

FOLLI FOLLIE GROUP OF COMPANIES

Financial results 2007

March 12, 2008

Milestones of the group



Up to late 1980s

1986 Founded by Dimitris and Ketty Koutsolioutsos

1979 Founded by the Greek State

1981 Founded by the Fais family

1990s

- Introducing watches
- Entering Japanese & key Asian markets
- Shop opening in NY, Hawaii and Guam
- Entering France & UK
- IPO - ASE

- Exclusive Duty Free rights in Greece until 2048
- Privatization of the Company
- IPO-ASE

- Entering Bulgarian & Romanian market
- Nike Exclusive stores
- 1st Factory Outlet
- IPO-ASE

1991 Foundation

- Shop openings in UK and Hong Kong

2000s

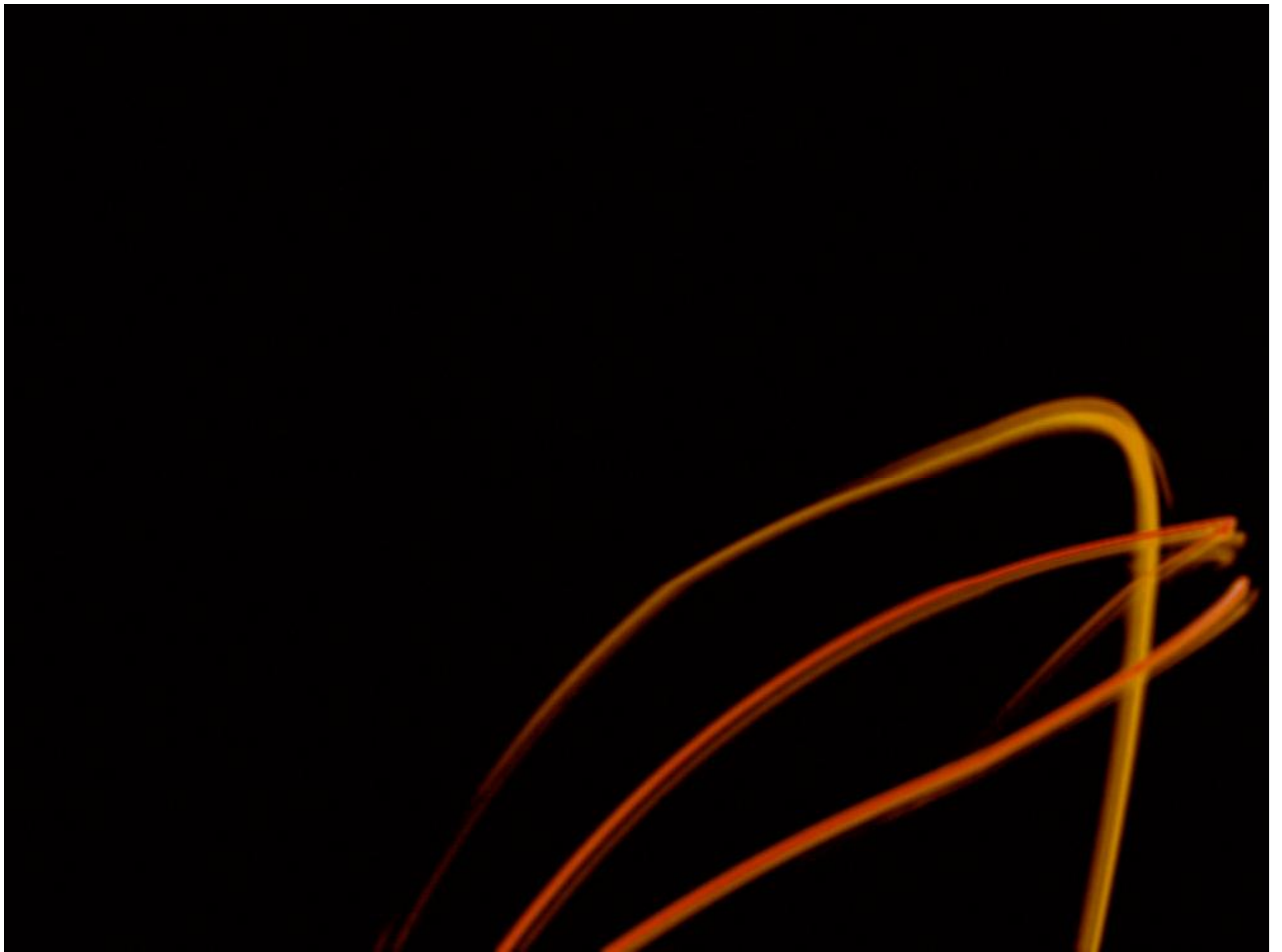
- Entering Spanish & Russian market
- Entering Travel retail
- Folli Follie Baby
- Chinese retail license
- 52.25% stake in HDFS
- Acquisition of Folli Japan

- Fully privatized
- Acquisition of Links
- Acquisition of Elmec

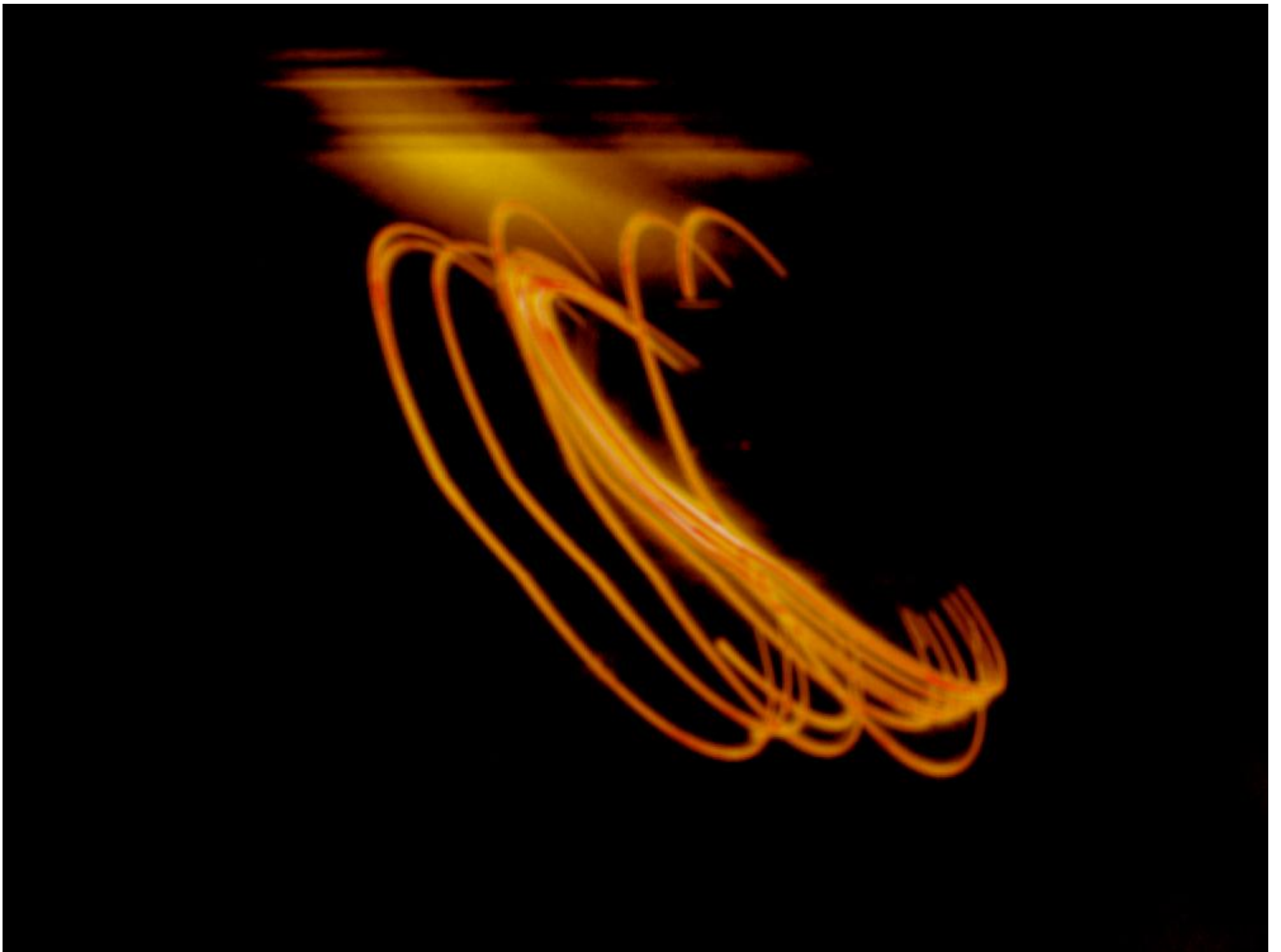
- Acquisition of Minion
- Attica dpt. store
- 2nd Factory Outlet
- Converse wholesale / retail agreement
- Coach retail agreement

