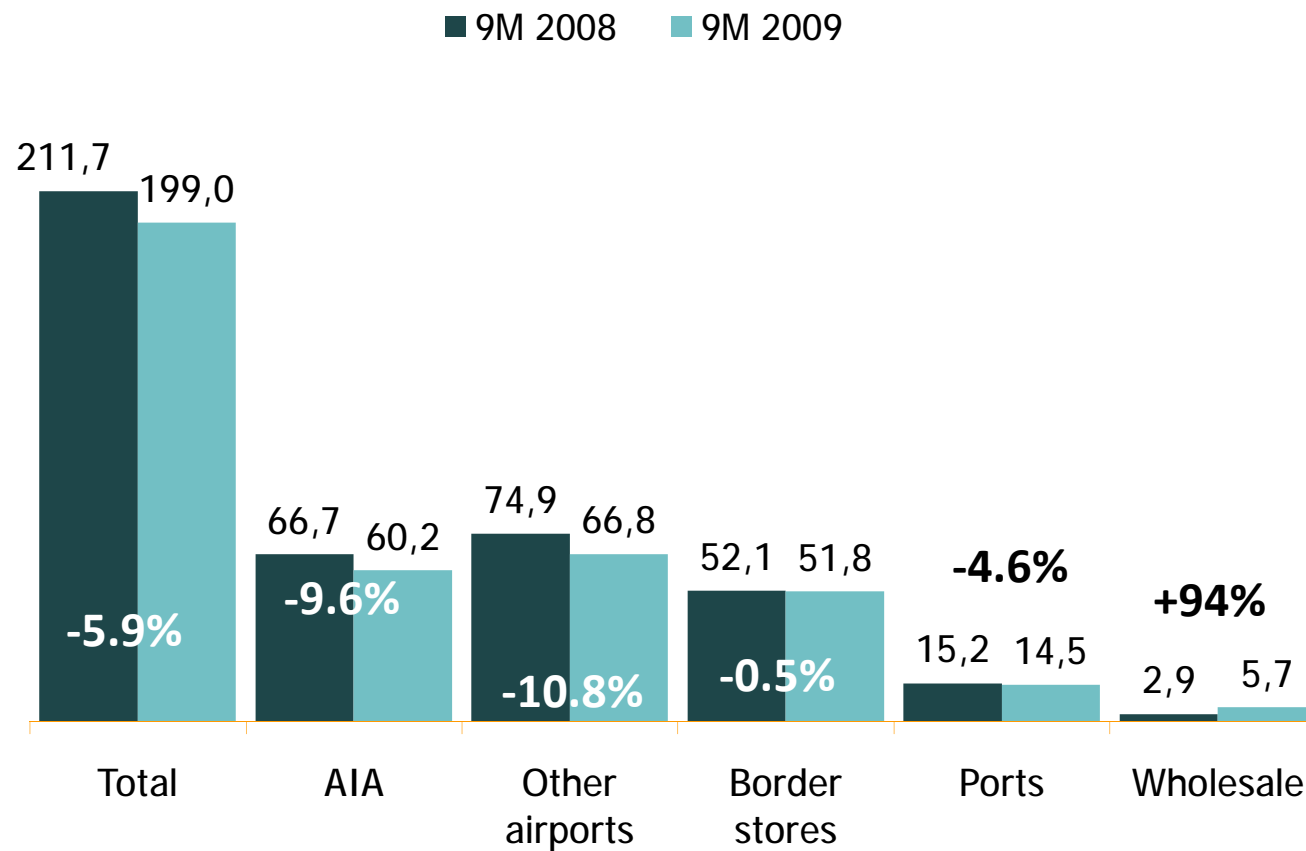
## HDFS Group Cash Flow Statement – 9M 2009

<i>(Euro '000)</i>	<b>9M 2009</b>	<b>9M 2008</b>
<b><u>Operating Cash Flow</u></b>		
Cash flow before working capital changes	<b>78,094</b>	<b>76,668</b>
Investments in working capital	-34,429	-16,262
<b>Cash from operations</b>	<b>43,665</b>	<b>60,406</b>
Interest expenses	-16,022	-13,877
Taxes paid	-12,757	-13,762
<b>Net cash from operating activities (a)</b>	<b>14,886</b>	<b>32,766</b>
<b><u>Cash flow from investment activities</u></b>		
Acquisition of subsidiaries	-173	-8,906
CapEx and other investments	-14,040	-20,203
Sale of assets	572	7,527
Interest income	408	1,258
Dividends received	91	96
Sale of financial assets	669	0
<b>Cash flow from investment activities (b)</b>	<b>-12,473</b>	<b>-20,228</b>
<b><u>Cash flow from financing activities</u></b>		
Increase / (Decrease) of debt	29,811	31,506
Share buyback	-577	-1,116
Dividends paid	-26,393	-38,660
<b>Cash flow from financing activities (c)</b>	<b>2,841</b>	<b>-8,270</b>
<b>Increase / (decrease) in cash and cash equivalents (a)+(b)+(c)</b>	<b>5,254</b>	<b>4,269</b>
<b>Cash at the beginning of the period</b>	<b>41,416</b>	<b>38,013</b>
<b>Cash at the end of the period</b>	<b>46,670</b>	<b>42,282</b>
<b>Operating Free Cash Flow (net cash flow from operating activities minus capex)</b>	<b>846</b>	<b>12,563</b>

