



**2012 Annual Results for the twelve months  
ended January 31<sup>st</sup>, 2013**

**April 5<sup>th</sup>, 2013**

# Agenda

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**Results Presentation**

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**Retail Overview**

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# Results presentation

# Key messages

## Turnover

- |          | 12 months  | 4th Quarter <sup>(*)</sup>  |
|----------|--|---|
| Turnover | <ul style="list-style-type: none"> <li>Net Revenues grew by 29% (+23% at constant rates) with Retail up 36% (+29% at constant rates)</li> <li>73 net openings</li> </ul> | <ul style="list-style-type: none"> <li>Net Revenues grew by 16% (+14% at constant rates) with Retail up 19% (17% at constant rate)</li> </ul> |

## Same Store Sales Growth

- |                         | 12 months  | 4th Quarter <sup>(*)</sup>  |
|-------------------------|--|---|
| Same Store Sales Growth | <ul style="list-style-type: none"> <li>Continuous Retail improvement: Same Store Sales Growth +14% after +23% in 2011</li> </ul> | <ul style="list-style-type: none"> <li>Same Store Sales Growth +5%; high comparables versus 4th Quarter 2011 (including Chinese New Year) and reduced markdown sales</li> </ul> |

## Operating Results

- |                   | 12 months  | 4th Quarter <sup>(*)</sup>  |
|-------------------|--|---|
| Operating Results | <ul style="list-style-type: none"> <li>Ebitda reached € 1,052 mn, 32% on Revenues, compared to 30% of last year</li> <li>Ebit reached € 890 mn, 27% on Revenues, compared to 25% of last year</li> </ul> | <ul style="list-style-type: none"> <li>Ebitda reached € 325 mn, 34% on Revenues, compared to 33% of last year</li> <li>Ebit reached € 277 mn, 29% on Revenues, in line with last year percentage</li> </ul> |

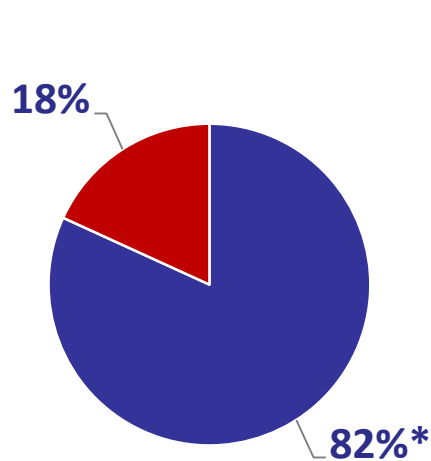
## Net Results

- |             | 12 months  | 4th Quarter <sup>(*)</sup>  |
|-------------|--|---|
| Net Results | <ul style="list-style-type: none"> <li>Group Net Income to € 626 mn, 19% on Revenues, compared to € 432 mn of 2011, 17% on Revenues</li> </ul> | <ul style="list-style-type: none"> <li>Group Net Income € 217 mn, 23% on Revenues, compared to € 159 mn of 2011, 19% on Revenues</li> </ul> |

*Note<sup>(\*)</sup>: unaudited*

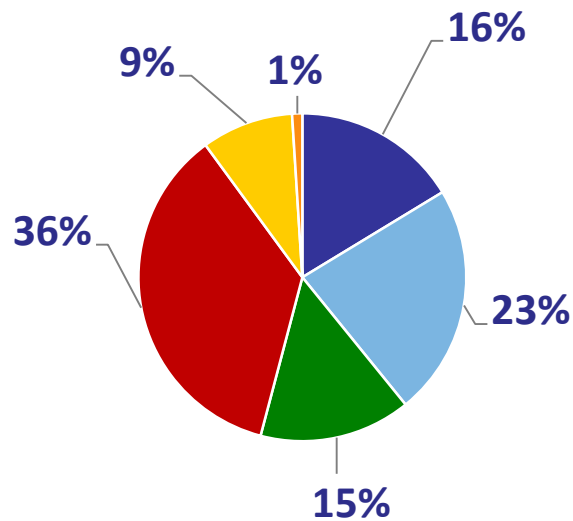
# The Group at a glance – Full year

## NET SALES BY CHANNEL



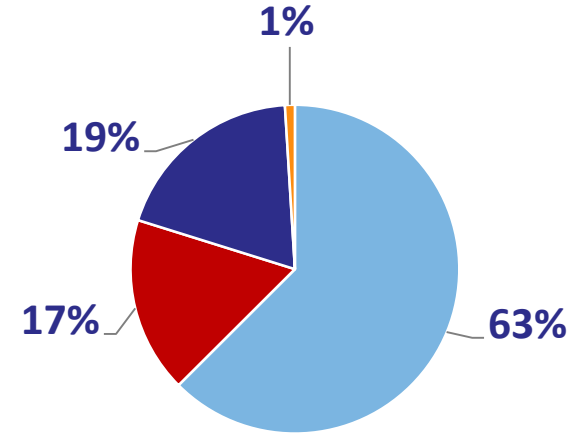
■ Retail  
■ Wholesale

## NET SALES BY REGION



■ Italy  
■ Europe  
■ America  
■ Asia ex-Japan  
■ Japan  
■ Other Countries

## NET SALES BY PRODUCT



■ Leather Goods  
■ Ready to Wear  
■ Footwear  
■ Other

*Note(\*): compared to 78% of last year*

# Net Sales by Channel (€ mn) - Full year

	2011	Mix %	2012	Mix %	2012 vs 2011
<b>Retail</b>	<b>1,964.5</b>	<b>78%</b>	<b>2,664.2</b>	<b>82%</b>	<b>+36%</b>
<b>Wholesale</b>	<b>558.8</b>	<b>22%</b>	<b>592.2</b>	<b>18%</b>	<b>+6%</b>
<b>Total</b>	<b>2,523.3</b>	<b>100%</b>	<b>3,256.4</b>	<b>100%</b>	<b>+29%</b>