- Shop opening in USA & Canada
- Numerous UK jewellery awards

ONE STRATEGY



ONE MISSION



ONE VISION



ENDLESS POSSIBILITIES





FOLLI FOLLIE GROUP OF COMPANIES

RETAIL

LUXURY BRANDS



LUXURY BRANDS

RETAIL

LUXURY BRANDS

RETAIL

LUXURY BRANDS

RETAIL

LUXURY BRANDS

WORLDWIDE PRESENCE



FOLLI FOLLIE GROUP OF COMPANIES

WESTERN EUROPE



POS	EMPLOYEES	PERCENTAGE OF SALES
59	613	10.1%

EMEA



POS	EMPLOYEES	PERCENTAGE OF SALES
274	3,321	62.7%

ASIA



POS	EMPLOYEES	PERCENTAGE OF SALES
219	1,199	24.8%

AMERICAS



POS	EMPLOYEES	PERCENTAGE OF SALES
18	149	2.3%

TOTAL



POS

EMPLOYEES

SALES

570

5,282

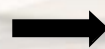
€855 million

Divisional Structure



Folli Follie

DIVISION



OWN BRANDS

LINKS
LONDON



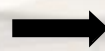
LINKS
LONDON

FOLLI FOLLIE GROUP OF COMPANIES



Folli Follie
Logo: Logo's

DIVISION

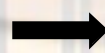


OWN BRANDS

FOLLI FOLLIE GROUP OF COMPANIES



DIVISION



OWN BRANDS



FOLLI FOLLIE GROUP OF COMPANIES

OWN BRANDS

FF & Links – World Brands.



DIVISION → **RETAIL**

FOLLI FOLLIE GROUP OF COMPANIES

RETAIL

Enhancement of the retail sales network
by opening new stores every year.

RETAIL

*ENHANCEMENT OF THE RETAIL SALES NETWORK
WITH THE OPENING OF NEW STORES EVERY YEAR*

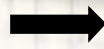
Expand the retail network by 10% each year
for the next 3 years





**FACTORY
OUTLET**

DIVISION



**DEPARTMENT STORES /
OUTLETS**

attica
THE DEPARTMENT STORE
attica

FOLLI FOLLIE GROUP OF COMPANIES

DEPARTMENT STORES

Further expansion of the department store network in Greece and S/E Europe.



DEPARTMENT STORES

Further expansion of the department store network in Greece and S/E Europe.

Currently

Attica	25,000 sq. m.
Factory Outlet	13,000 sq. m.
Factory Outlet Airport	13,000 sq. m.

Total sales €147.3 million

3 new department stores by 2010

IBC	2008	13,000 sq. m.
MINION	2009	20,000 sq. m.
ROMANIA I	2010	12,000 sq. m.
ROMANIA II	2010	10,000 sq. m.

55,000 sq. m. => 106,000 sq. m.



DIVISION



TRAVEL RETAIL

FOLLI FOLLIE GROUP OF COMPANIES

HELLENIC DUTY FREE SHOPS

Re-branding

TRAVEL RETAIL

Refurbishment program in key POS.

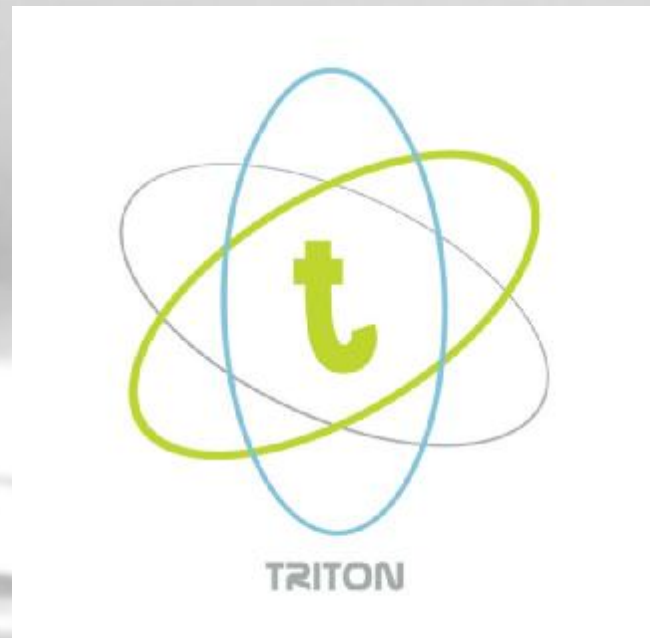
TRAVEL RETAIL



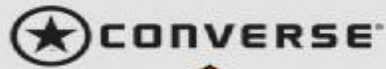
Introduce a one-stop-shop concept
(shopping, F&B, recreation area, fuel)
in the border stores.

TRAVEL RETAIL

Implement new concepts
in the existing product mix/store network.



