MONCLER

Listed on Italian Stock Exchange: MONC.MI

Textiles, Apparel & Luxury Goods | Apparel, Accessories & Luxury

CFA Institute Research Challenge

Milan, March 12th, 2018

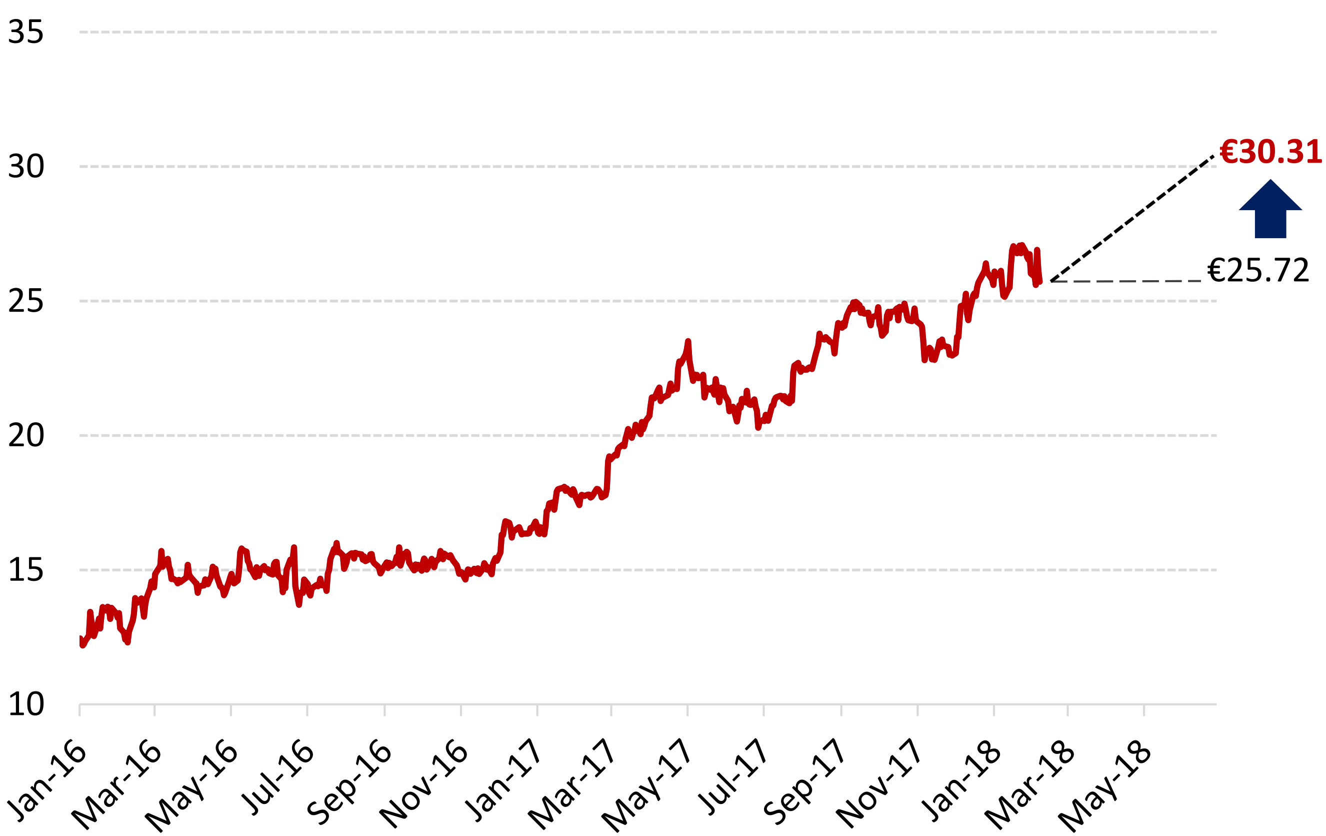
MIB ResearchTEAM

Investment Recommendation

TARGET PRICE: € 30.31

Upside on February 9th, 2018: 17.8%

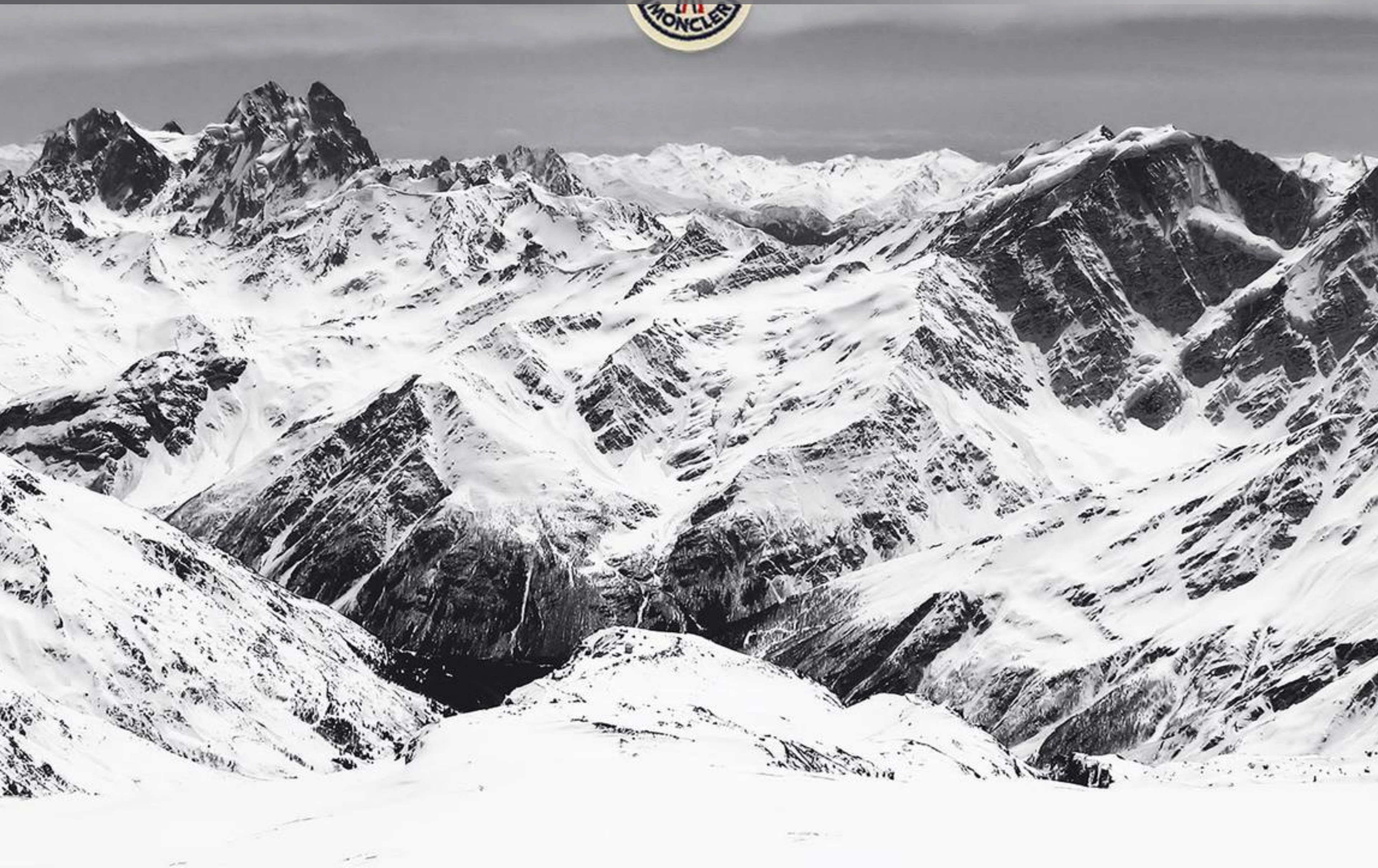
BUY



KEY INVESTMENT DRIVERS:

- **Organic growth outlook supported by the retail network expansion** (260 DOS 2022E, +5% 5Y CAGR)
- **Prospective advantage from consolidation and entrance in new markets** (Mexico, Nordic countries etc.) **and strategic channels** (*travel retail*)
- **Unexploited market potential on e-commerce**
- **Forthcoming boost of its market value due to a hypothetical acquisition by a large conglomerate**