Retail improvement (+28.6% at constant rates) is driven by:

- + 14% “Same Store Sales Growth”
- new store openings contribution (73 net openings) combined with the full contribution of 2011 net openings (69)

Wholesale slightly higher than 2011 (+ 2.9% at constant exchange rates)

# Net Sales by Channel (€ mn) – 4th Quarter (\*)

	2011	Mix %	2012	Mix %	2012 vs 2011
<b>Retail</b>	<b>626.5</b>	<b>77%</b>	<b>746.7</b>	<b>79%</b>	<b>+19%</b>
<b>Wholesale</b>	<b>190.3</b>	<b>23%</b>	<b>201.7</b>	<b>21%</b>	<b>+6%</b>
<b>Total</b>	<b>816.8</b>	<b>100%</b>	<b>948.4</b>	<b>100%</b>	<b>+16%</b>

- In the 4<sup>th</sup> Quarter, retail sales have been impacted by:
  - Chinese New Year shifted to February 2013
  - important reduction in markdown sales

*Note(\*): unaudited*

# Net Sales by Brand (€ mn) - Full year

	<b>2011</b>	<b>Mix %</b>	<b>2012</b>	<b>Mix %</b>	<b>2012 vs 2011</b>
<b>Prada</b>	<b>1,999.3</b>	<b>79%</b>	<b>2,649.5</b>	<b>81%</b>	<b>33%</b>
<b>Miu Miu</b>	<b>441.1</b>	<b>18%</b>	<b>512.8</b>	<b>16%</b>	<b>16%</b>
<b>Church's</b>	<b>59.2</b>	<b>2%</b>	<b>68.4</b>	<b>2%</b>	<b>16%</b>
<b>Car Shoe</b>	<b>17.0</b>	<b>1%</b>	<b>19.7</b>	<b>1%</b>	<b>15%</b>
<b>Others</b>	<b>6.7</b>	<b>-</b>	<b>6.0</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>2,523.3</b>	<b>100%</b>	<b>3,256.4</b>	<b>100%</b>	<b>29%</b>



# Net Sales by Brand (€ mn) – 4th Quarter (\*)

	2011	Mix %	2012	Mix %	2012 vs 2011
Prada	653.3	80%	773.0	82%	18%
Miu Miu	143.8	18%	152.1	16%	6%
Church's	15.6	2%	18.3	2%	17%
Car Shoe	3.0	-	4.5	-	49%
Others	1.1	-	0.5	-	-
Total	816.8	100%	948.4	100%	16%

Markdown season lenght reduced on average by 50%

Miu Miu still under represented on several international markets

*Note(\*): unaudited*

# Net Sales by Geography (€ mn) - Full year

	2011	Mix %	2012	Mix %	% ch. as reported	% ch. same FX	Retail SSSG
Italy	445.6	18%	528.3	16%	19%	19%	20%
Europe	540.1	21%	739.6	23%	37%	34%	26%
America	392.7	16%	484.1	15%	23%	15%	3%
Far East	873.0	35%	1,160.2	36%	33%	23%	13%
Greater China(*)	544.8	22%	735.6	23%	35%	24%	14%
Japan	256.7	10%	293.2	9%	14%	8%	-2%
Others	15.2	-	51.0	1%	-	-	-
Total	2,523.3	100%	3,256.4	100%	29%	23%	14%

Note(\*): PRC, HK, Macau

# Net Sales by Geography (€ mn) – 4th Quarter (\*)

	2011	Mix %	2012	Mix %	% ch. as reported	% ch. same FX	Retail SSSG
Italy	127.4	16%	143.2	15%	12%	12%	15%
Europe	167.5	20%	203.1	22%	21%	20%	13%
America	135.0	16%	155.1	16%	15%	12%	-2%
Far East	293.3	36%	345.5	37%	18%	13%	4%
Greater China(*)	185.5	23%	219.5	23%	18%	14%	7%
Japan	87.8	11%	79.6	8%	-9%	-5%	-6%
Others	5.8	1%	21.9	2%	-	-	-
Total	816.8	100%	948.4	100%	16%	14%	5%