GREECE



ROMANIA



Calvin Klein Jeans



BULGARIA



DIVISION



WHOLESALE

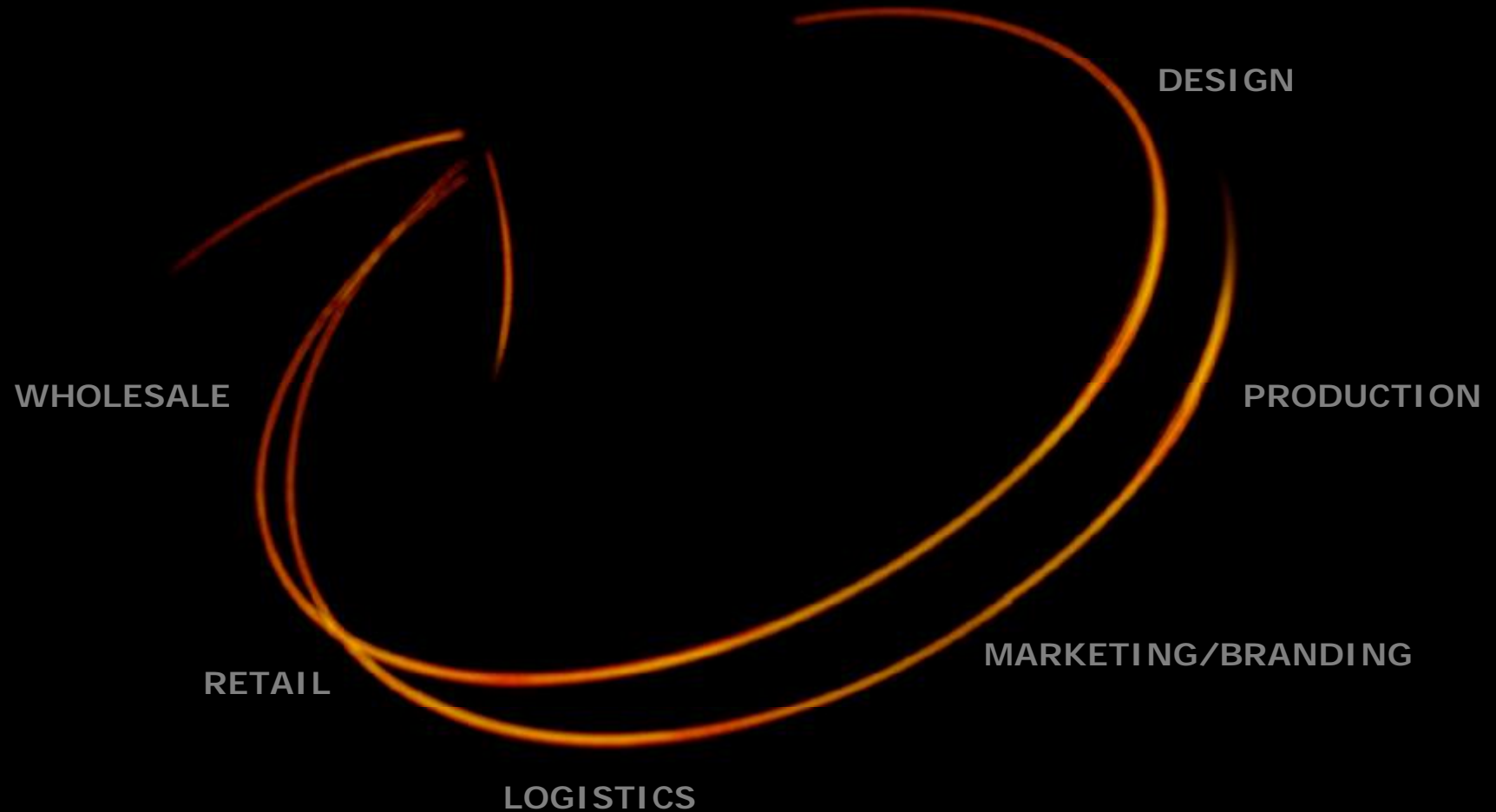
WHOLESALE

Enrichment of the Group's distribution brand portfolio with attractive distinguished brands.

Optimize wholesale of Converse in Greece, Cyprus and S/E Europe.

Organic Growth

**USE GROUP'S EXISTING WORLDWIDE PRESENCE
AS A PLATFORM TO DEVELOP ALL THE DIVISIONS**



Structure

EQUITY STRUCTURE

Private placement in ELMEC.

DEBT STRUCTURE

Debt reshuffling to minimize financial costs.

ORGANIZATIONAL STRUCTURE

Enforcement of one Corporate identity-group culture.

Operational economies of scale.