Business Description



Moncler at a glance

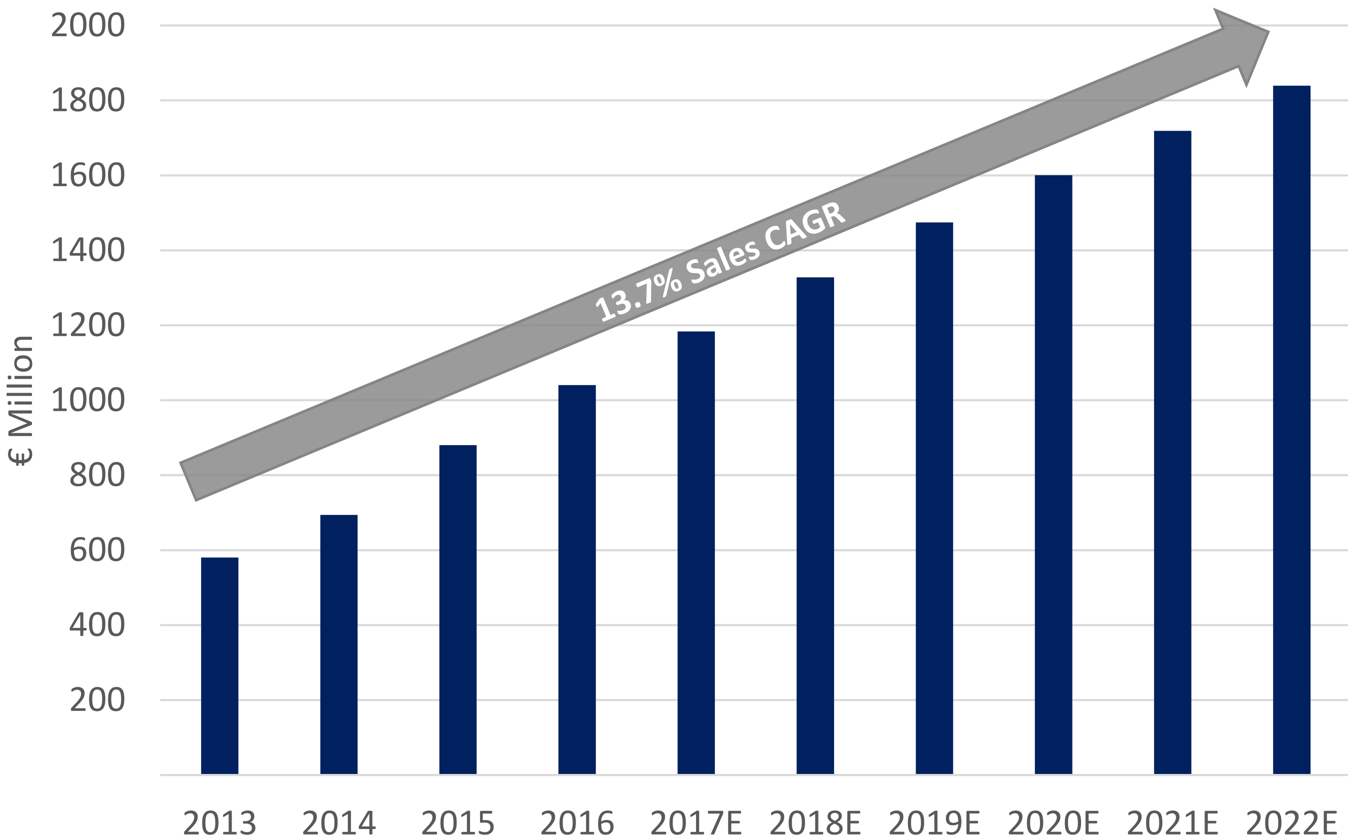
MARKET CAP

€6.48 bn

As February 9th, 2018

REVENUES 2017E

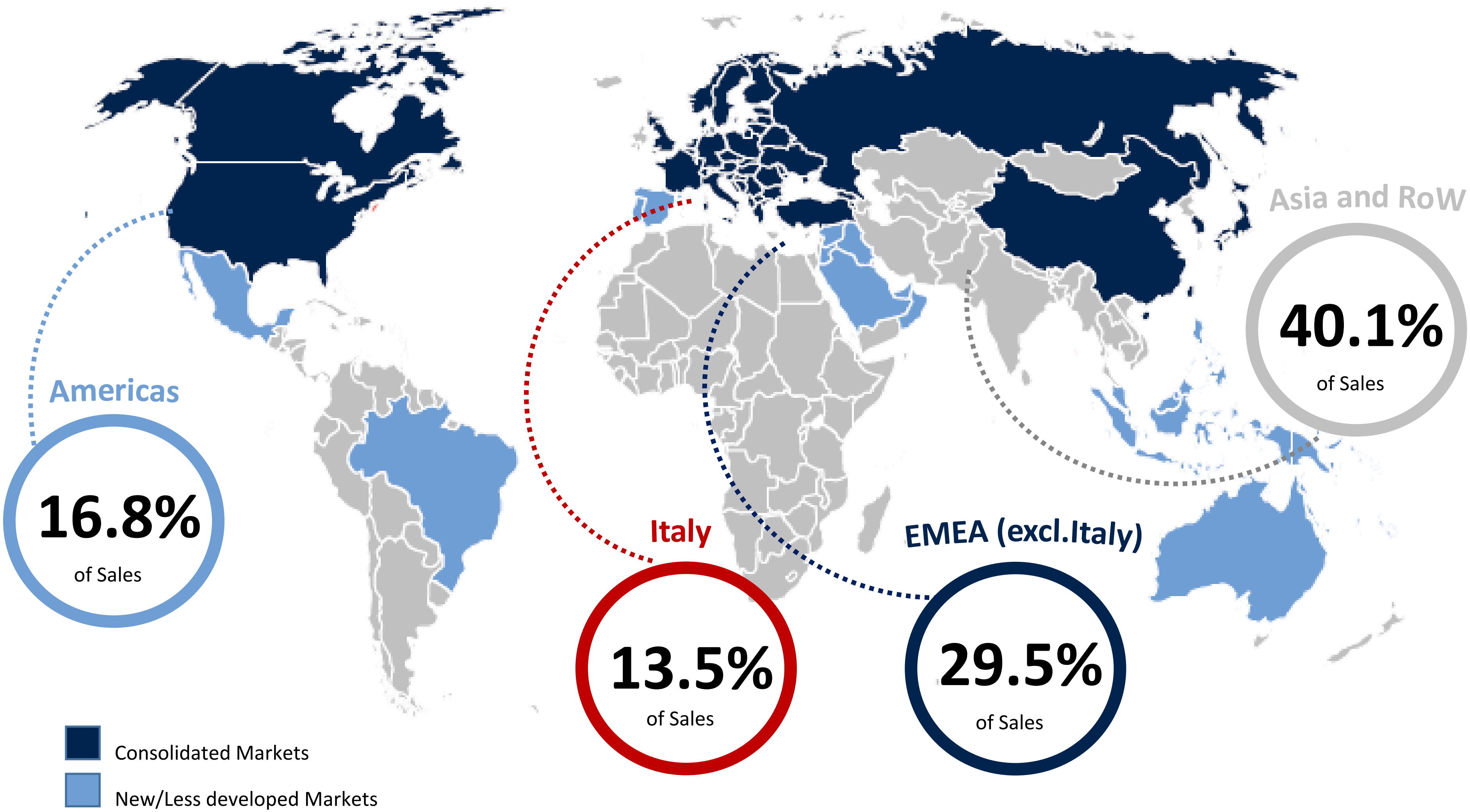
€1.183 bn



OUTERWEAR

COMPLEMENTARY PRODUCTS

Moncler today



Moncler today

203 DOS 2017E

RETAIL

75.4%
of Sales

- **€892.2 mln 2017E (+27.9% 5Y CAGR)**
- Average Sales density of **€31.9k/sqm**
- Average size **138 sqm 2017E (165 sqm 2022E)**

E-commerce

7.7%
of Sales

(+25% 2017E)

52 mono-brand *SiS* 2017E

WHOLESALE

24.6%
of Sales

- **€291.5 mln 2017E (+4.2% 5Y CAGR)**
- Rationalization of WHS openings **(3 SiS net openings 2022E)**
- Average size of **30-50 sqm**

Future Growth Strategy

01 — **New openings** (+13 DOS, +10 WHS 2017E), **relocations** (10-15 2017E) **and expansions** (average DOS size 165 sqm 2022E)

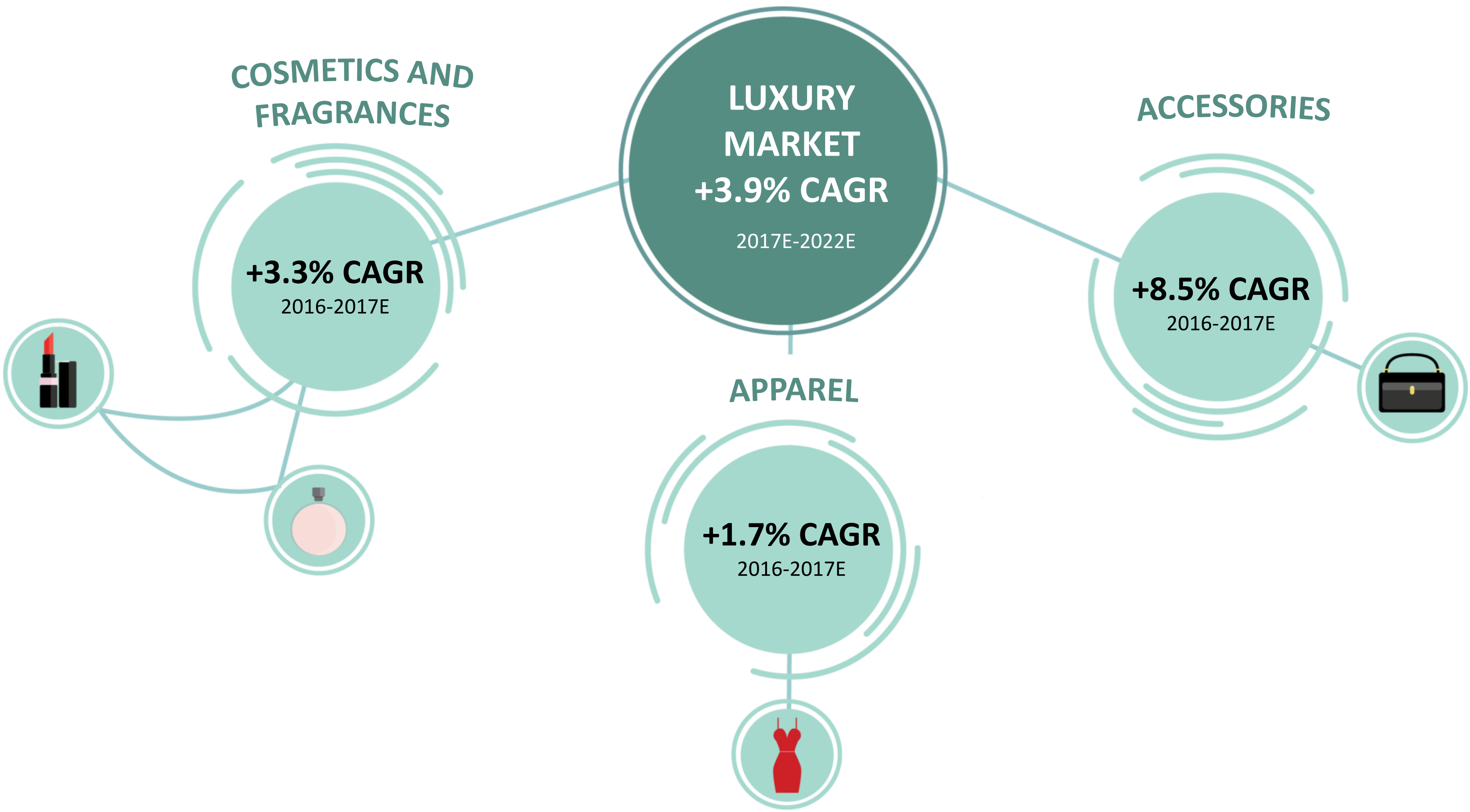
02 — **Reinforcement of digital presence and *e-commerce* platforms** (11.4% of Revenues 2022E) which will be a growth driver for *travel retail*

03 — **Selective expansion of the products range** (30% of Sales from complementary items 2022E)

04 — Internationalization of its presence in **new markets** (UAE and Australia,Nordic Countries, Mexico) and **consolidation in existing ones** (Europe, Japan, China, North America, Korea)

Industry Analysis

Luxury Industry Analysis



Key Drivers

China's growth
+9.7 trl USD in 2030

Rise in GDP
+2.4% 2028

Personalization of goods
40% of luxury consumers asks for personalized products and services

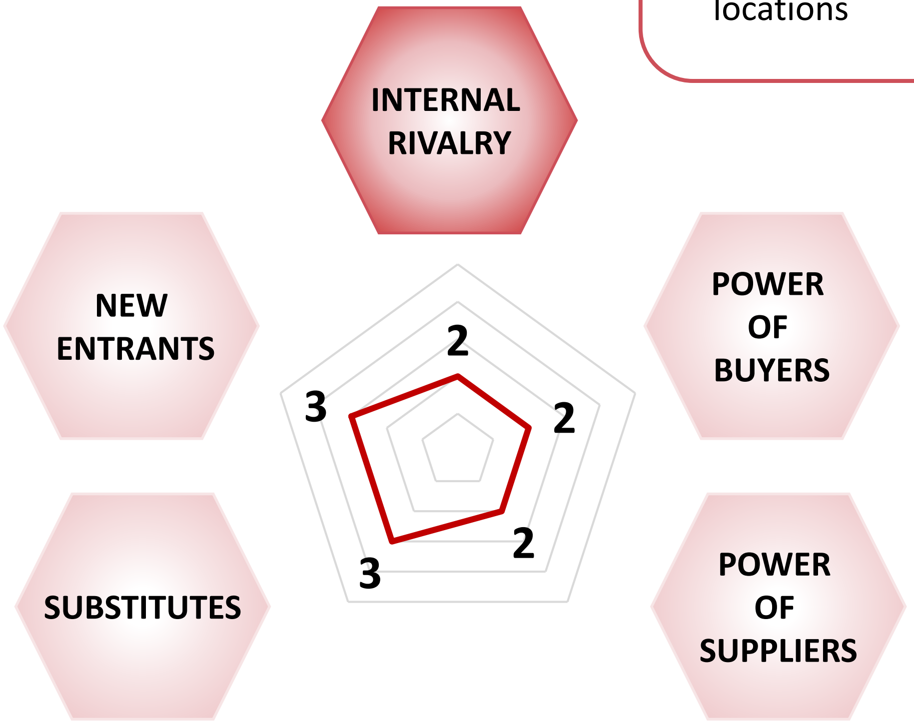
Chinese outbound tourism
+30% in luxury goods sales in 2017 (Japan case)