Note(\*): PRC, HK, Macau

Note(\*): unaudited

# Group Profit and Loss – Full year

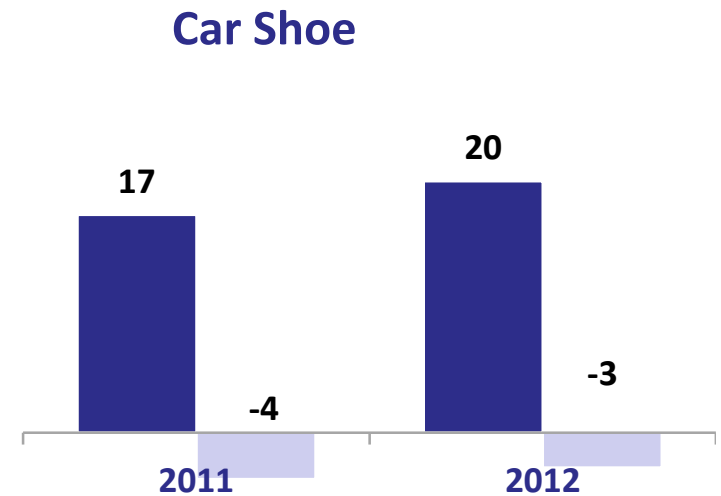
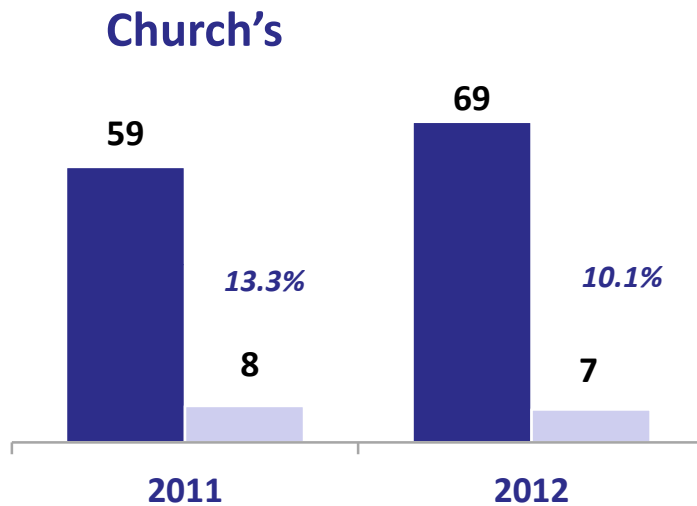
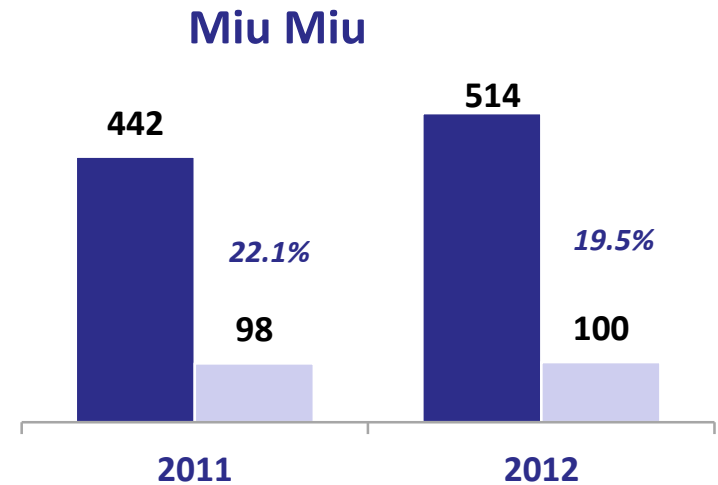
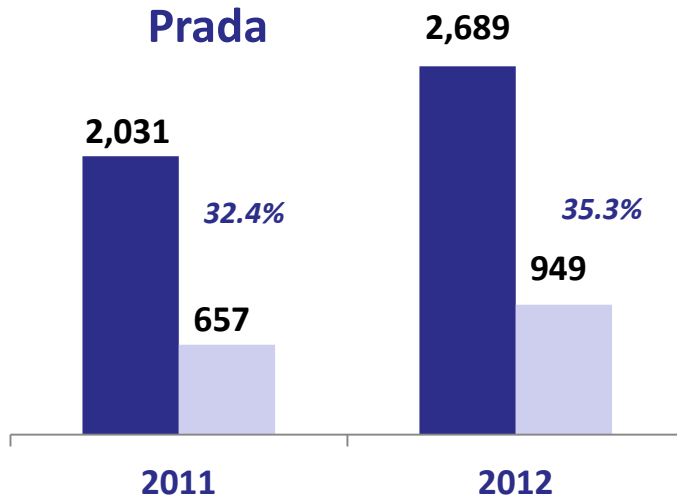
€ mn	FY 2011	%	FY 2012	%
Net Sales	2,523.3	98.7%	3,256.4	98.8%
Royalties	32.3	1.3%	40.8	1.2%
Net Revenues	2,555.6	100%	3,297.2	100%
COGS	(727.6)	28.5%	(920.7)	27.9%
Gross Profit	1,828.0	71.5%	2,376.5	72.1%
Product Development	(103.1)	4.0%	(111.4)	3.4%
Advertising & Promotion	(129.2)	5.1%	(150.6)	4.6%
Selling	(802.9)	31.4%	(1,040.1)	31.5%
G&A	(163.9)	6.4%	(184.6)	5.6%
EBIT	628.9	24.6%	889.8	27.0%
Net Financial Expenses	(26.0)	1.0%	(6.2)	0.2%
Income Taxes	(166.5)	6.5%	(250.3)	7.6%
Minority Income	(4.5)	0.2%	(7.6)	0.2%
Group Net income	431.9	16.9%	625.7	19.0%
D&A	130.3	5.1%	162.7	4.9%
EBITDA	759.3	29.7%	1,052.5	31.9%
Taxation %	27.6%		28.3%	

# EBITDA Development – Full year (\*)



*Note(\*): percentages not comparable with Group Profit and Loss slide that is at EBIT structure, i.e. without D&A*