Financials

Group Financials

Pro Forma

Group Financials – Pro Forma

Amounts in € million

Total Sales

855

EBITDA

177

20.7%

EBIT

160

18.7%

EBT

165

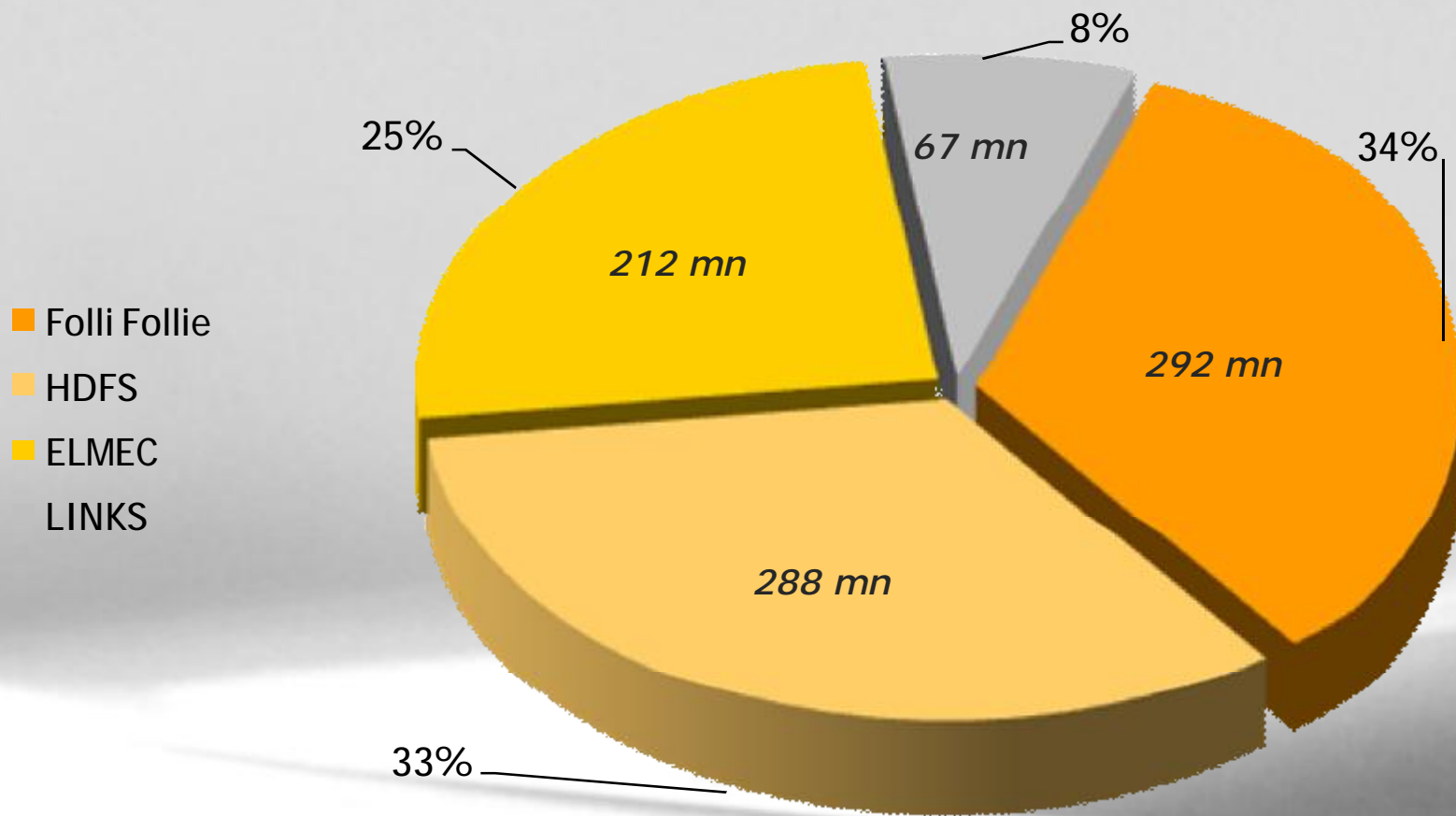
19.3%

EAT

121

14.2%

Group Sales – Pro Forma



Total €855 million



Folli Follie

Financial Results 2007

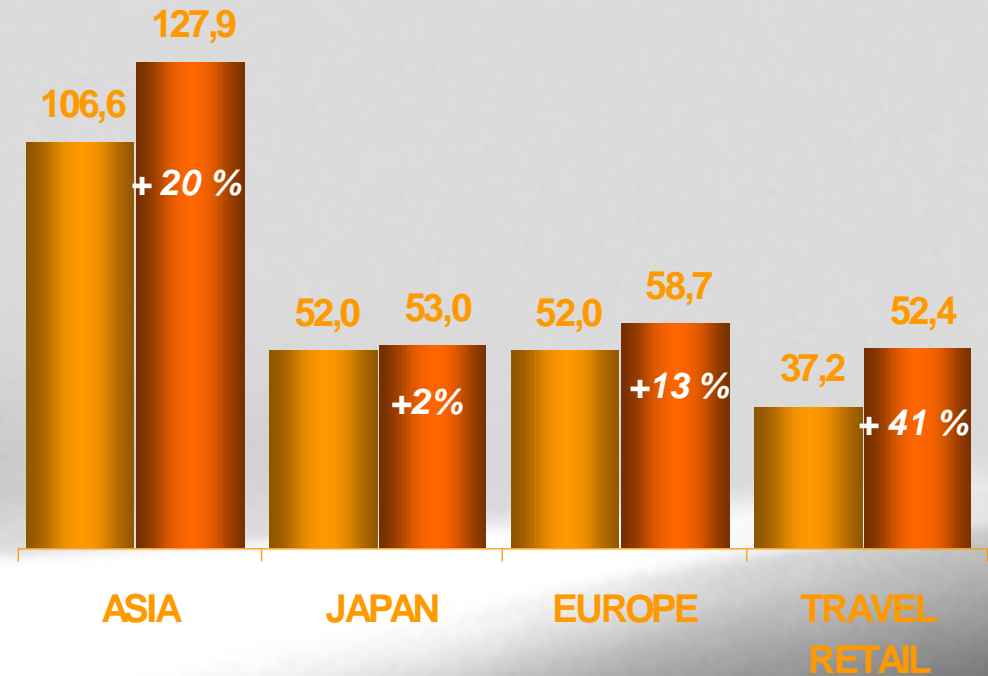
<i>Amounts in € million</i>	FF stand alone	HDFS	FF Group 2007	% of sales	FF Group 2006	% of sales	YoY
Total Sales	292,0	414,1	706,2		484,4		45,8%
EBITDA	88,1	69,8	158,0	22,4%	121,2	25,0%	30,3%
Depreciation			14,1		8,0		
EBIT			143,8	20,4%	113,2	23,4%	27,0%
Interest & participation income			-18,2		-7,3		
EBT			125,5	17,8%	106,0	21,9%	18,4%
Taxes			27,4		24,3		
EAT			98,1	13,9%	81,7	16,9%	20,1%
One off taxation			8,5				
EAT reported			89,6				
Minority interest			16,9		16,6		
EAT after minorities			72,7	10,3%	65,1	13,4%	11,7%

Net sales by Region

Amounts in EUR mn.

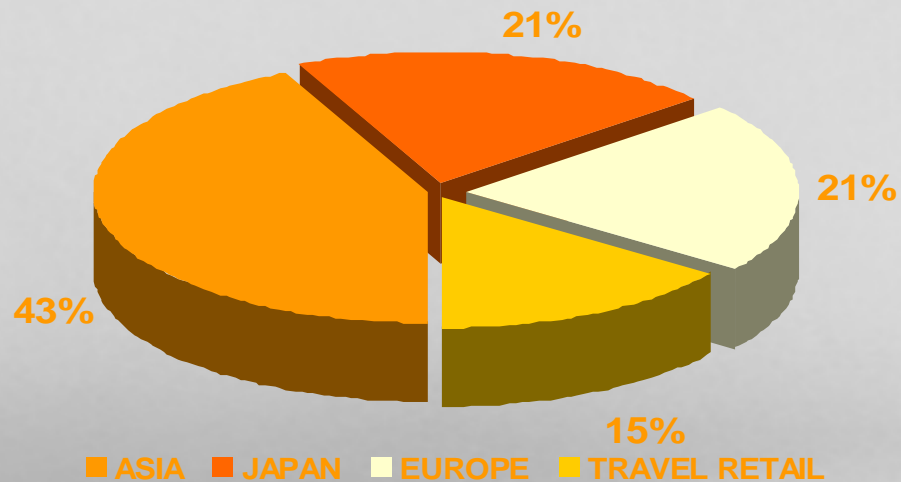
■ 2006 ■ 2007

- Impressive growth rates throughout all regions despite an adverse currency effect
- Japan on positive ground with an implied currency effect of 9,4%
- Improved positive sales growth in Europe (13% sales growth vs. +7% in 06)
- Impressive performance of the travel retail sector with 41% growth