Price harmonization and digital shopping

Experiential retailing

Porter's 5 Forces

- Competition strategy based on **high quality, technology, exclusivity** rather than on price;
- Ability to secure new prime and larger locations



Porter’s 5 Forces

Barriers to entry relatively low but

- **control** over **manufacting and distribution raises barriers to entry** and support **pricing power**

Patagonia, North Face, Canada Goose products have **same functional features** but

- **different distribution strategy** (exposed to the WHS channel);
- **focus on technology or price** rather than on design

Brand **protection activities against counterfeit products**

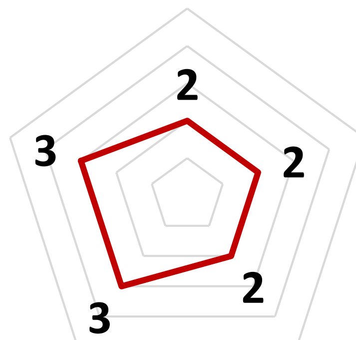
INTERNAL RIVALRY

NEW ENTRANTS

SUBSTITUTES

POWER OF BUYERS

POWER OF SUPPLIERS



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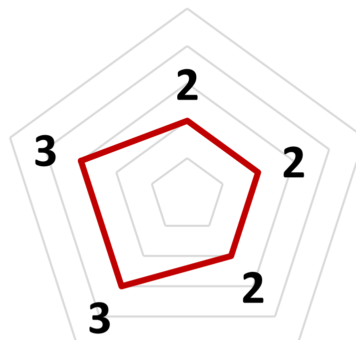


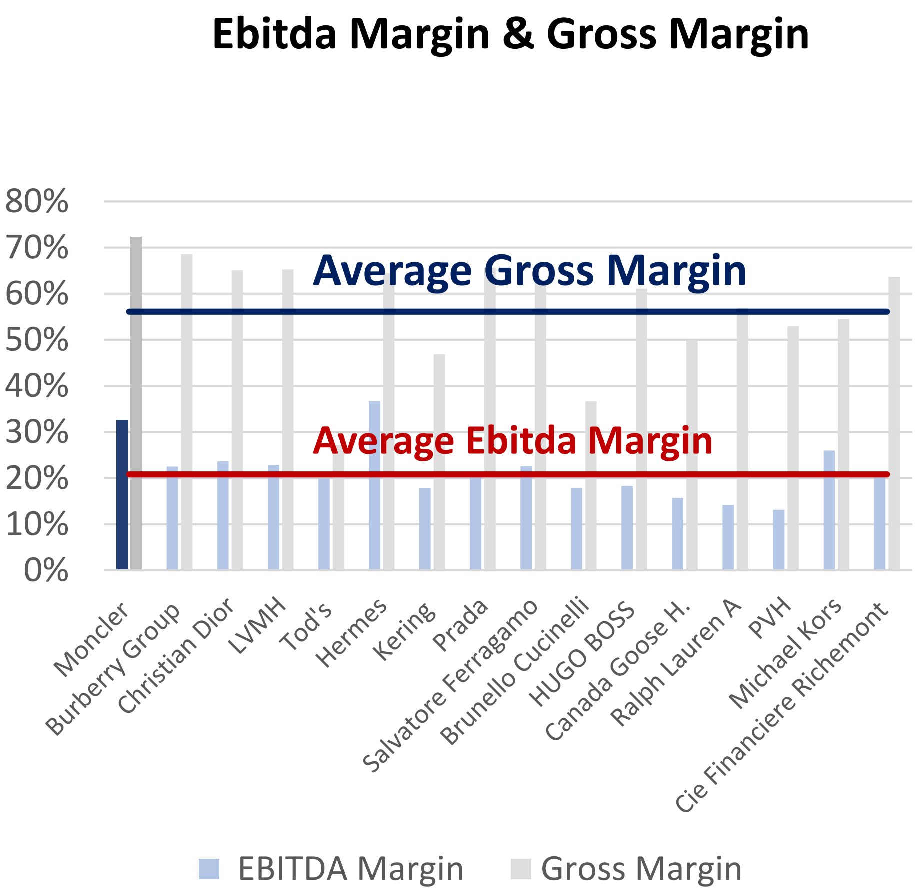
POWER OF BUYERS

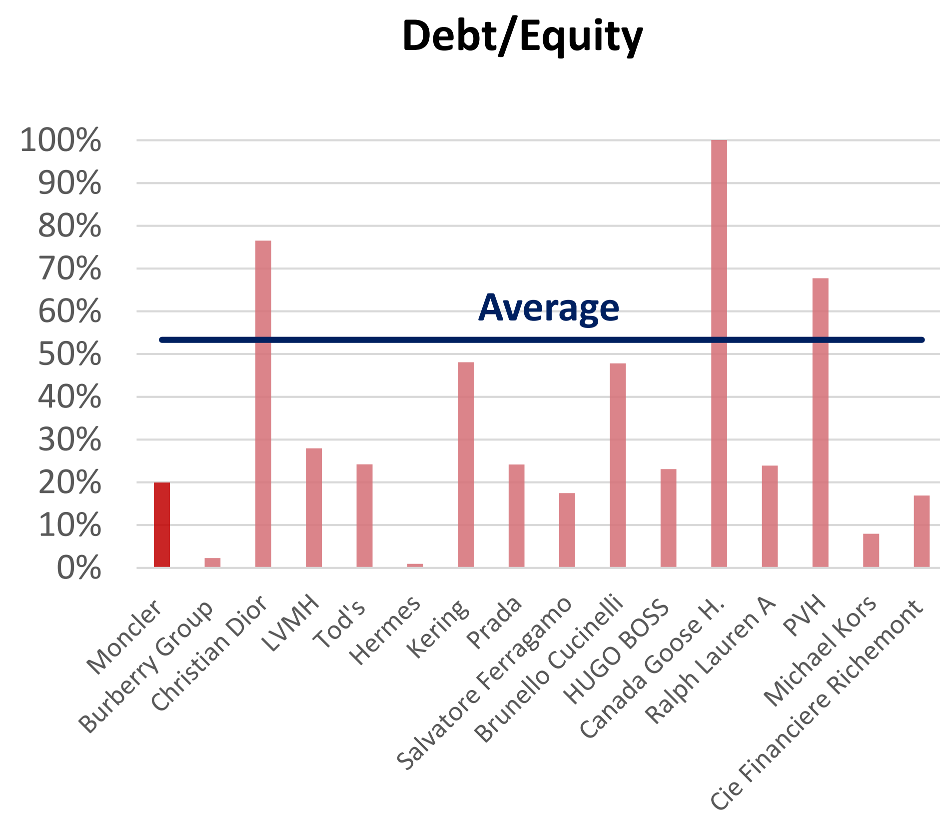
- Over expenditure on Outerwear
- **Solid pricing power** and **high margins**

POWER OF SUPPLIERS

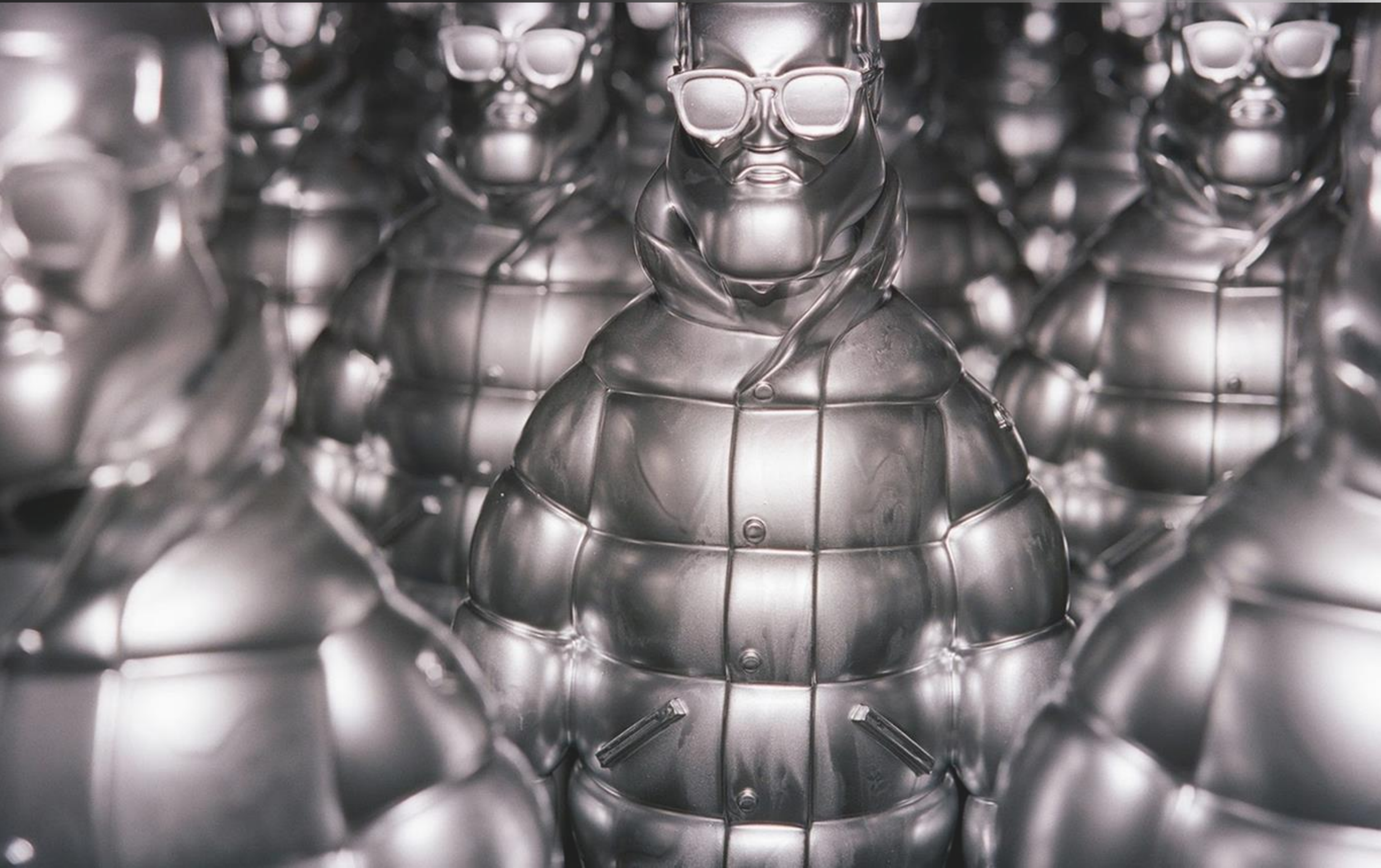
- **Control over supply;**
- **Cost of raw materials fairly stable** in recent years → price fluctuations offset by pricing power