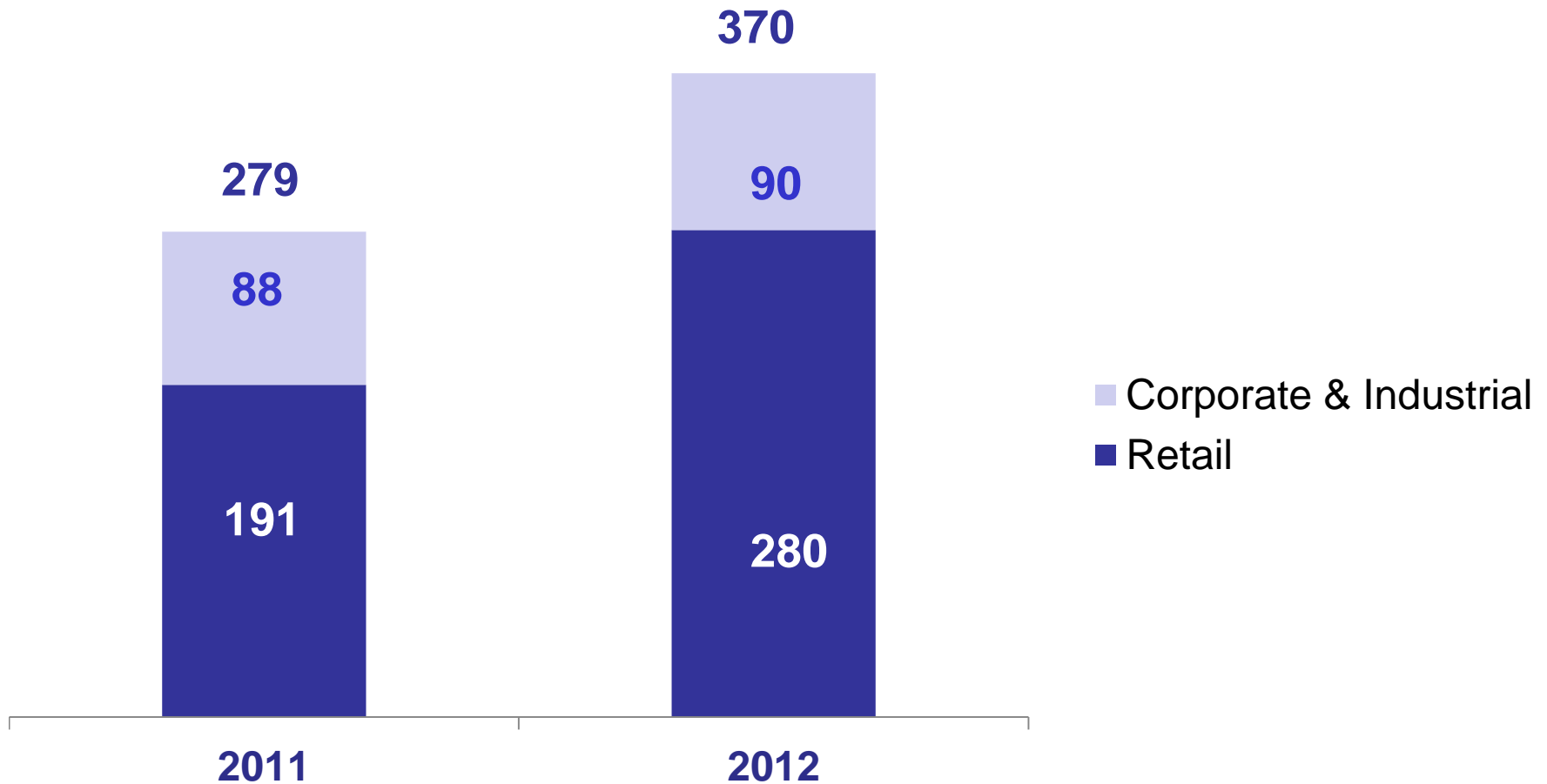
# EBITDA by Brand (€ mn) – Full year



■ Net Revenues ■ EBITDA

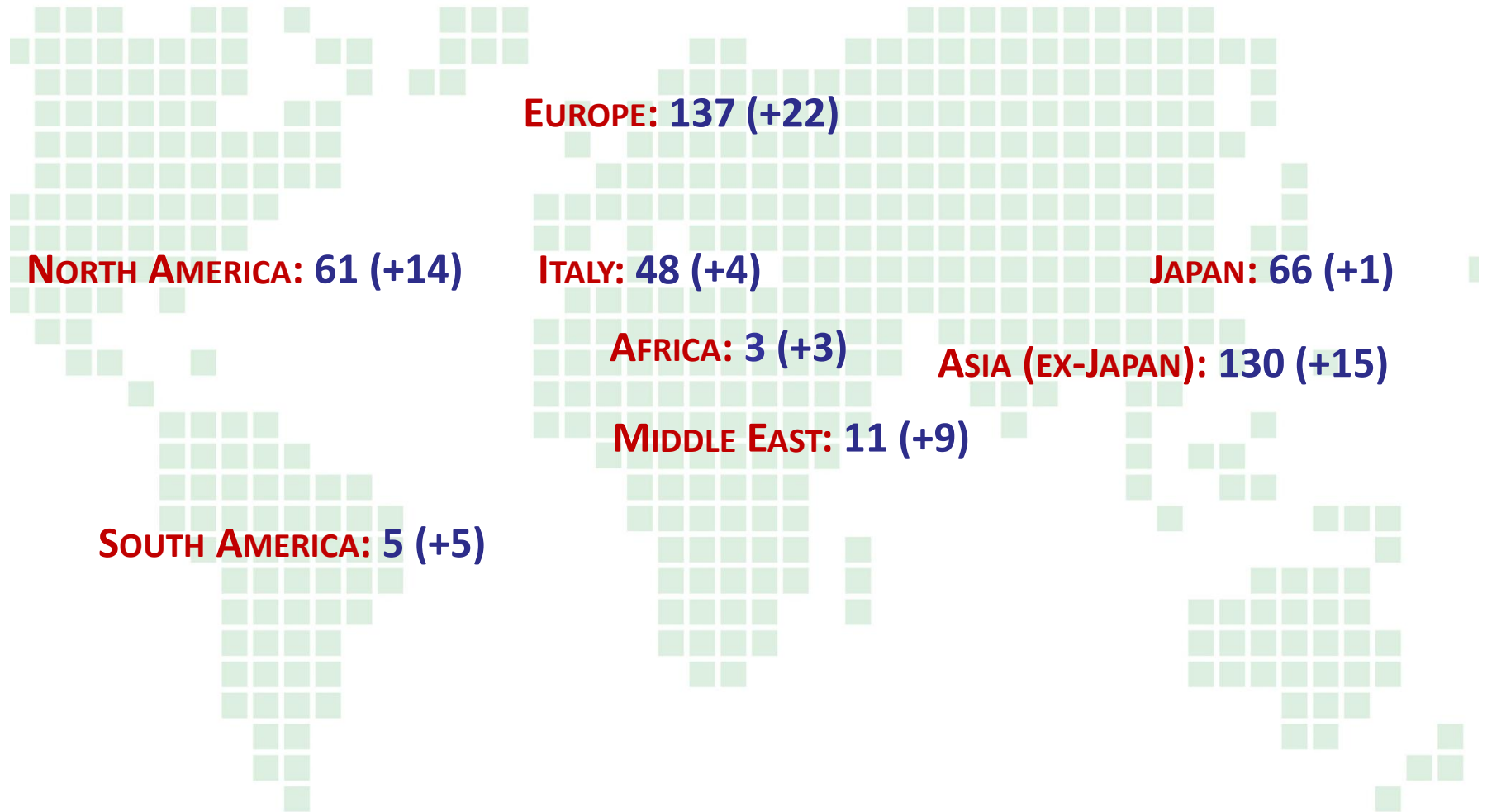
# Capex (€ mn) - Full year

- Capex driven by Retail development
- Retail includes new openings, refurbishments and relocations