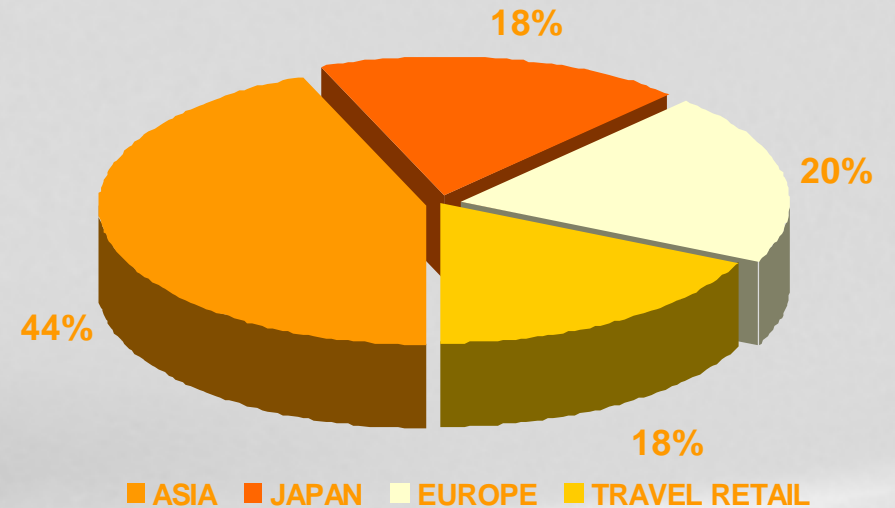


Net sales by Region

12M 2006



12M 2007

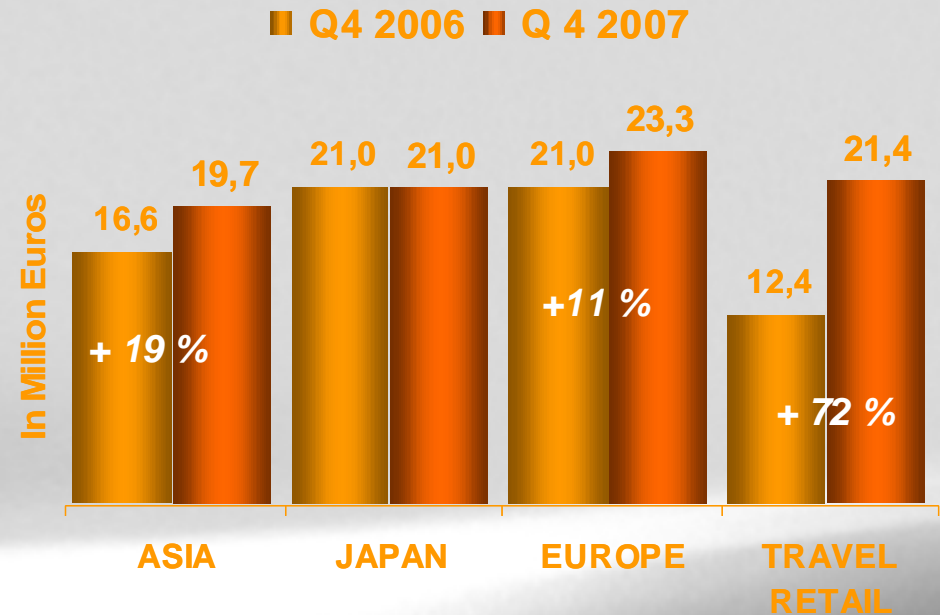


- **Asia contributing by 44% to overall sales**
- **Japan and Europe with slight declines**
- **Increased participation of the Travel Retail sector on overall sales by 3%**

Q4 Net sales by Region y-o-y

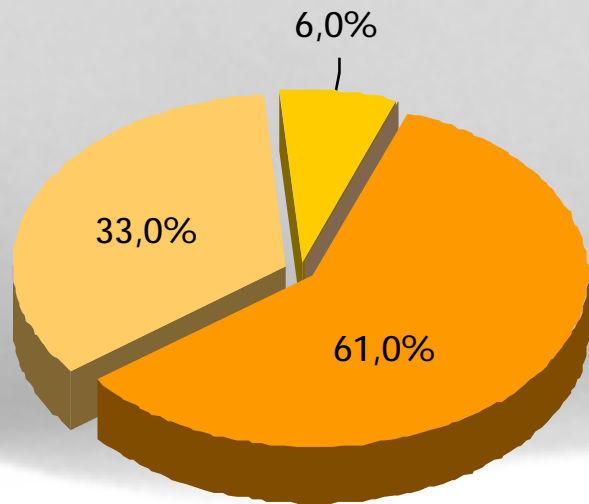
Amounts in EUR mn.

- Q4 sales trend in line with overall yearly performance except of the Travel Retail sector with an outstanding growth of 72% vs. Q4 2006