Competitors' Financials 2016





Financial Analysis

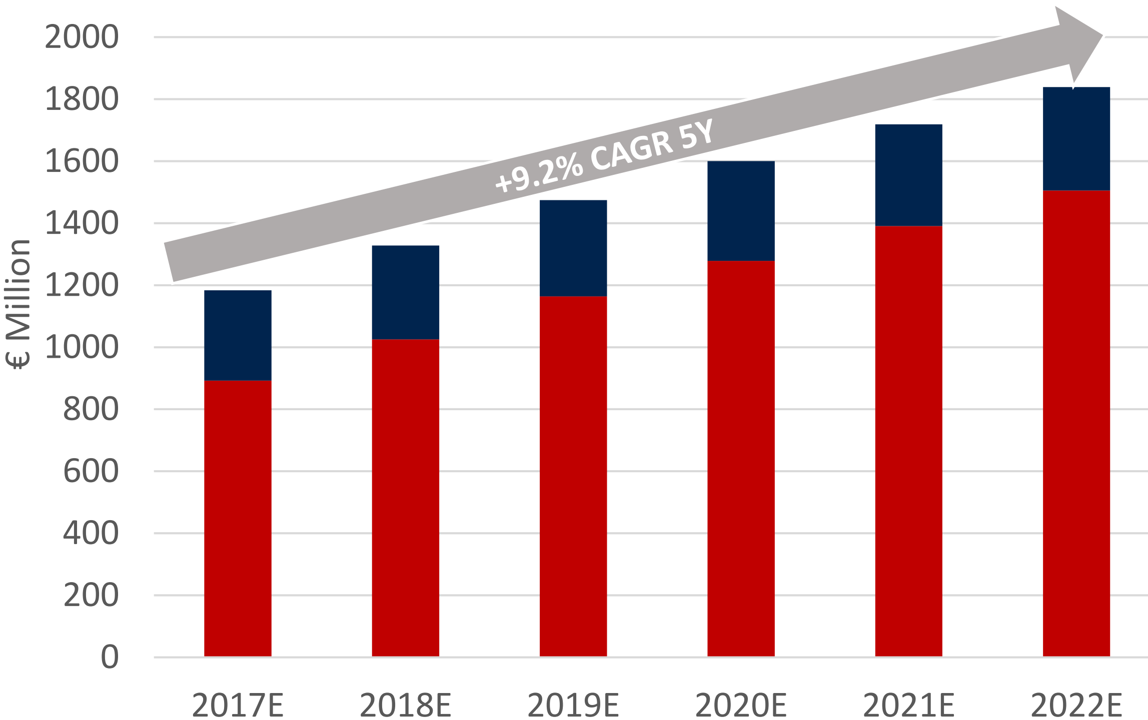


Future Performance: 2017-2022

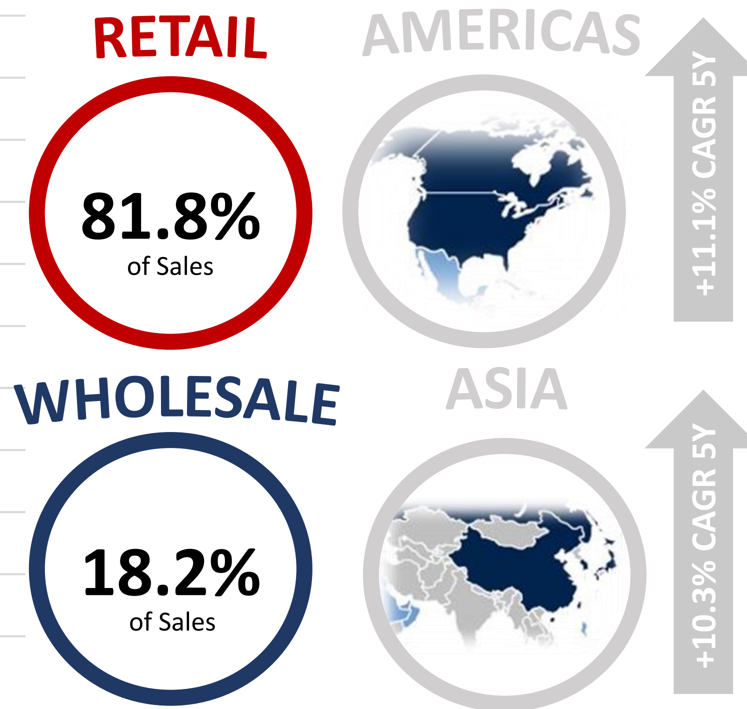
Our sales forecasts, focusing on a geographical approach, are based on:

	2017	CAGR	2022
New DOS opening	203	+5.1% CAGR 5Y	260
New average selling surface	27.9k sqm	+9% CAGR 5Y	42.9k sqm
Growth in Online Sales	€91 mln	+18.2% CAGR 5Y	€209.9 mln
New Sales Density	€31.9 k/sqm	+1.9% CAGR 5Y	€35 k/sqm
Growth in the wholesale channel	€291.5 mln	+2.7% CAGR 5Y	€333.7 mln