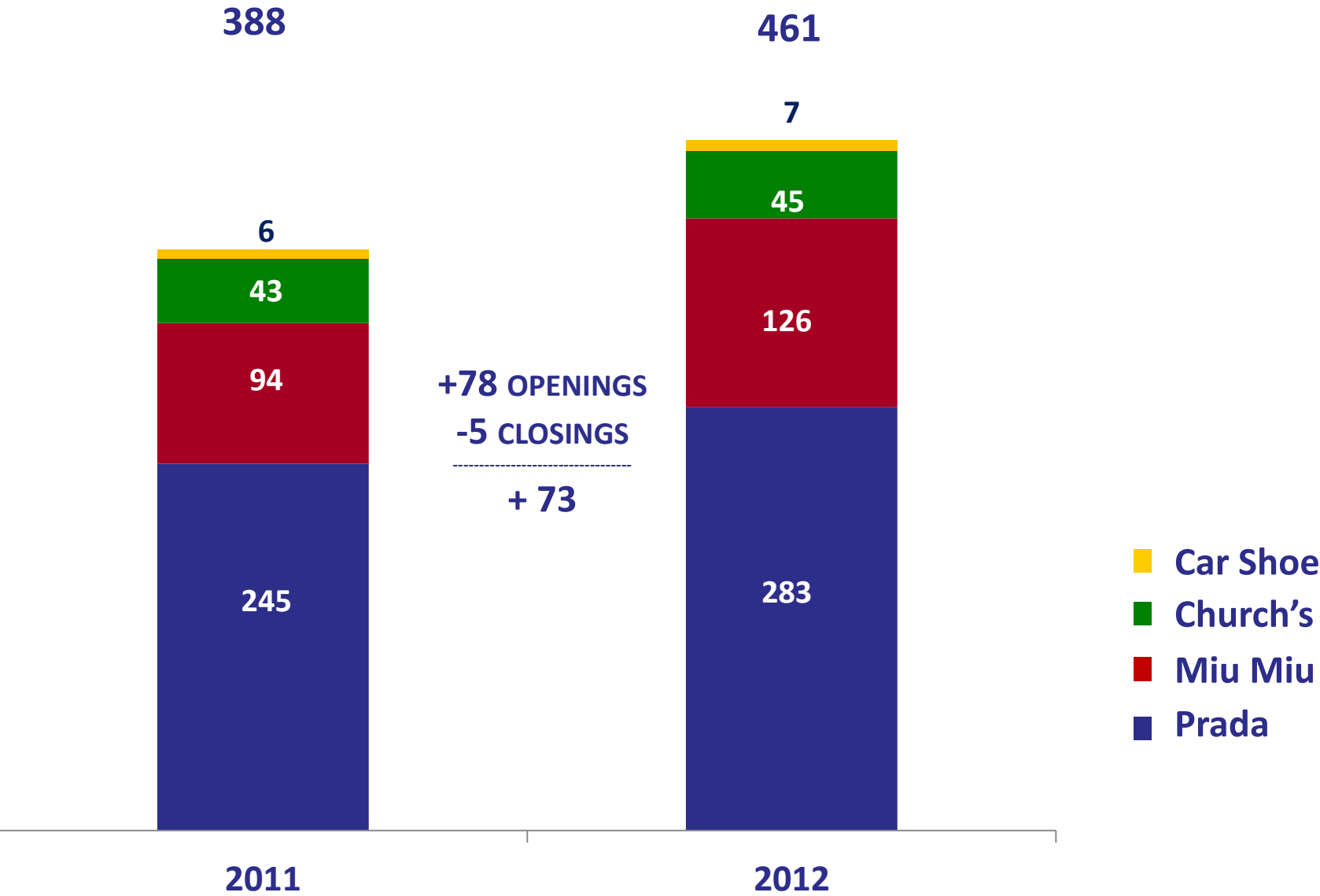
# Retail overview

461 DOS at January 2013 with 78 openings and 5 closings