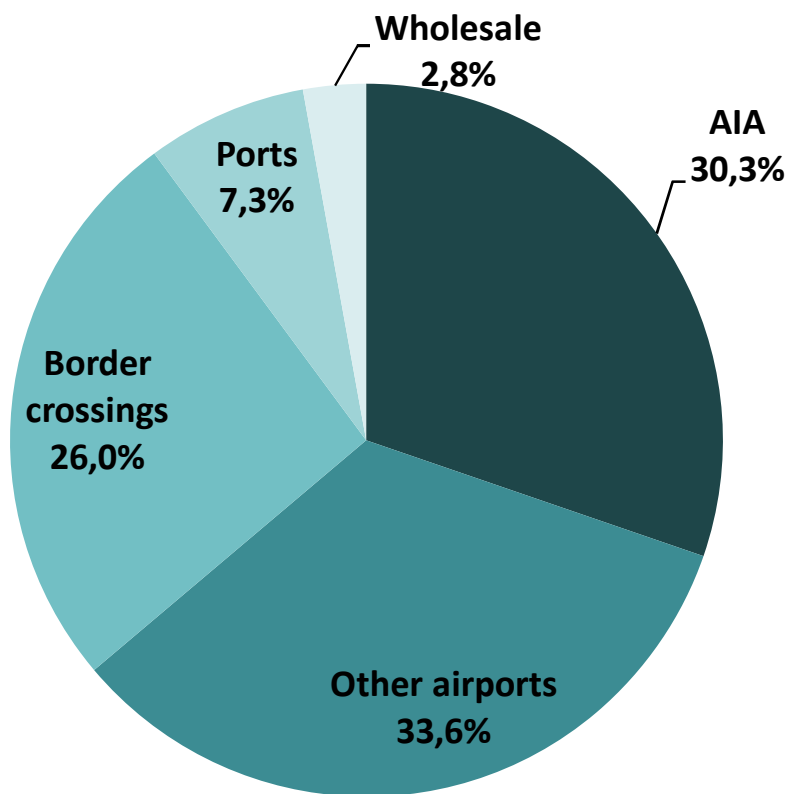
## HDFS Group Debt Structure – 9M 2009



## Sales by channel



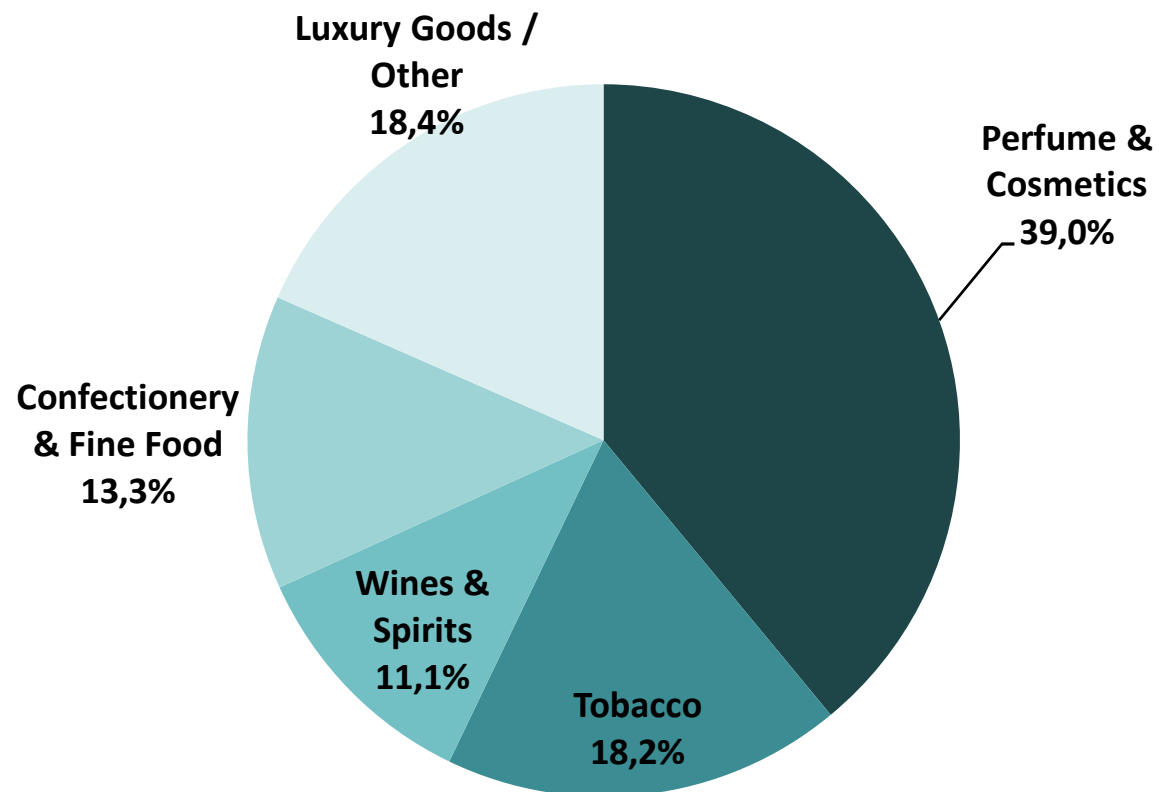
## Sales by channel



### Net sales 9M 2009 vs. 9M 2008:

- § AIA sales -9.7% YoY
- § Other airports' sales -10.8% YoY
- § Border sales -0.5% YoY
- § Port sales -4.6% YoY
- § Wholesale +94% YoY

## Sales by category



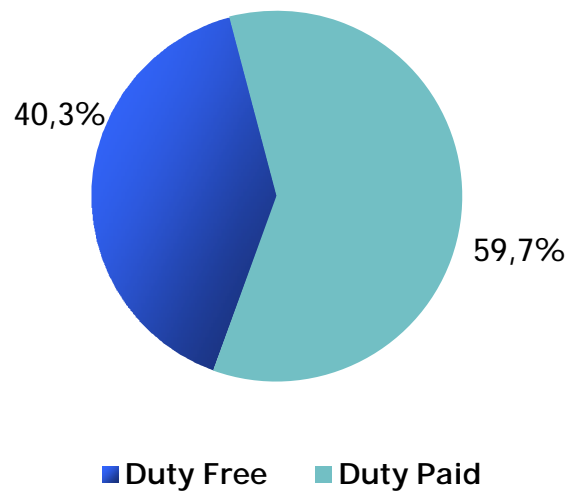
### Best performing product categories:

- § Tobacco sales +0.9% at €36.1 million.
- § Confectionery & Fine Food sales -1.2% at €26.5 million.
- § Luxury Goods / Other products sales -2.2% at €36.7 million.