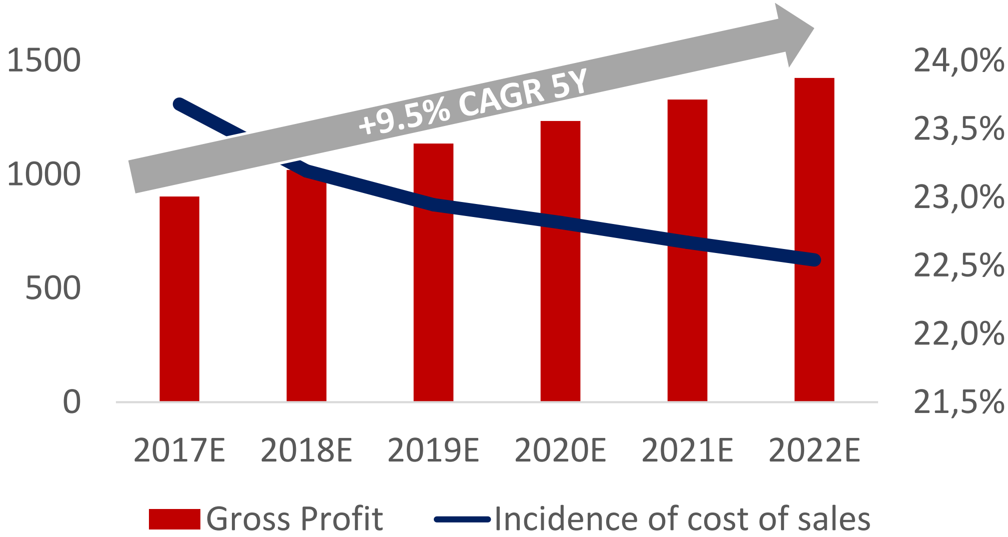
Revenues: 2017-2022



2022



Costs and Margin: 2017-2022

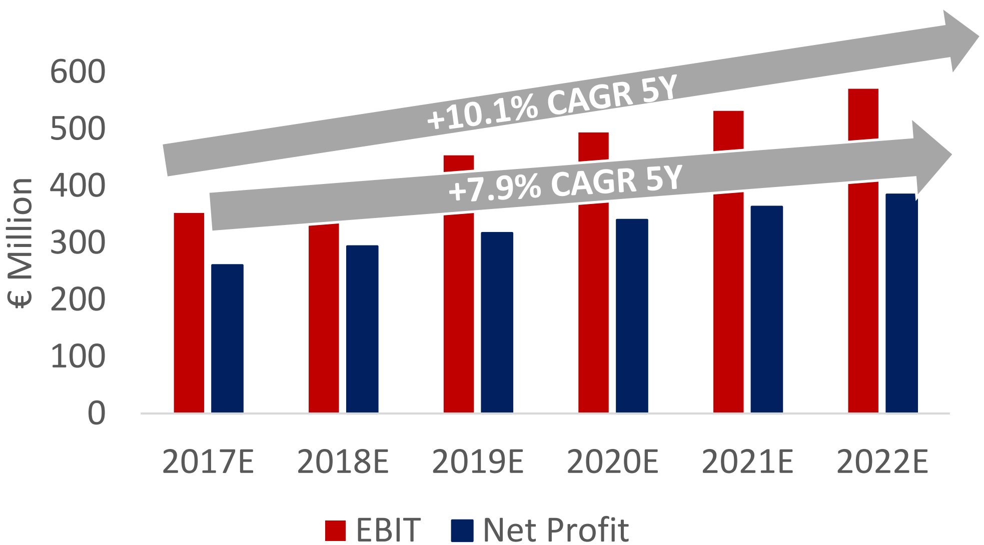


GROSS PROFIT

FROM **€903.4 mln** TO **€1.4bn**

COST OF SALES %

FROM **23.7%** TO **22.5%**



EBIT

FROM **€352.5 mln** TO **€570.4 mln**

NET INCOME

FROM **€260.5 mln** TO **€384.6 mln**

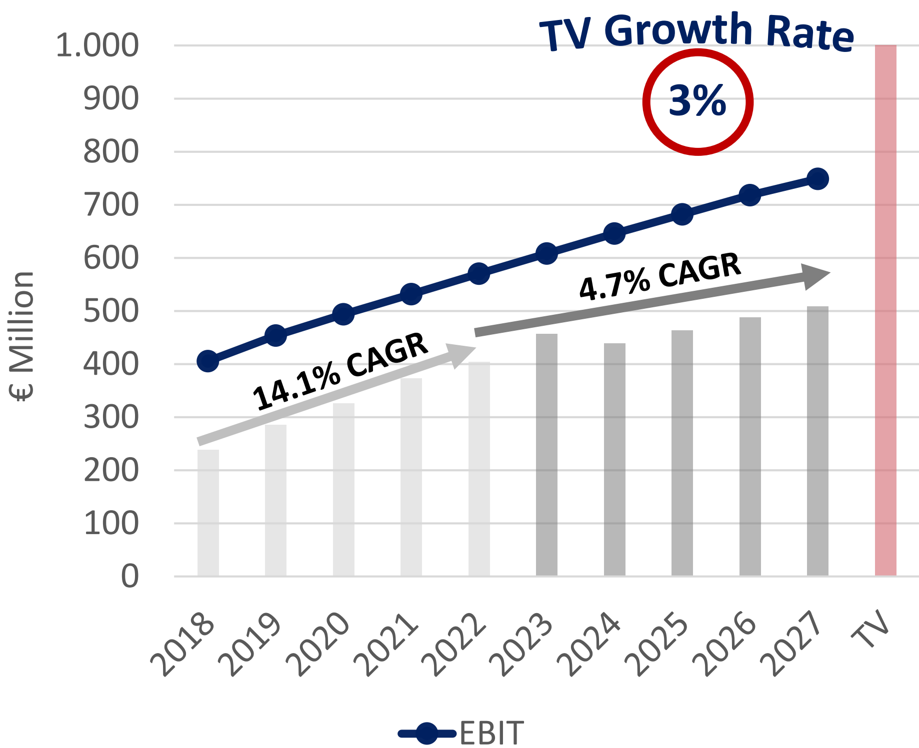
Cash Flow: 2017-2022

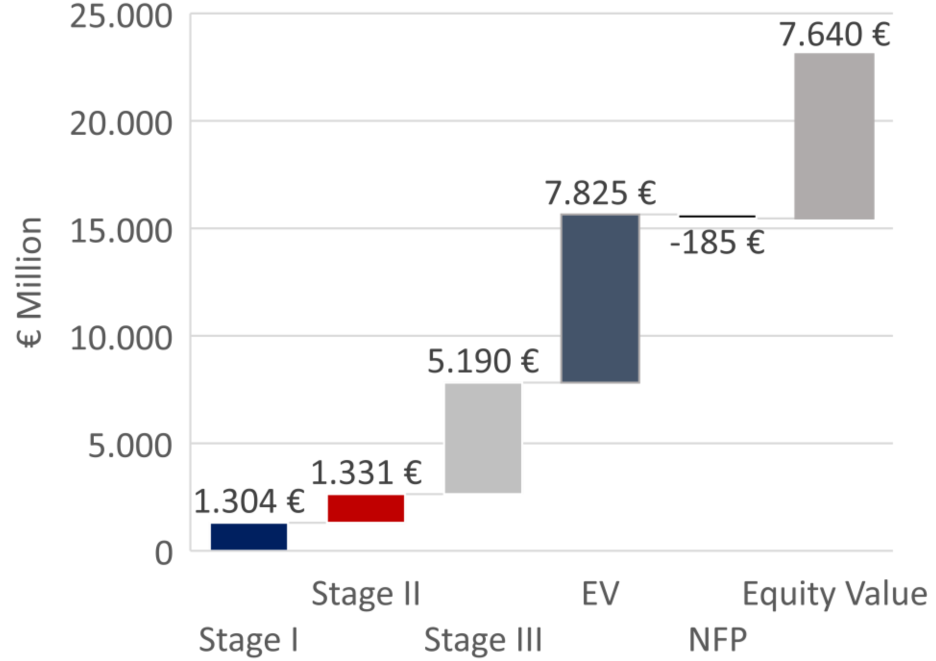
	2017E	2018E	2019E	2020E	2021E	2022E	
Leasing Debt	430	455	481	490	491	494	+2.8% CAGR
Other financial Debt	83	88	72	59	50	42	-12.7% CAGR
New Net Openings	13	13	13	11	11	10	-5.1% CAGR
Capex	6%	6%	6%	4%	4%	4%	-7.8% CAGR
Net Cash Flow	114	147	156	175	201	204	+12.3% CAGR

Valuation

DCF Analysis

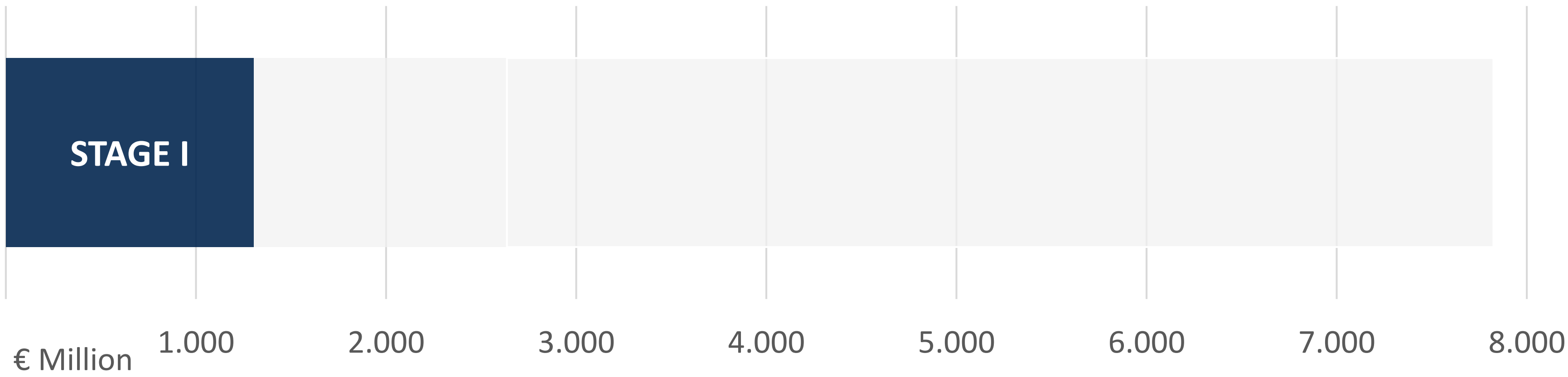
FCFF evolution 2018-2027





BUSINESS DESCRIPTION | INDUSTRY ANALYSIS | FINANCIAL ANALYSIS | **VALUATION** | INVESTMENT RISKS

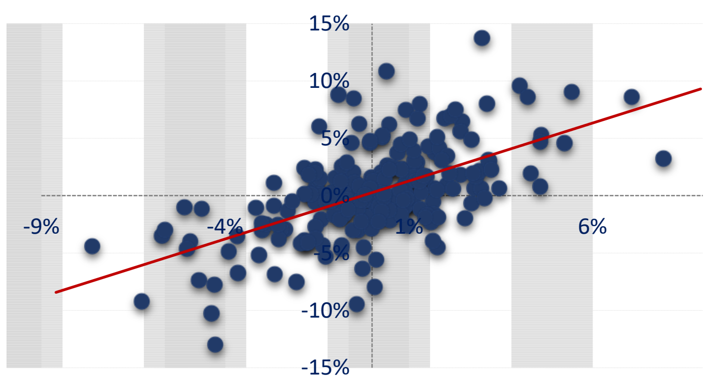
WACC Calculation



D/(E+D) Ratio with Leasing Debts

60.8%

In 2018



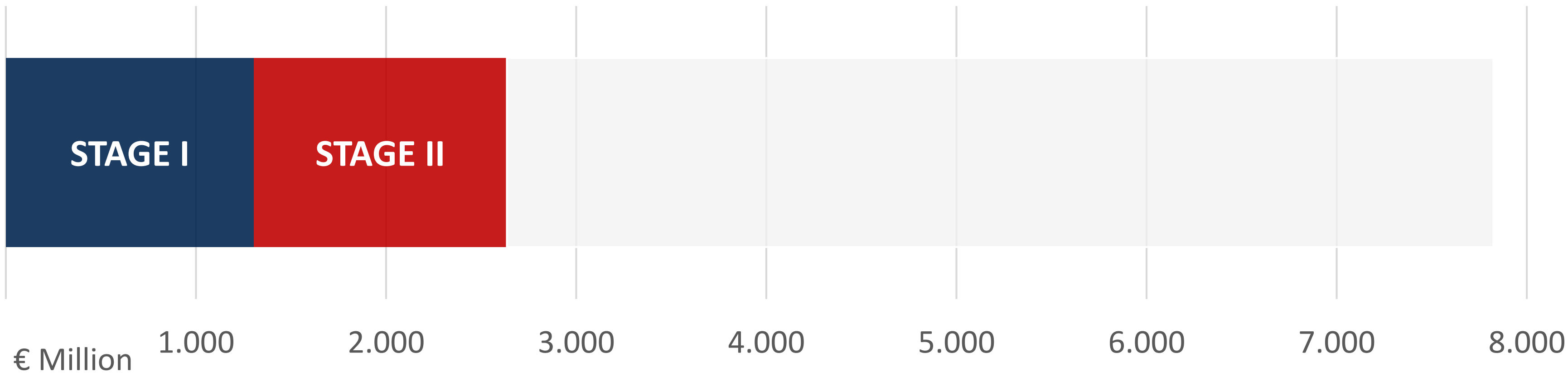
REGRESSION LINE:

Y = 1.01x + 0.0026

BETA LEVERED

1.01

DCF Model - Stage I & Stage II



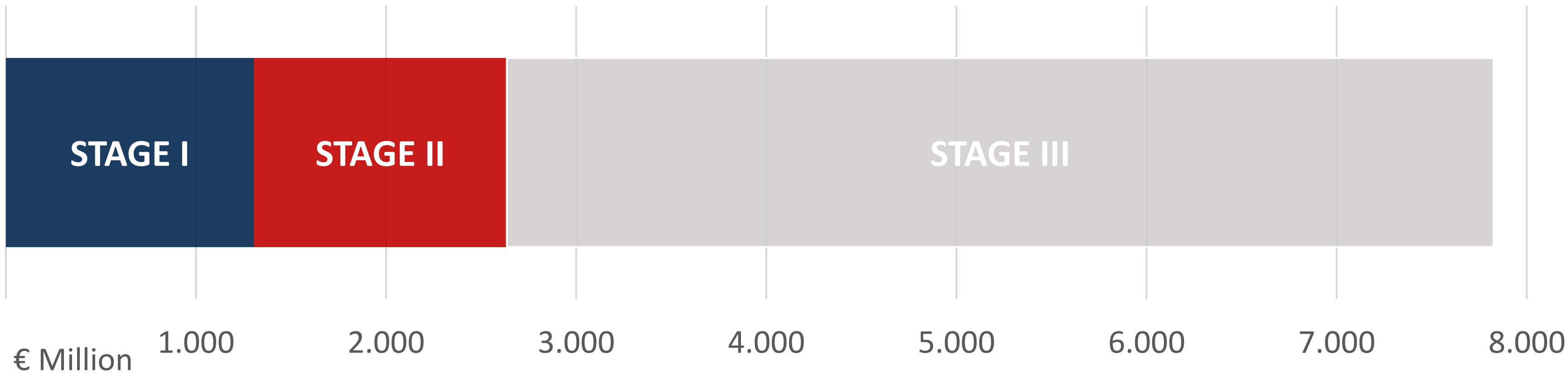
ROLLING WACC FOR EVERY YEAR

7.3%
Average
2018-2022

WACC 2022E

7.6%

DCF Model - Stage III



ROLLING WACC FOR EVERY YEAR

7.3%
Average
2018-2022

WACC 2022E

7.6%

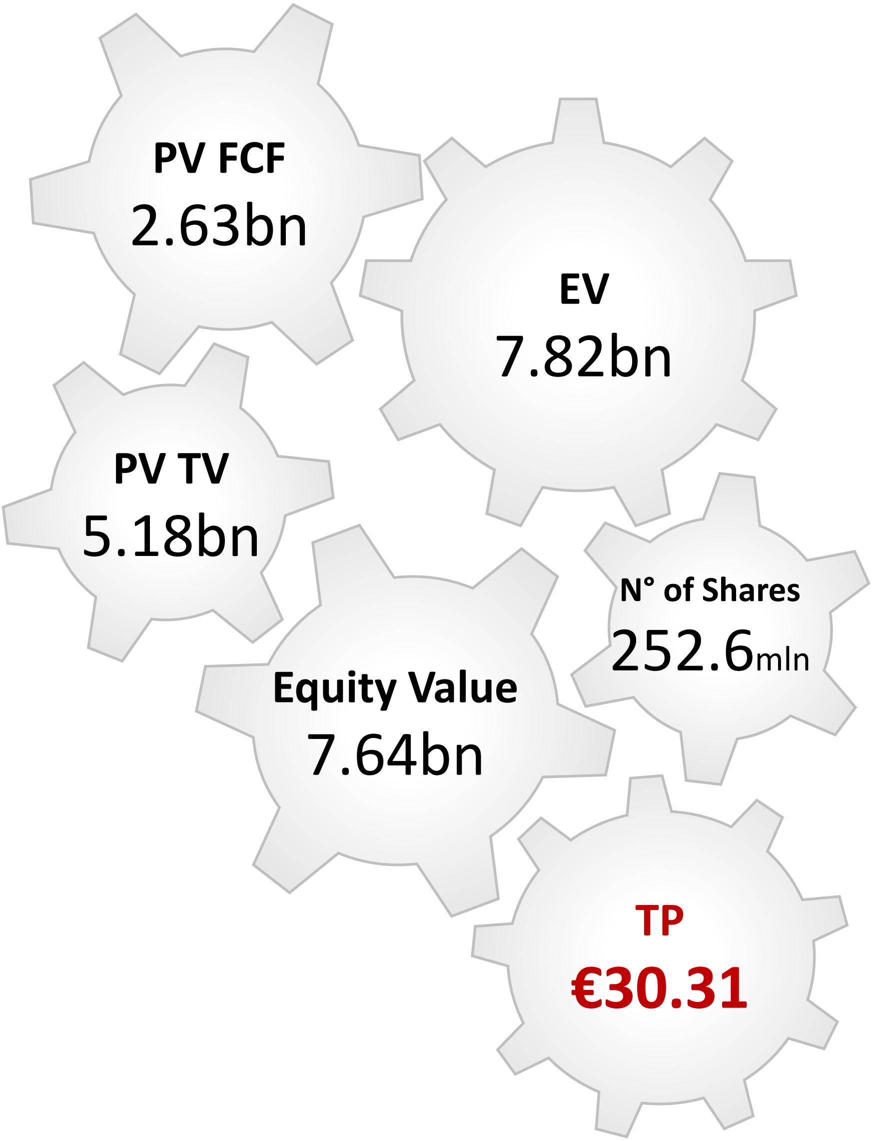
TV WACC

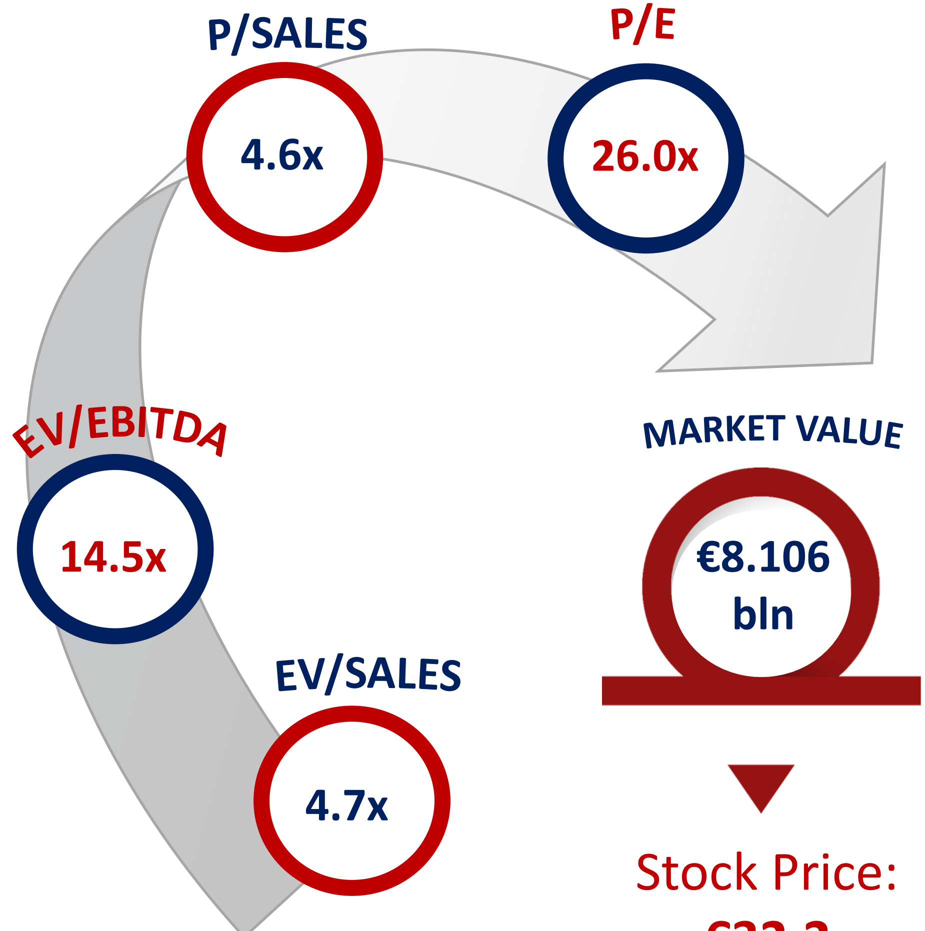
7.6%

TV Growth Rate

3.0%

DCF Valuation VS Relative Valuation





Stock Price:

€32.2

Upside Margin: +25.2%

M&A Scenario

LOW INDEBTEDNESS

60.9%
D/E
(12.7% w/o leasing debt)

POTENTIAL GROWTH

+9.2%
REVENUES
5Y CAGR
(2017-22E)

EV / EBITDA
18.3x

MONCLER®

POTENTIAL ACQUISITION TARGET by

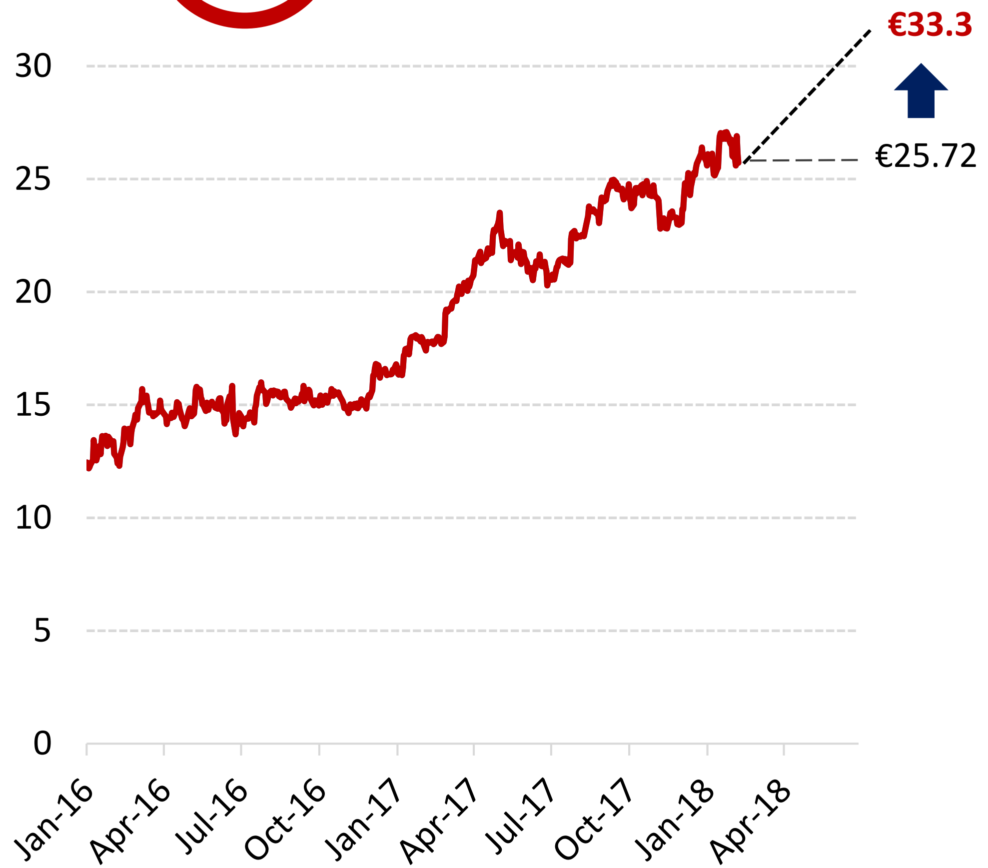
KERING

STOCK VALUE

MARKET VALUE
€8.4 bln

€33.3

UPSIDE MARGIN
+29.5%



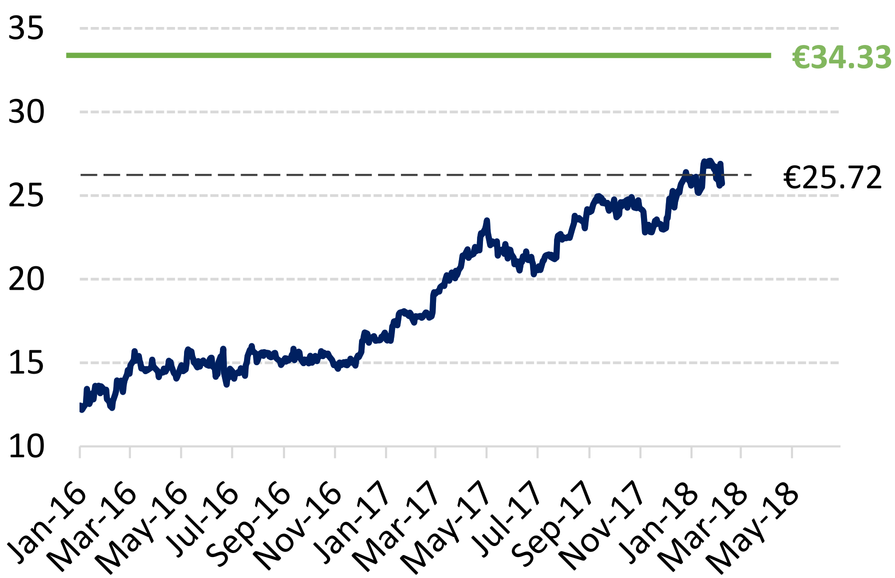
Scenario Analysis

BULL SCENARIO +33.5%

- **Sales density** of DOS **€37k/sqm*** (**+10%** vs base case)
- **Avg size of new DOS 163 sqm*** (**+15%** vs b.c.)

*avg 2018-2022

Revenue Growth low double digit (+11.5% 5Y CAGR, +2.3% vs b.c)
EBIT Margin 32.8% 2018 (+2.3% vs b.c)

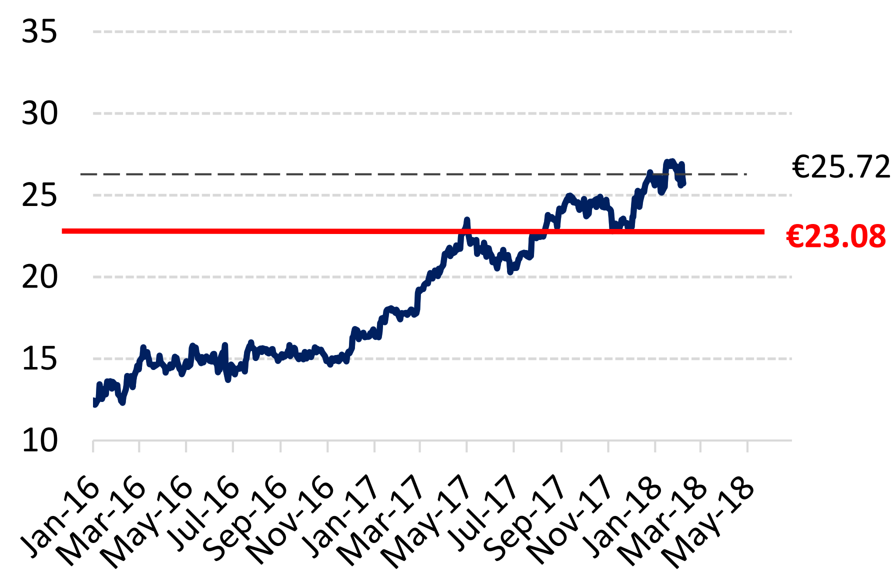


BEAR SCENARIO -10.3%

- **Sales density** of DOS **€27k/sqm*** (**-20%** vs base case)
- **Avg size of new DOS 149 sqm*** (**-20%** vs b.c.)