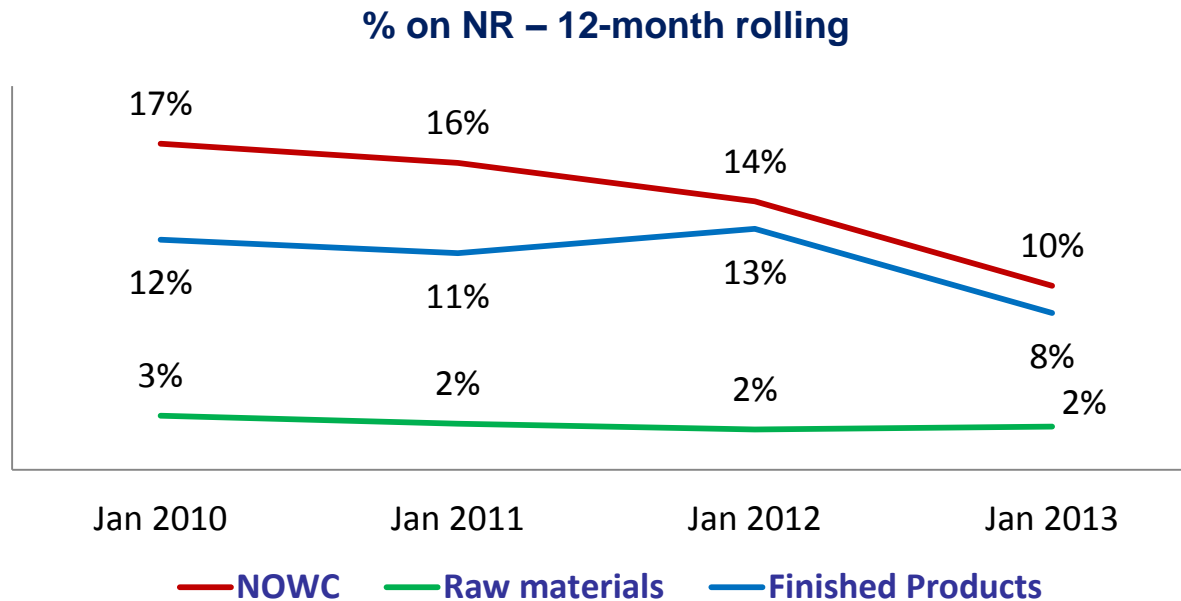
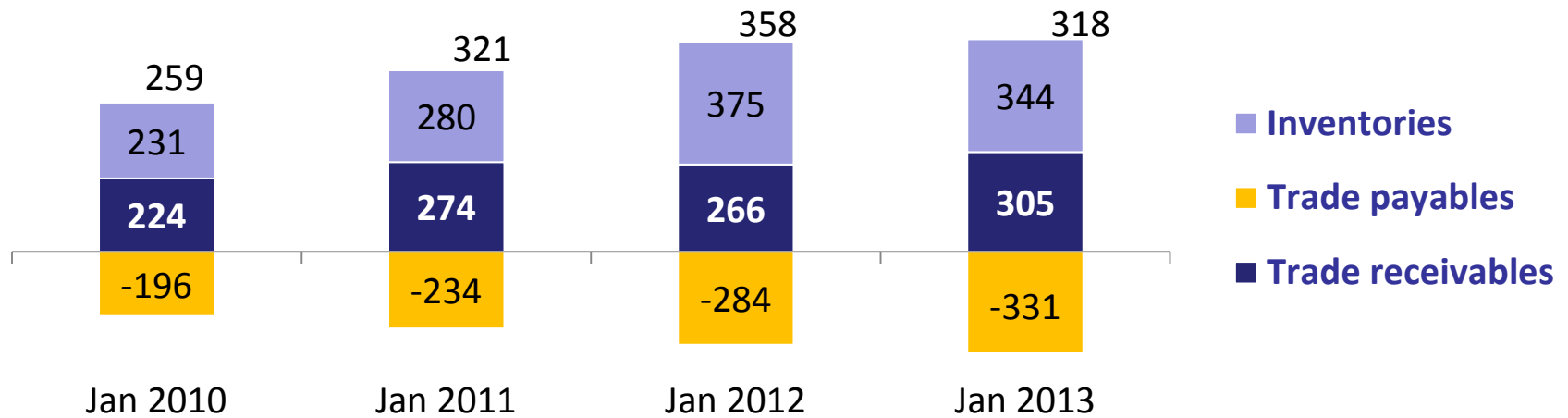
# DOS Network Development