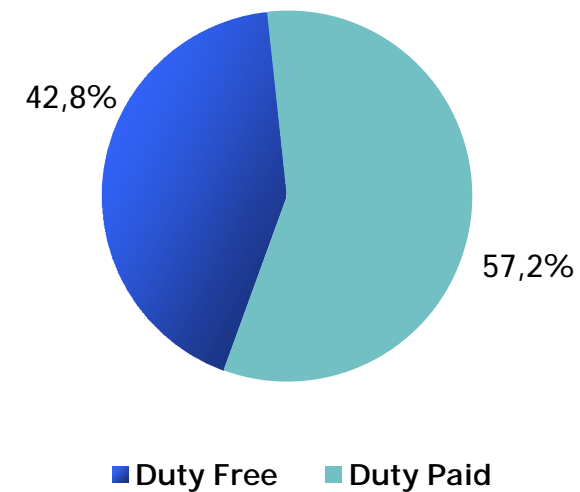


## Duty Free versus Duty Paid sales

9M 2008

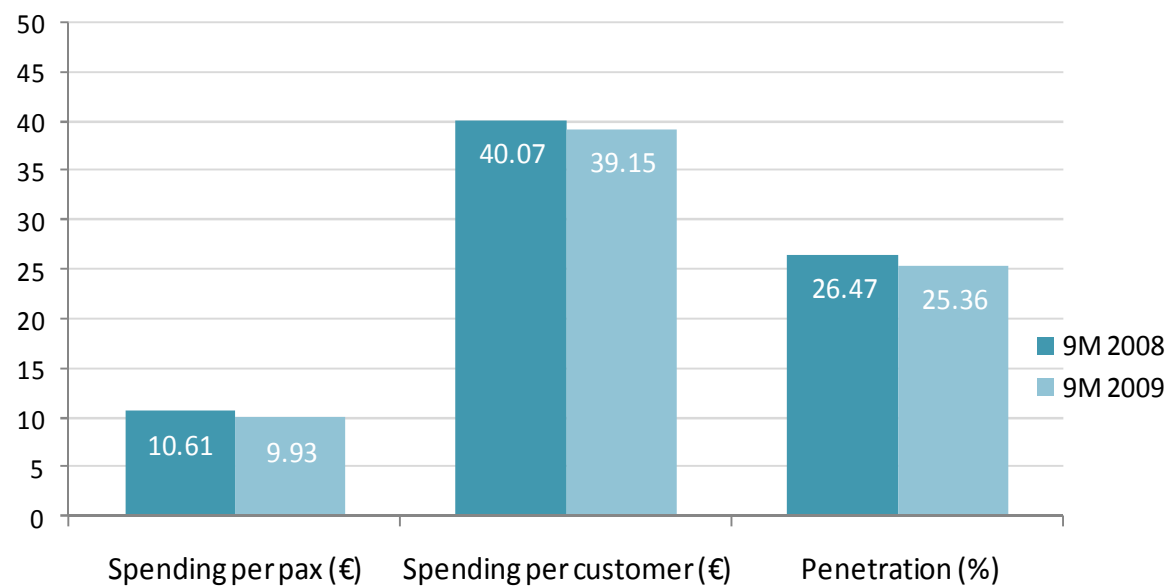


9M 2009



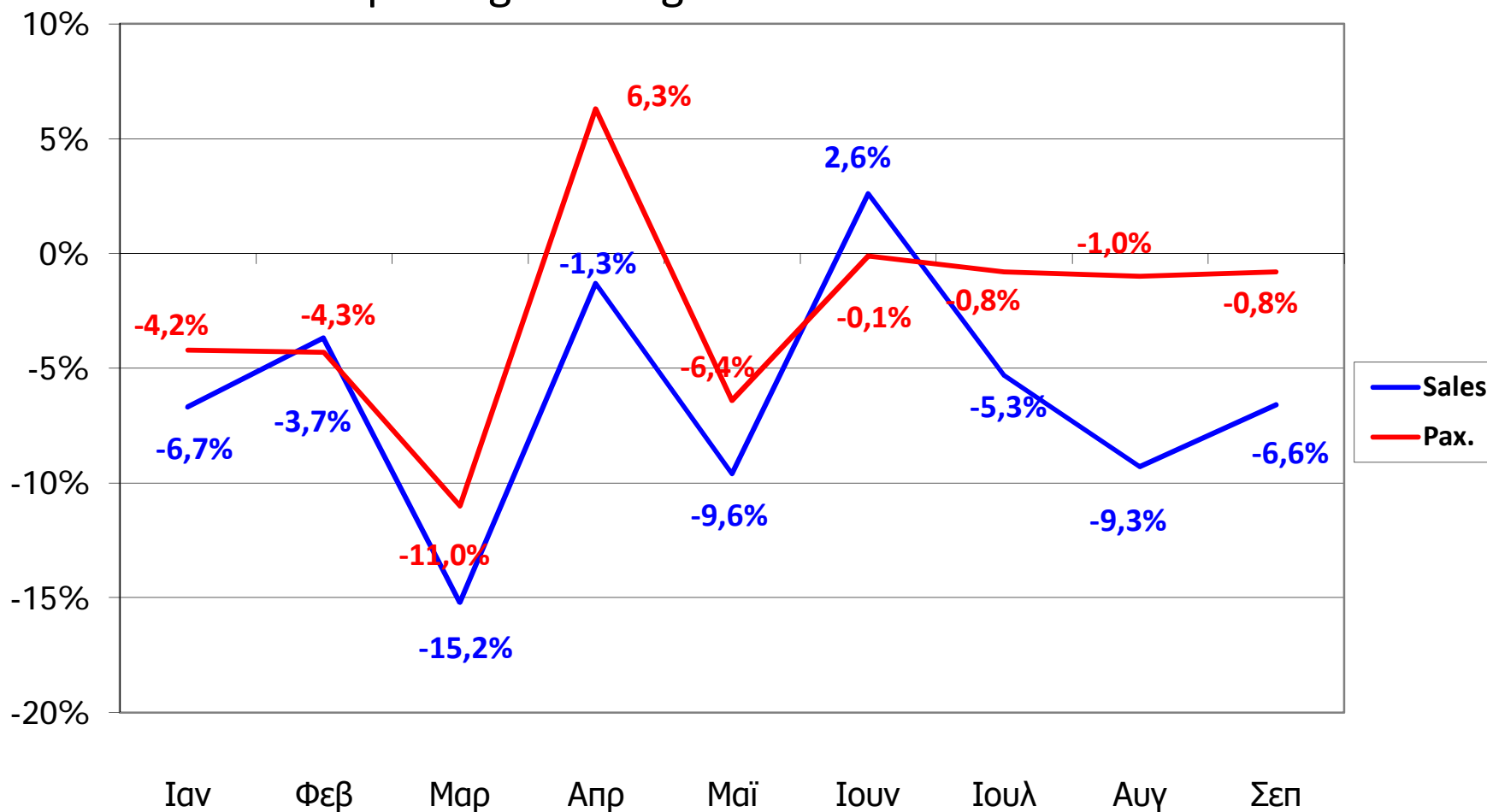
- § DF sales decreased by 0.4% reaching €85.1 million from €85.4 million in 9M 2008.
- § DP sales decreased by 9.8% reaching €113.9 million from €126.3 million in 9M 2008.

## Key performance indicators



- § Pax spending -6.4% YoY.
- § Customer spending -2.3% YoY.
- § Decreased penetration by 108 bps.