*avg 2018-2022

Revenue Growth mid single digit (+4.3% 5Y CAGR, -4.9% vs b.c)
EBIT Margin 26.1% 2018 (-4.4% vs b.c)



Investment Risks

Risk Matrix

Solvency risk				
	Risk connected with the distributive network	Seasonality risk Risk related to dependence by key figures	Cost of innovation	Generic competition
Third party producers risk		Regulatory risk Brand and customer loyalty risk Product diversification & Margin sustainability	Risk from evolution of tourist flow	Forex risk
Suppliers risk	Credit risk		Interest rate risk	

IMPACT

LIKELIHOOD

Risk Matrix

Solvency risk				
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IMPACT

LIKELIHOOD

Risk Matrix

IMPACT ↓ / LIKELIHOOD →				
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IMPACT

LIKELIHOOD

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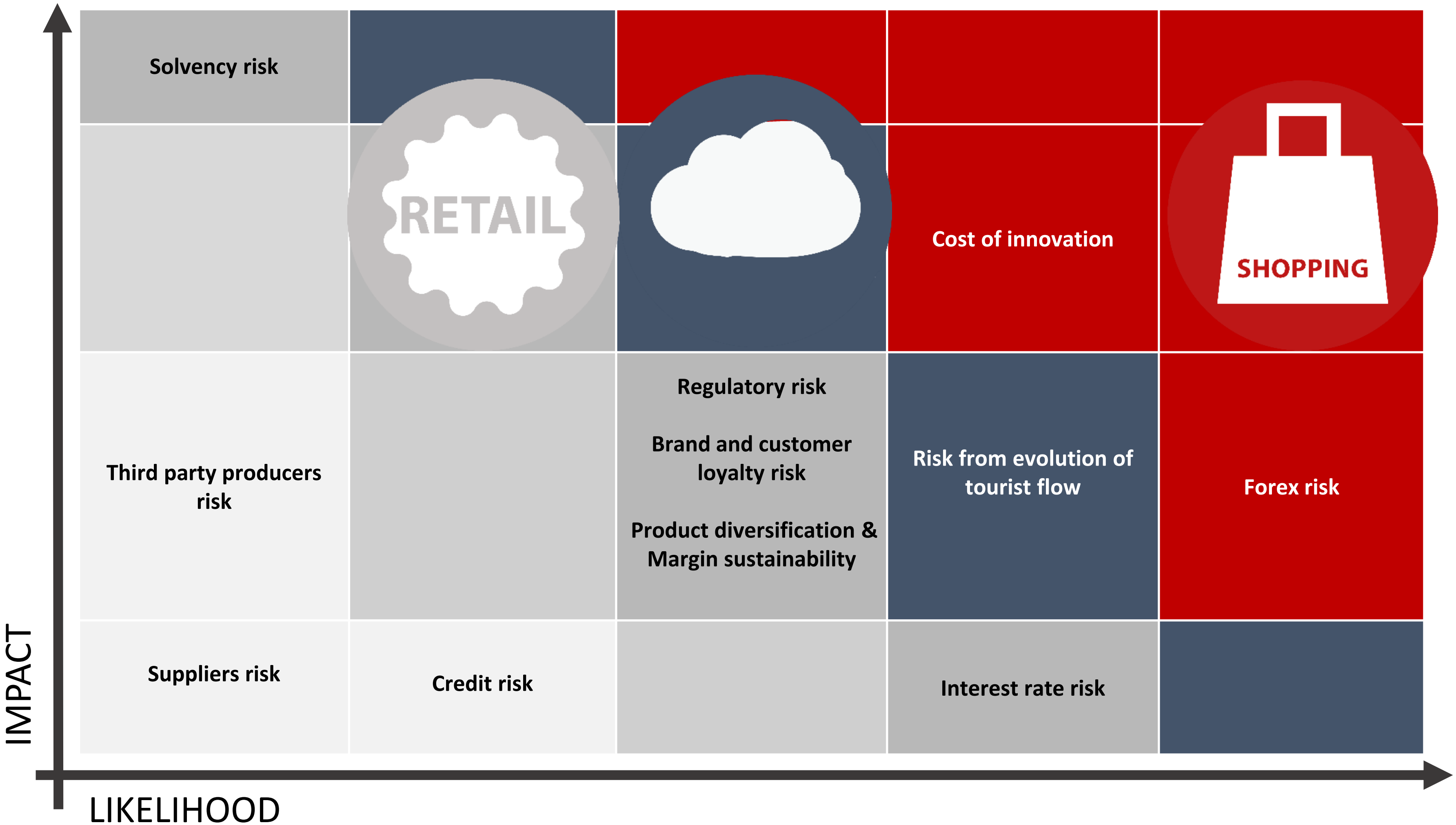
Solvency risk
RETAIL
Cost of innovation
SHOPPING
Regulatory risk
Brand and customer loyalty risk
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Suppliers risk
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Interest rate risk
IMPACT
LIKELIHOOD

Key Investment Drivers

TARGET PRICE: € 30.31

Upside on February 9th, 2018: 17.8%

BUY

Retail network expansion
(260 DOS 2022E, +5% 5Y CAGR)

Internationalization strategy

Unexploited market potential on e-commerce

Potential boost of the company market value due to a hypothetical acquisition by a large conglomerate

MONCLER®

THANK YOU!

MIB Research TEAM

Appendix

Business

1. *Geographical Exposure 2022*
2. *Revenues by Channel 2022*

Industry Analysis

1. *Porter's 5 Forces*
2. *SWOT Analysis*

Financial Analysis

1. *Costs & Margin 2017-2022*
2. *Ebitda Margin 2017-2022*
3. *Leasing Debt*

Valuation

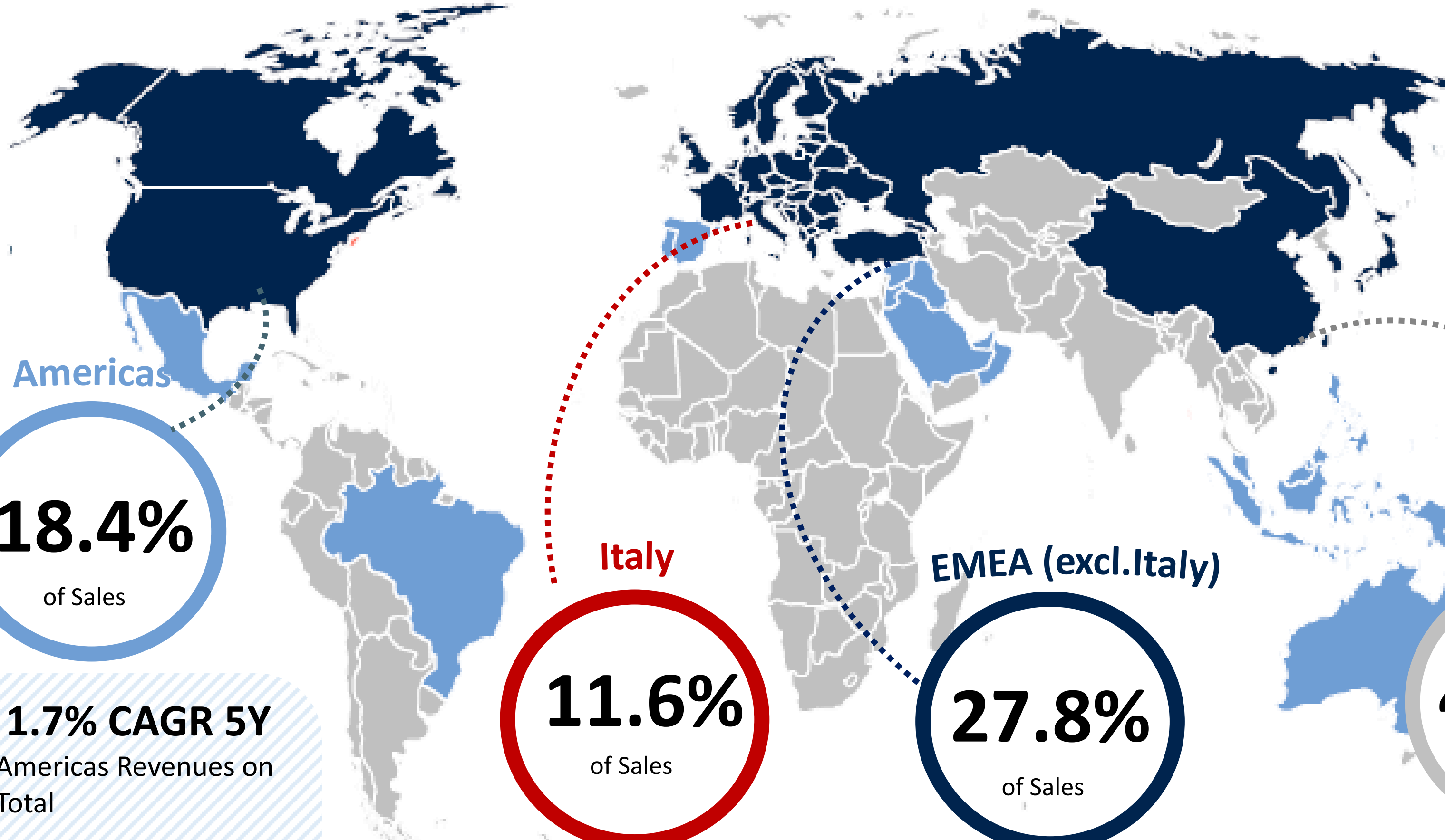
1. *WACC Assumptions*
2. *Luxury Industry Debt's Curve*
3. *Proprietary Luxury Index & Beta Regression*
4. *Relative Analysis*
5. *Sensitivity Analysis*
6. *Kering's Profile*

Tables

1. *Balance Sheet*
2. *Income Statement*
3. *Revenue Analysis*
4. *Costs Analysis*
5. *Cash Flow Statement*
6. *DCF Model*
7. *Ratio Analysis & Multiple Analysis*

Appendix: Business

1. *Geographical Exposure 2022*



Americas

18.4%
of Sales

- **1.7% CAGR 5Y** Americas Revenues on Total
- **43 DOS**
- **28.6%** of total new DOS Openings 5Y

Italy

11.6%
of Sales

- **-3% CAGR 5Y** Italy Revenues on Total
- **22 DOS**
- **4.3%** of total new DOS Openings 5Y

EMEA (excl.Italy)

27.8%
of Sales

- **-1.2% CAGR 5Y** Emea Revenues on Total
- **76 DOS**
- **30%** of total new DOS Openings 5Y

Asia & RoW

42.2%
of Sales

- **+1% CAGR 5Y** Asia Revenues on Total
- **119 DOS**
- **37.1%** of total new DOS Openings 5Y