# Key figures (€ mn)

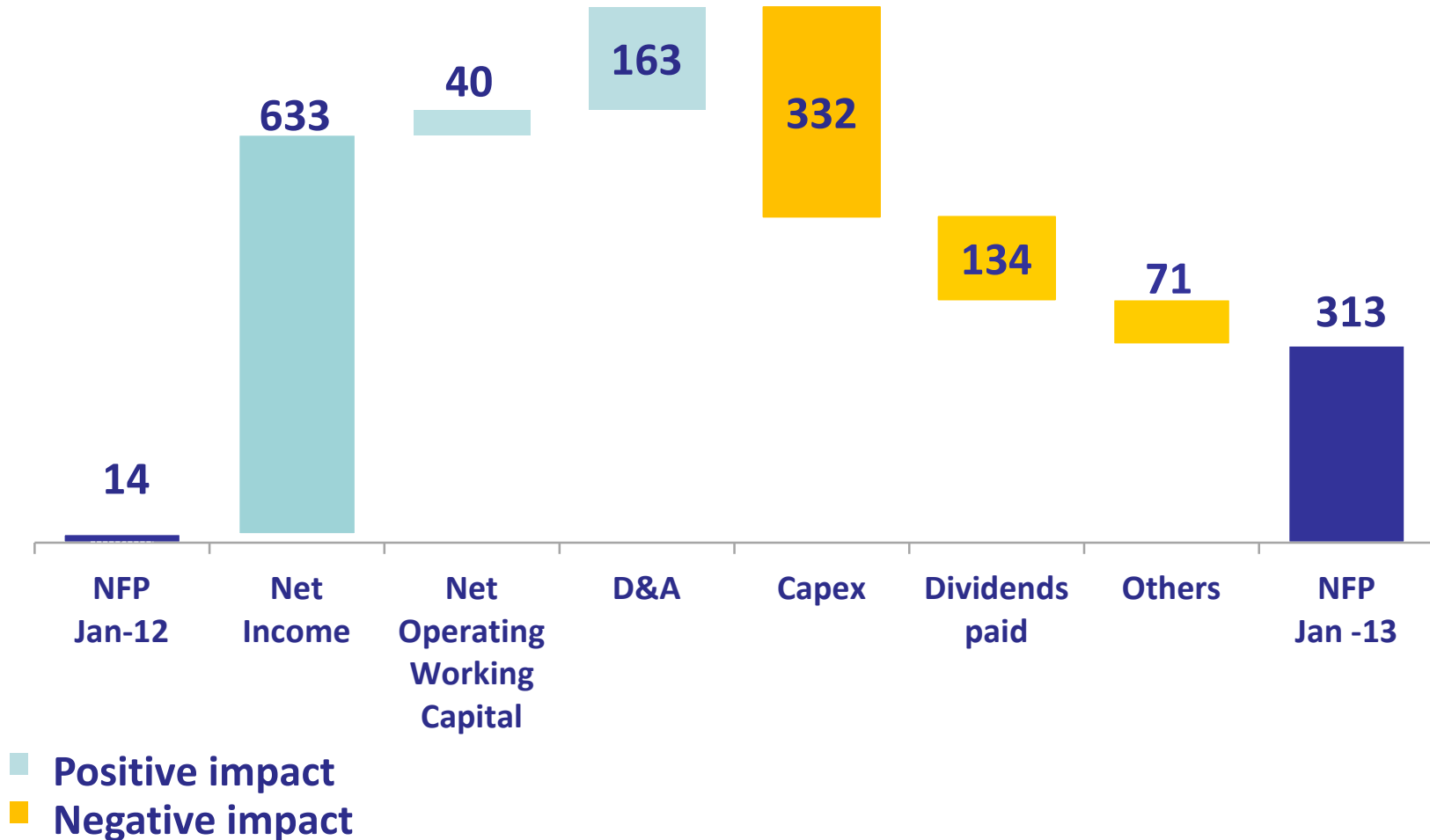
	January 2013	January 2012	January 2011
<b>Net Financial Position</b>	<b>312.6</b>	<b>13.6</b>	<b>(375.4)</b>
<b>Net Operating Working Capital</b>	<b>317.7</b>	<b>357.6</b>	<b>320.8</b>
<b><i>NOWC on Net Revenues</i></b>	<b><i>9.6%</i></b>	<b><i>14.0%</i></b>	<b><i>15.7%</i></b>
<b>Capital Employed (average)</b>	<b>1,917.6</b>	<b>1,701.4</b>	<b>1,538.2</b>
<b><i>ROCE</i></b>	<b><i>46.4%</i></b>	<b><i>37.0%</i></b>	<b><i>27.2%</i></b>
<b><i>Average Headcount</i></b>	<b><i>9,427</i></b>	<b><i>8,067</i></b>	<b><i>7,199</i></b>