## Sales vs. Departing Passengers Growth



**Sales performance for 9M 2009 -5.9%**

**Pax performance for 9M 2009 -1.7%**



Elmec, "Collective" store Athens

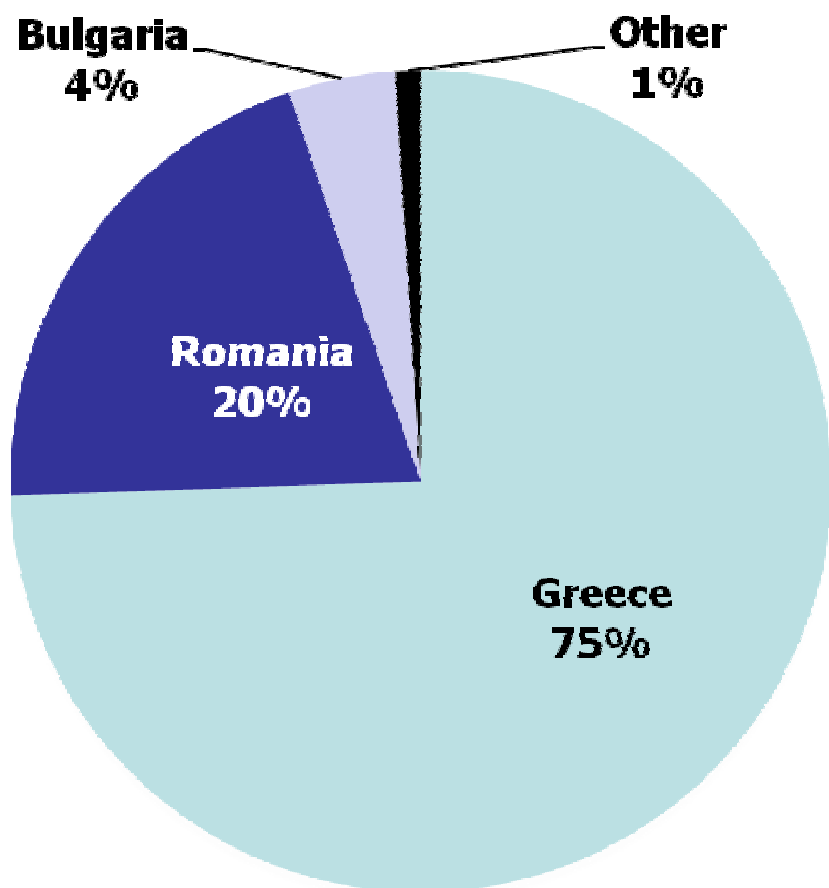


## 9M 2009 –Contribution by company

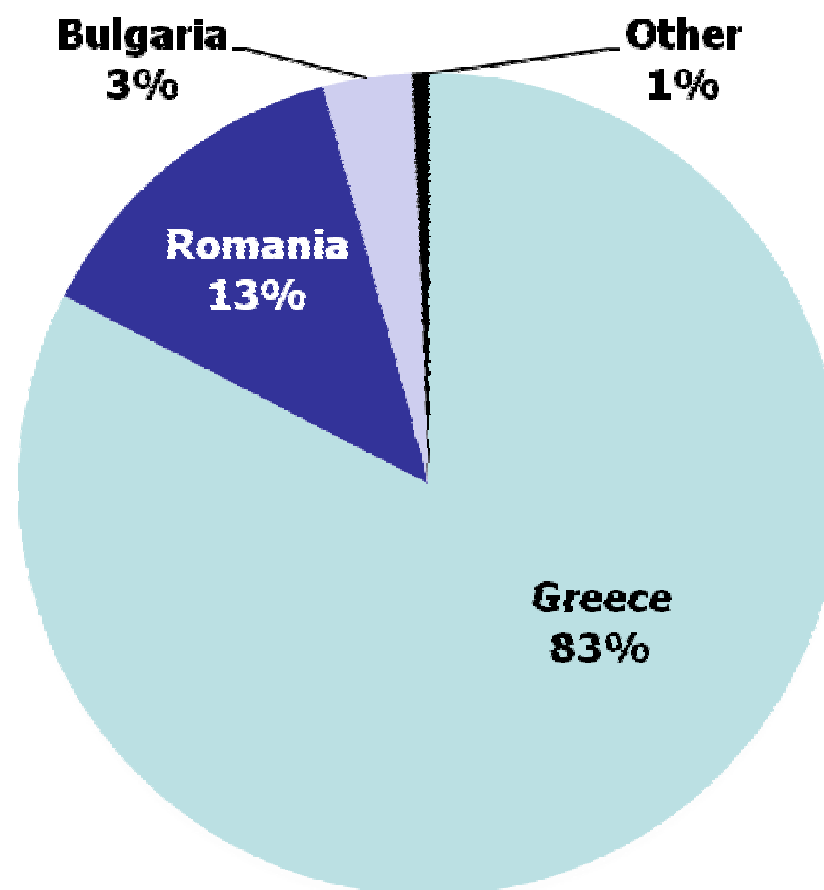
Amounts in € mil	Elmec Sport	attica I,II	Romania	Bulgaria	Factory Outlets	other affiliates	Intra- group	Elmec Group 9M 2009	% of sales	Elmec Group 9M 2008	% of sales	YoY
<b>Sales</b>	<b>75.8</b>	<b>97.6</b>	<b>29.4</b>	<b>7.8</b>	<b>11.2</b>	<b>1.4</b>	<b>-27.8</b>	<b>195.4</b>		<b>180.8</b>		<b>8.0%</b>
<b>EBITDA</b>								<b>15.7</b>	<b>8.0%</b>	<b>19.2</b>	<b>10.6%</b>	<b>-18.3%</b>
<b>EBIT</b>								<b>10.7</b>	<b>5.5%</b>	<b>15.0</b>	<b>8.3%</b>	<b>-28.7%</b>
Interests								-0.6		-5.2		
<b>EBT</b>								<b>10.1</b>	<b>5.2%</b>	<b>9.8</b>	<b>5.4%</b>	<b>3.0%</b>
Taxes								-2.5		-2.9		
<b>EAT reported</b>								<b>7.6</b>	<b>3.9%</b>	<b>6.9</b>	<b>3.8%</b>	<b>10.0%</b>
Minority interest								-0.7		-1.4		
<b>EAT after minorities</b>								<b>6.9</b>	<b>3.6%</b>	<b>5.6</b>	<b>3.1%</b>	<b>24.6%</b>