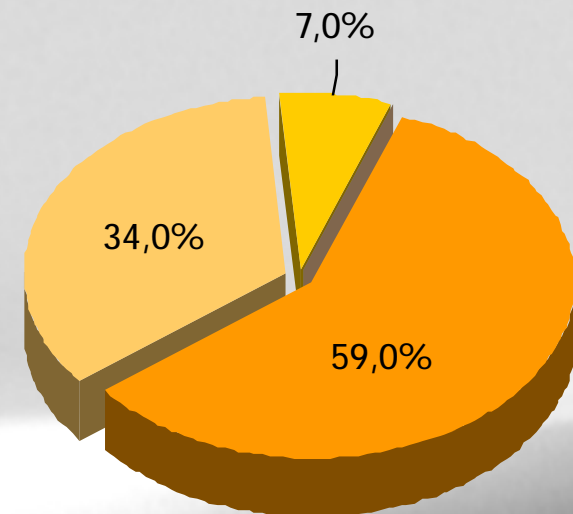
Financials – Product Category Sales

12M 2006



■ Jewellery ■ Watches ■ Accessories

12M 2007



■ Jewellery ■ Watches ■ Accessories

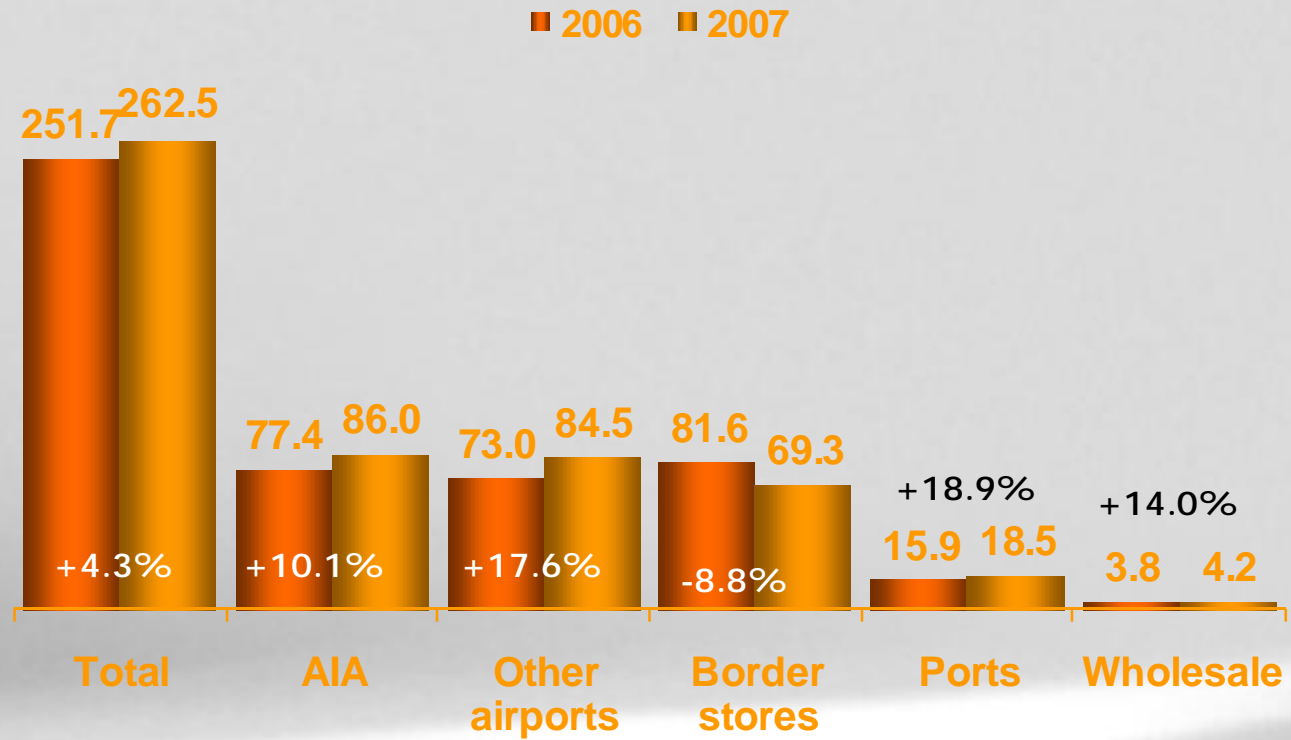




Financial Results 2007

Amounts in € million					HDFS Group			HDFS Group		
	HDFS	ELMEC Sport	Hellenic Distributions	Links London	2007	% of sales	2006	% of sales	YoY	
Sales	262.5	62.8	25.7	67.0	418.0		303.6			
Intra-Group Sales	-3.8				-3.8		-3.6			
Total Sales	258.7	62.8	25.7	67.0	414.1		300.0		38.0%	
EBITDA	54.8	5.4	1.5	8.0	69.8	16.9%	64.8	21.6%	7.7%	
Depreciation					8.5		6.4			
EBIT					61.4	14.8%	58.5	19.5%	4.9%	
Interest & participation income					-5.8		0.6			
EBT					55.5	13.4%	59.1	19.7%	-6.0%	
Taxes					15.1		16.0			
EAT					40.4	9.8%	43.0	14.3%	-6.1%	
One off taxes					5.9		0.0			
EAT reported					34.5	8.3%	43.0	14.3%	-19.7%	
Minority interest					1.0		0.0			
EAT after minorities					33.5	8.1%	43.0	14.3%	-22.0%	

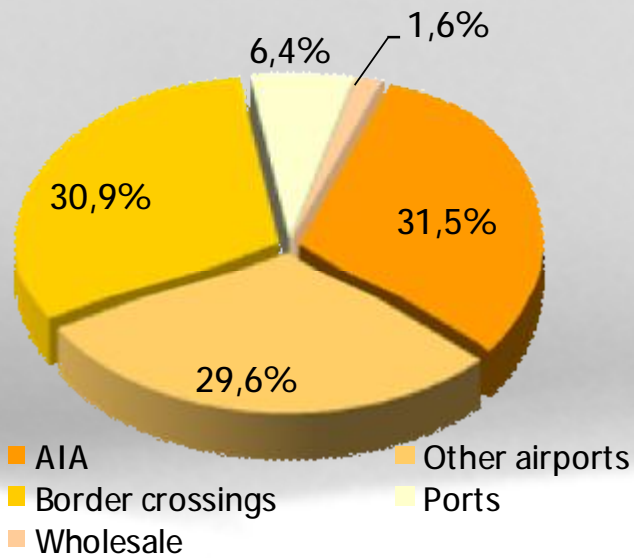
Sales by region



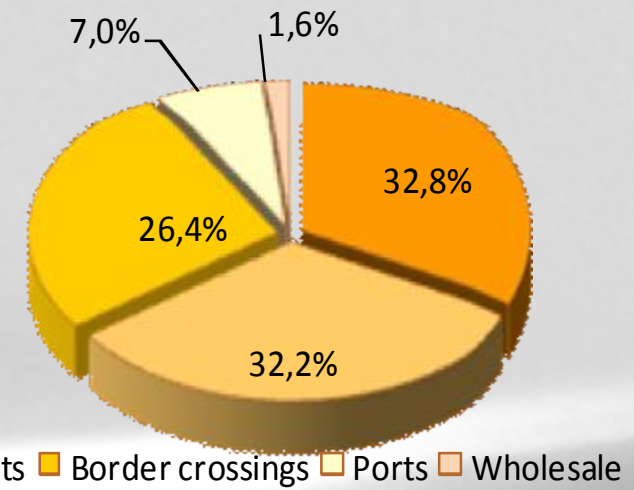
Amounts in € million

Sales by region

12M 2006



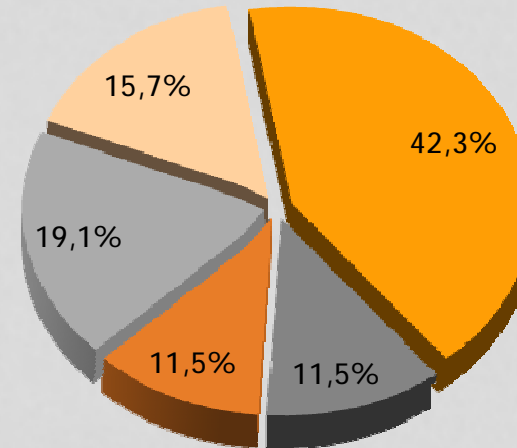
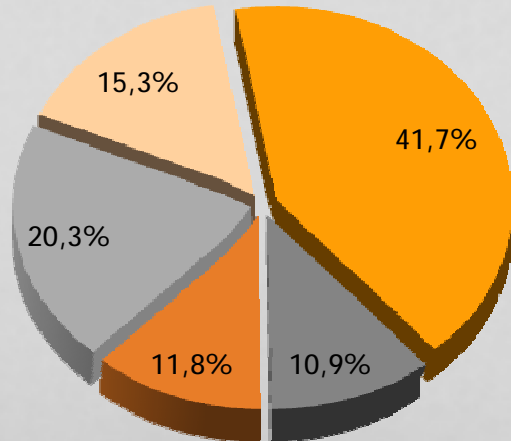
12M 2007



Sales by category

12M 2006

12M 2007



■ Perfume & Cosmetics
 ■ Wines & Spirits
 ■ Luxury Goods / Other

■ Confectionery & Fine Food
 ■ Tobacco

■ Perfume & Cosmetics
 ■ Wines & Spirits
 ■ Luxury Goods / Other

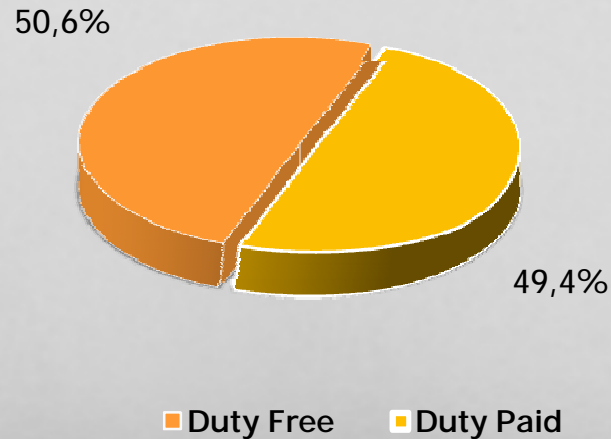
■ Confectionery & Fine Food
 ■ Tobacco

Best performing product categories:

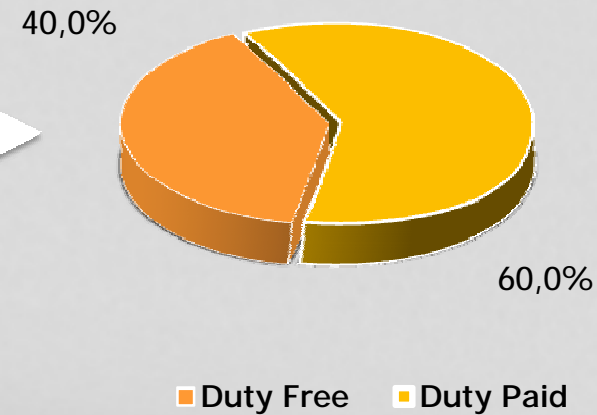
- Confectionery & Fine Food sales +17.5%.
- Luxury Goods / Other products sales +14.8%.
- Perfumes & Cosmetics sales +13.3%.

DF/DP sales

12M 2006

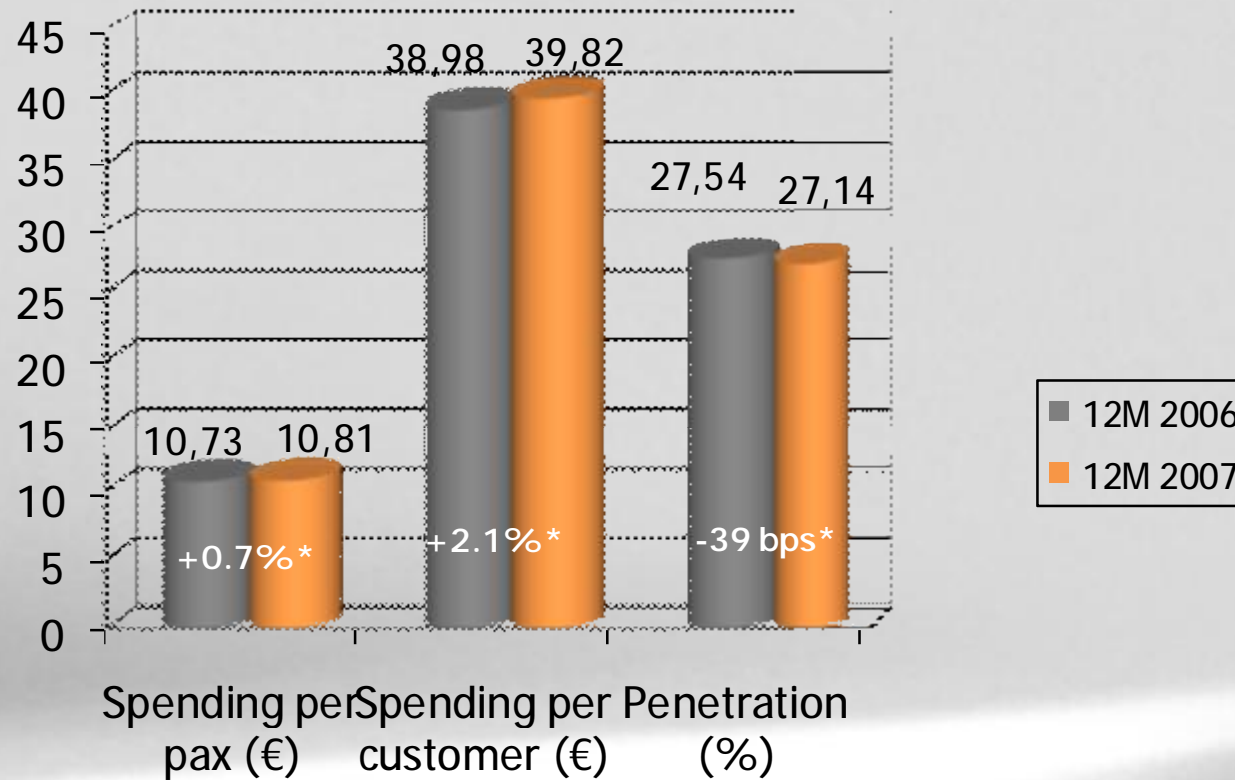


12M 2007



- DF sales decreased by 17.5% reaching €105.0 million from €127.3 million in 12M 2006.
 - *DF sales excl. fuel: -13.7% at €105.0 million vs. €121.6 million in 12M 2006.*
 - *DF sales excl. fuel and Bulgaria borders: +5.3% at €105.0 million from €99.7 million.*
- DP sales increased by 26.5% reaching €157.5 million from €124.5 million in 12M 2006.
 - *DP sales excl. Bulgaria borders: +16.4% at €144.8 million from €124.5 million.*

Key performance indicators



* Note : L-F-L excluding new openings and Bulgaria effect:

- Pax spending +3.7% YoY at €10.76.
- Customer spending +2.3% YoY at €40.23.
- Increased penetration by 35 bps at 26.75%.