# Net Operating Working Capital (€ mn)



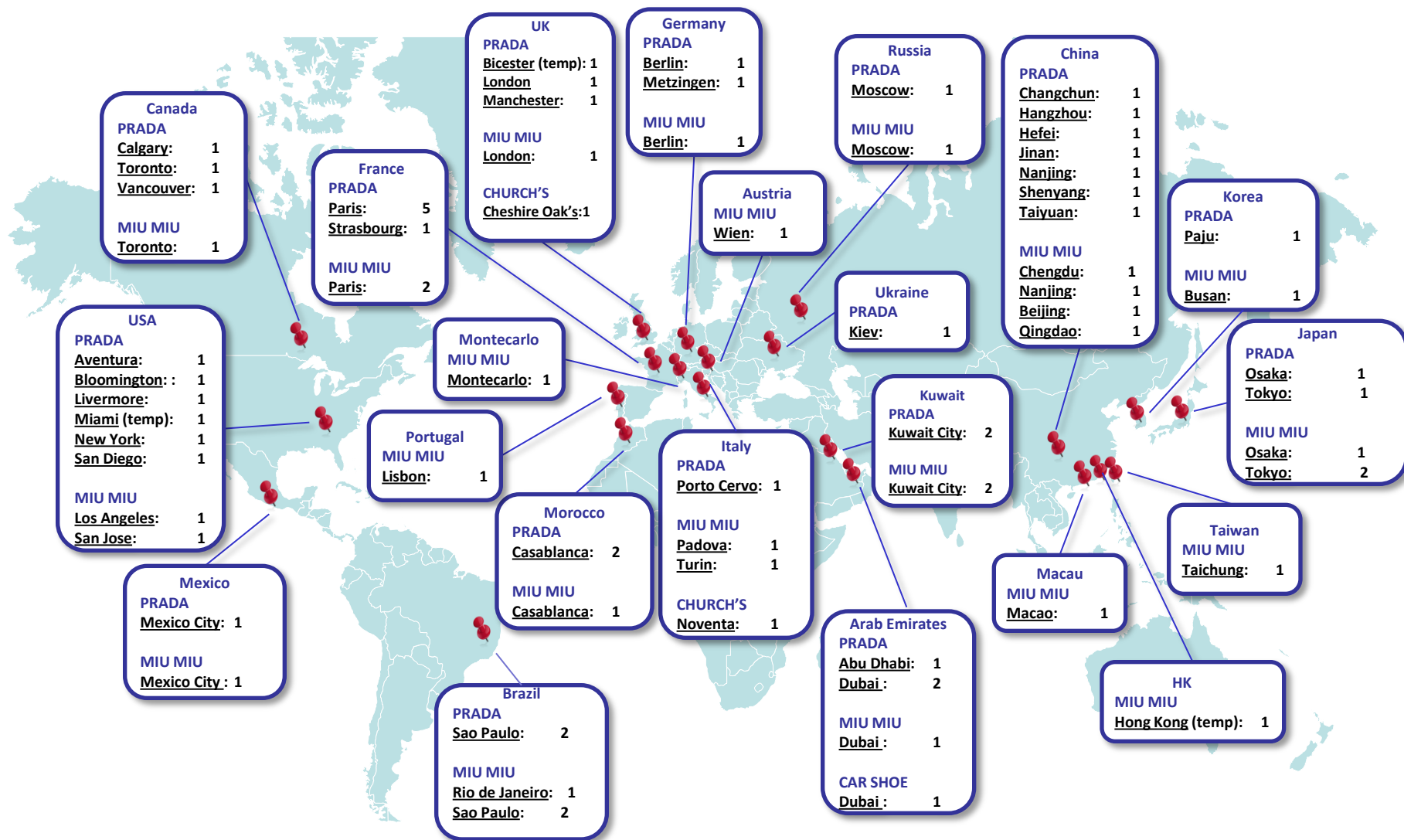
# Net financial surplus/(deficit) (€ mn)

- Strong Cash Flow from Operation contributed to boost liquidity generation



# Retail Overview

# Retail new openings





# 2012 OPENINGS

## PRADA USA – NY Bloomingdales – Man Shoes

Concession





# 2012 Openings

## Miu Miu China - Qingdao - Hisense Plaza





# 2012 Openings

## Miu Miu China - Beijing – Sanlitun Village





# 2012 Openings

## Miu Miu China - Chengdu – Yanlord Landmark



# 2012 Openings

## PRADA USA - Bloomington

Nordstrom Mall of America - Concession





# 2012 Openings

## PRADA UAE - Abu Dhabi – Marina Mall



# 2012 Openings

## Miu Miu Kuwait - Kuwait City – Avenue Mall





# 2012 Openings

## Miu Miu Brazil - Sao Paulo – Cidade Jardim



# 2012 Openings

## PRADA USA - San Diego – Fashion Valley





# 2012 Openings

## Miu Miu Austria - Wien - Tuchlauben





# 2012 Openings

## Miu Miu Brazil - Rio de Janeiro – Village Mall



# 2012 Openings

## PRADA USA - Aventura – Bloomingdales - Concession





# 2012 Openings

## PRADA China - Changchun – Charter Mall



# 2012 Openings

## PRADA China - Nanjing – Deji Plaza





# 2012 Openings

## PRADA Kuwait - Kuwait City – Avenue Mall



# 2012 Openings

## Miu Miu USA - San Jose – Valley Fair Mall





# 2012 Openings

## Miu Miu Canada - Toronto – Holt Renfrew

Bags and Accessories - Concession



# 2012 Openings

## Miu Miu Hong Kong - Peking Road - Temporary