## % Sales by region

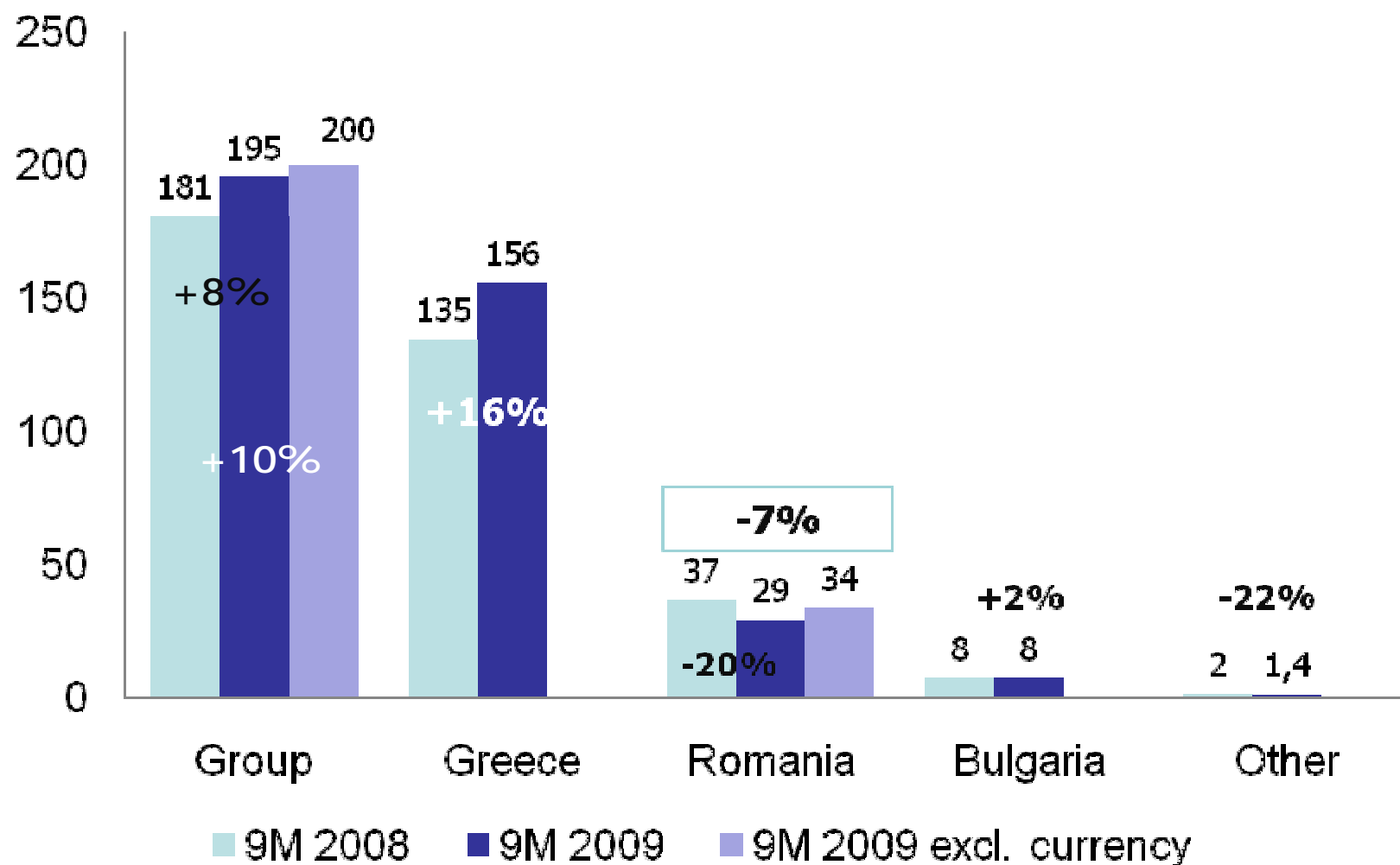
**9M 2008**



**9M 2009**



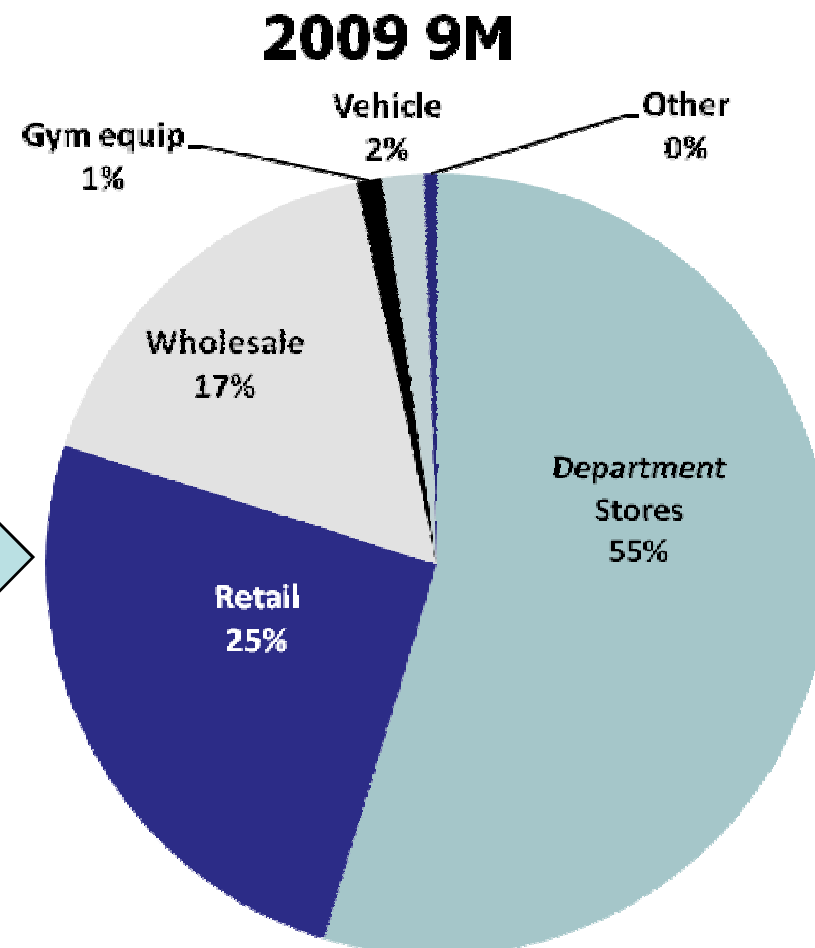