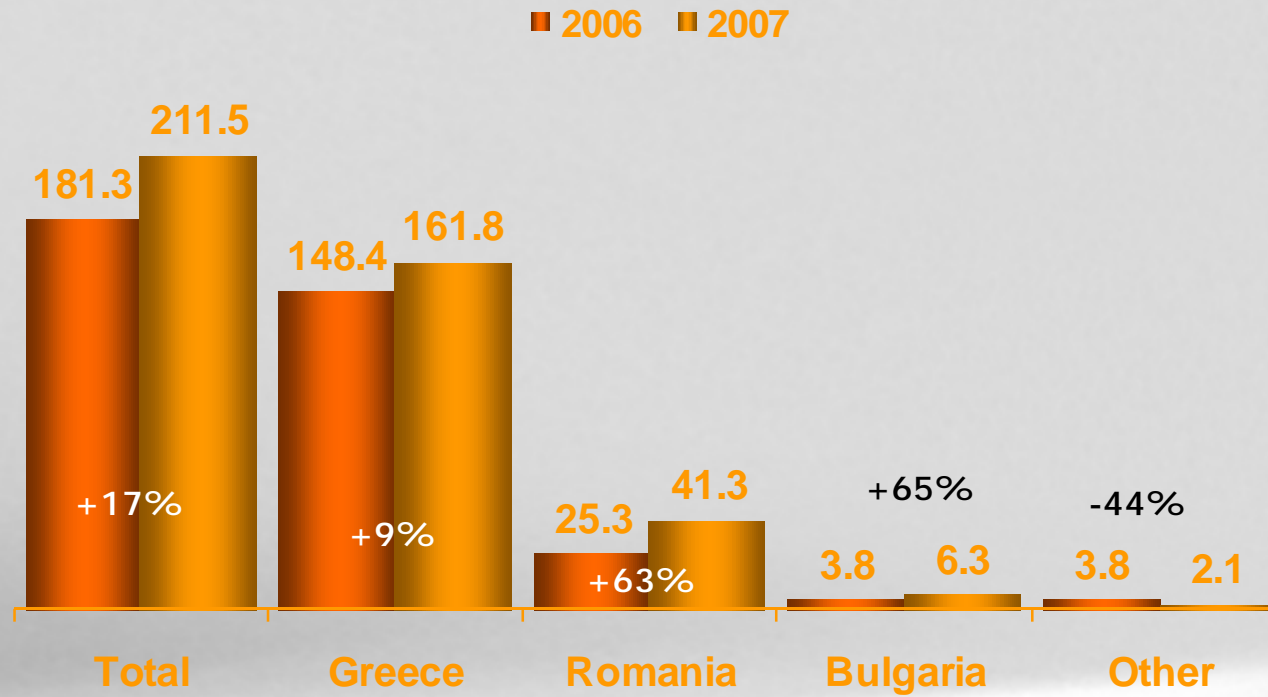




Financial Results 2007

<i>Amounts in € million</i>	ELMEC Sport	Attica	Romania	Factory Outlet	Factory Outlet Airport	Bulgaria	Elmec Group 2007	% of sales	Elmec Group 2006	% of sales	YoY
Sales	74.4	92.2	41.3	7.9	7.2	6.2	231.5		198.6		
Intra-Group Sales							-19.9		-17.3		
Total Sales	74.4	92.2	41.3	7.9	7.2	6.2	211.5		181.3		16.7%
EBITDA	3.5	7.8	6.9	3.3	2.0	1.1	24.5	11.6%	17.4	9.6%	41.0%
Depreciation							5.4		4.2		
EBIT							19.1	9.0%	13.2	7.3%	44.7%
Interest & participation income							3.8		-2.1		
EBT							22.9	10.8%	11.1	6.1%	105.8%
Taxes							6.0		4.7		
EAT							16.9	8.0%	6.4	3.5%	162.3%
Minority interest							2.7		1.8		
EAT after minorities							14.2	6.7%	4.7	2.6%	203.8%

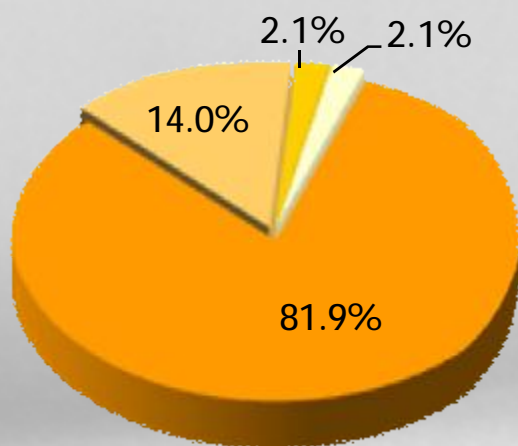
Sales by region



Amounts in € million

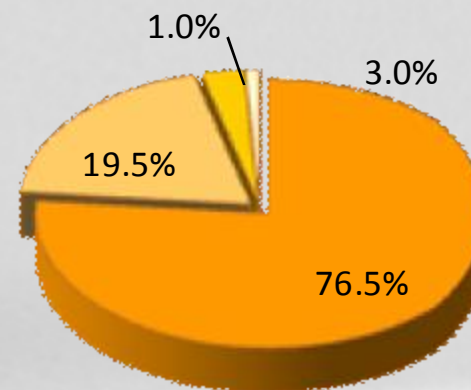
Sales by region

12M 2006



■ Greece ■ Romania ■ Bulgaria ■ Other

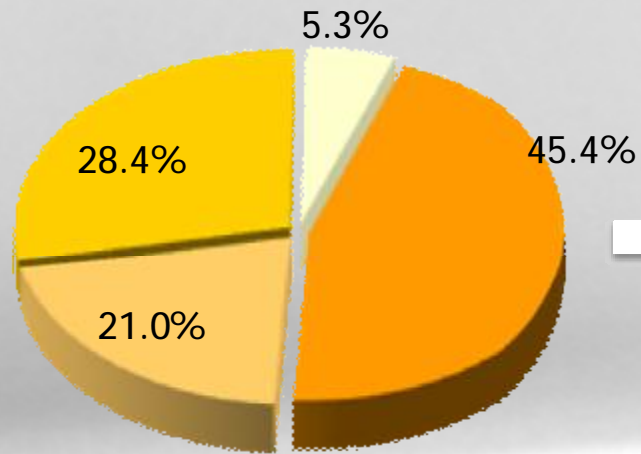
12M 2007



■ Greece ■ Romania ■ Bulgaria ■ Other

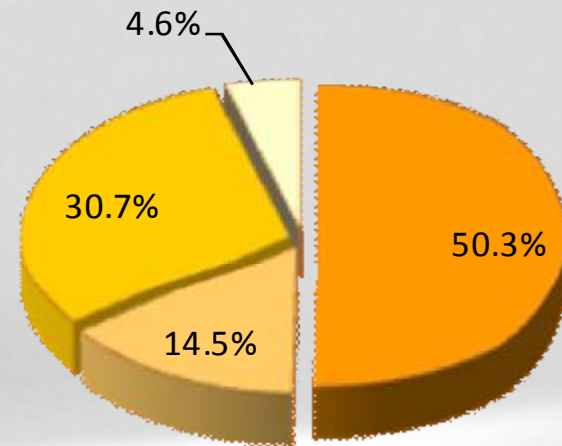
Sales by category

12M 2006



■ Department stores ■ Wholesale ■ Retail ■ Other

12M 2007

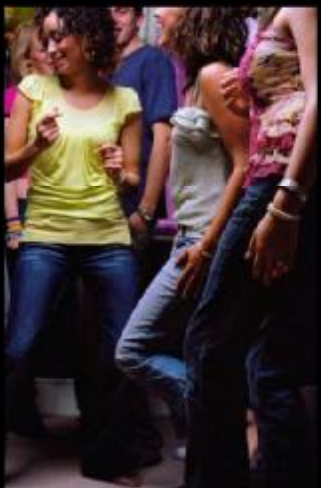


■ Department stores ■ Wholesale ■ Retail ■ Other

WE ARE IN TOUCH

The image features a 10x13 grid of orange circles on a black background. The circles are arranged in a regular pattern, with the text 'WITH EVERYONE' centered in the middle of the grid.

WITH EVERYONE





EVERYWHERE



NOTHING CAN STOP US



**FEELING
DREAMING
WINNING**



FEELING
DREAMING
WINNING

AS ONE

FOLLI FOLLIE GROUP OF COMPANIES



FOLLI FOLLIE GROUP OF COMPANIES

Financial results 2007