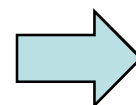
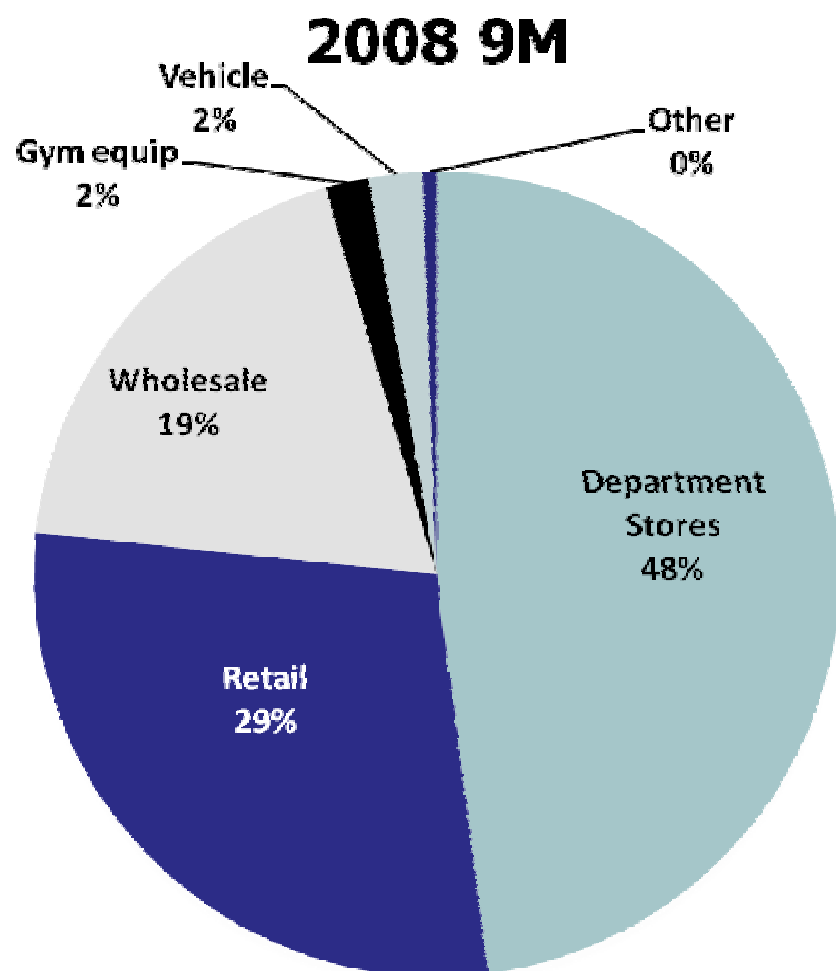
## Net Sales by region



Amounts are in mn euro

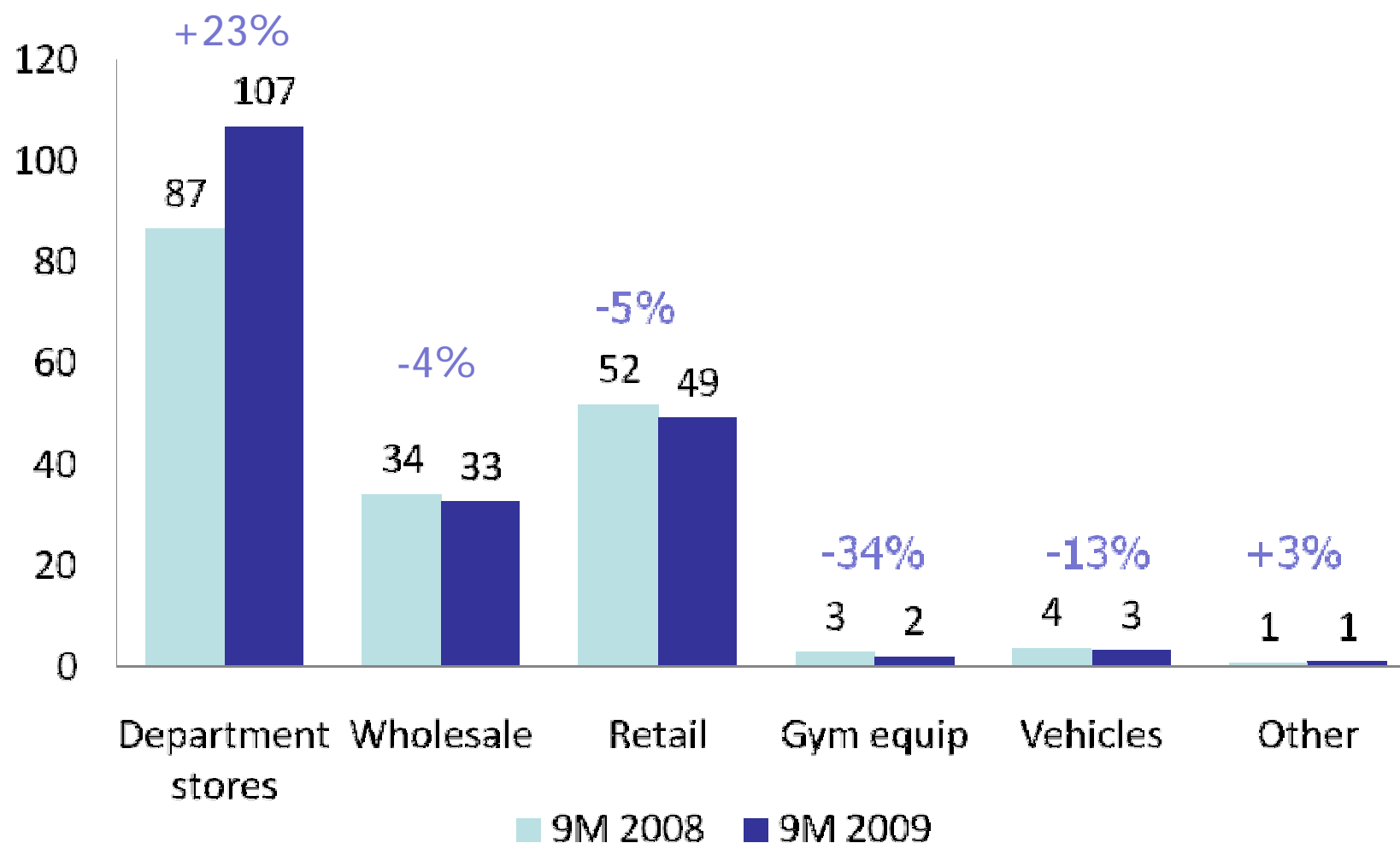
*Intra group sales(mainly from Greece) stood at €27.8 mn in 9M 2009 Vs €23.7.mn in 9M 2008*

## % Sales by segment





## Net Sales by segment



Amounts are in million euro

# MS BRANDS Gallery

Elmec – Famous Brands Gallery, Bukarest