Consolidated Markets

New/Less developed Markets

2. Revenues by Channel 2022

260 DOS 2022E

RETAIL

81.8%

of Sales

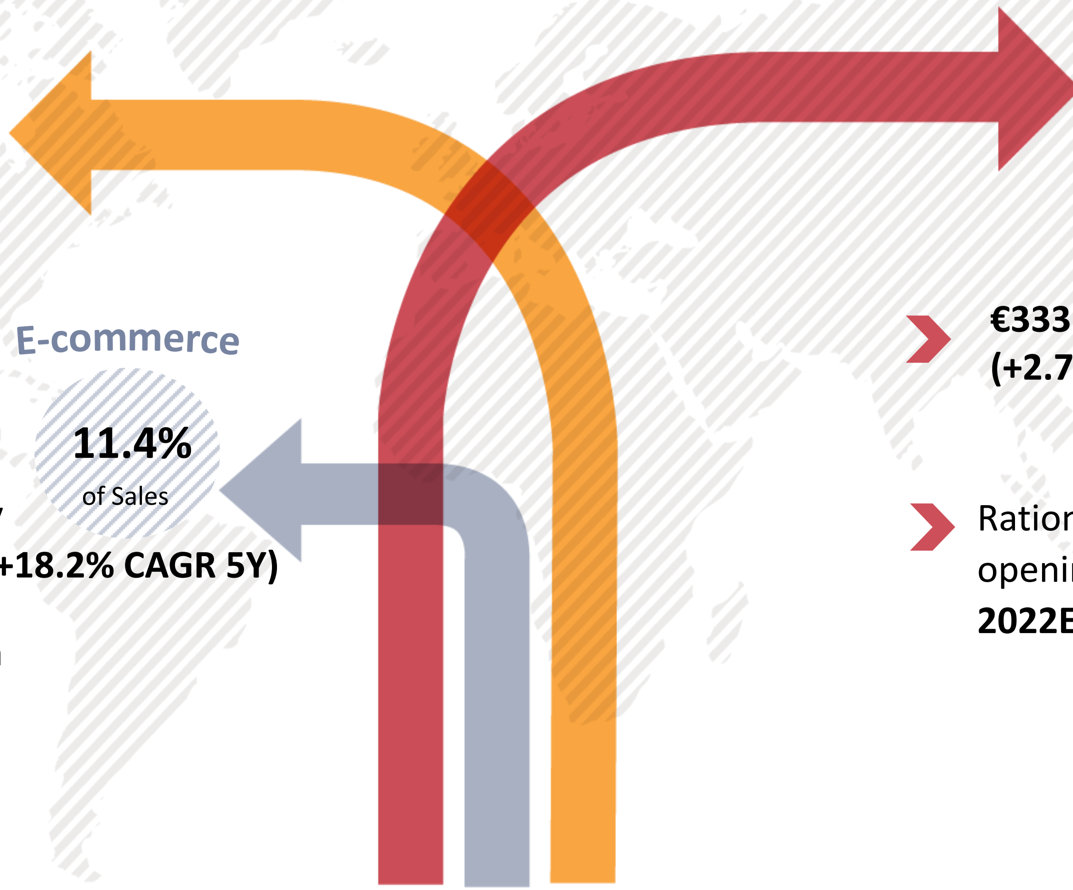
- **€1.5 bn 2022E (+11% 5Y CAGR)**
- Average Sales density of **€35k/sqm**
- Average size **165 sqm 2022E**

E-commerce

11.4%

of Sales

(+18.2% CAGR 5Y)



74 mono-brand *SiS* 2022E

WHOLESALE

18.2%

of Sales

- **€333.9 mln 2022E (+2.7% 5Y CAGR)**
- Rationalization of WHS openings **(3 SiS net openings 2022E)**

Appendix: Industry Analysis

1. *Porter's 5 Forces*

Barriers to entry relatively low but

- **control** over **manufacting and distribution raises barriers to entry** and support **pricing power**

INTERNAL RIVALRY

- Competition strategy based on **high quality, technology, exclusivity** rather than on price;
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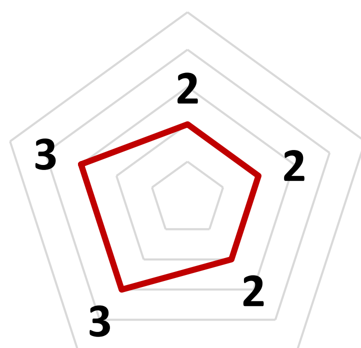
NEW ENTRANTS

POWER OF BUYERS

- Over expenditure on Outerwear
- **Solid pricing power** and **high margins**



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SUBSTITUTES

POWER OF SUPPLIERS

- **Control over supply;**
- **Cost of raw materials fairly stable** in recent years → price fluctuations offset by pricing power

2. SWOT Analysis

Strenghts: 4.3/5	MONC'S Points
Brand Identity	5
Leader positioning in the production of the duvet jacket	5
Product quality, technology and innovation	4
Control over the product offer and its distribution	4
High margins, returns and FCFF generation	4
Internal training of employees	4
Style of leadership	4

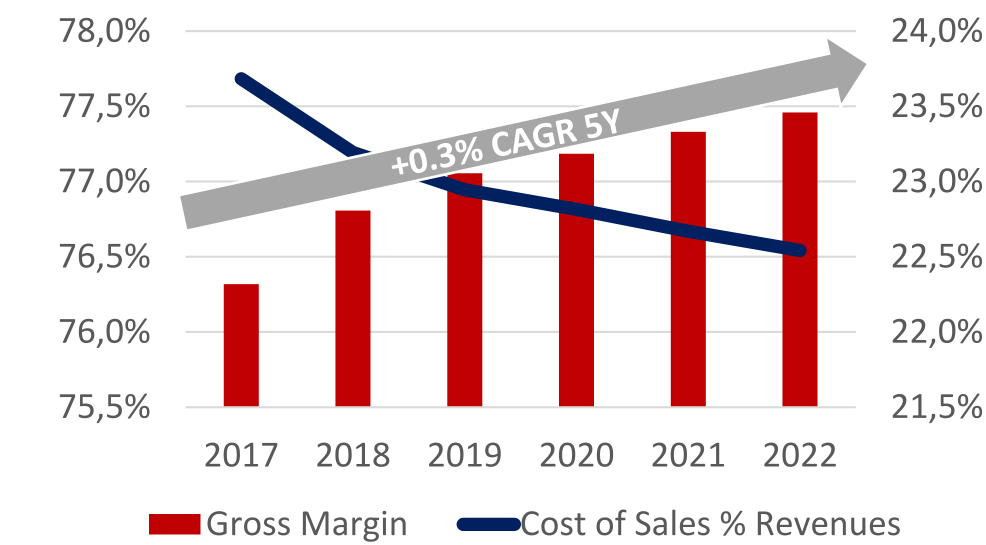
Opportunities: 3.6/5	MONC'S Points
Transversal customer expansion (Millenials- Z Gen)	3
Consolidaton in key regions in both channels	4
Improvement retail and digital channel	4
Strengthen direct production capacity and R&D	4
Focus on complementary product categories to the duvet jacket	4
Reduction of seasonality through the 'long season' line	3

Weaknesses: 3.3/5	MONC'S Points
Concentration of sales on the single main product (duvet jacket)	5
Limited control over manufacturing compared to other brands operating in the same sector	2
High exposure in mature markets such as Italy and Japan	2
Key role of the chairman	4

Threats: 3.3/5	MONC'S Points
Low barriers to entry for the product category at competitive price and quality	4
Seasonality	4
Substitute products	4
Competition and increase in costs to access prestigious positions	2
Fast changing in fashion trends and inventory risk	3
Absence of switching costs for the customers	3

Appendix: Financial Analysis

1. *Costs and Margin 2017-2022*

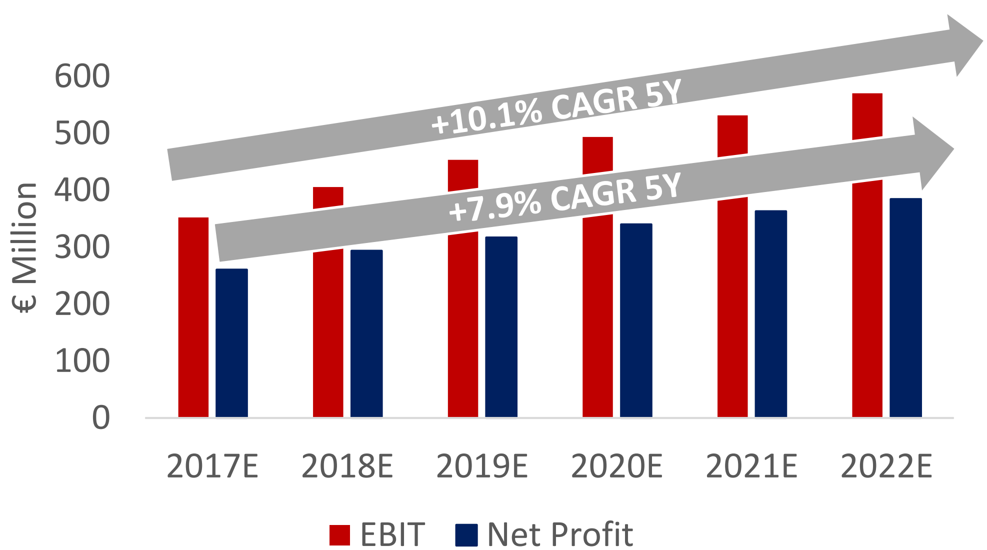


GROSS MARGIN (+1.57%)

FROM **76.3%** **TO** **77.5%**

COST OF SALES % Revenues (-5.06%)

FROM **23.7%** **TO** **22.5%**



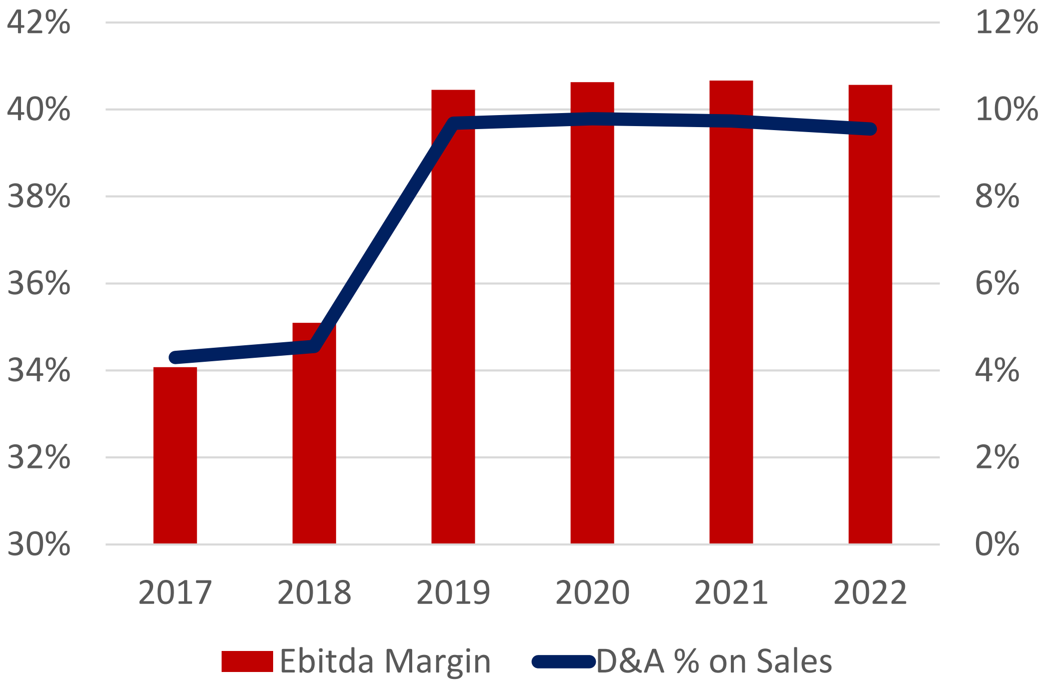
EBIT

FROM **€352.5 mln** **TO** **€570.4 mln**

NET INCOME

FROM **€260.5 mln** **TO** **€384.6 mln**

2. *Ebitda Margin 2017-2022*



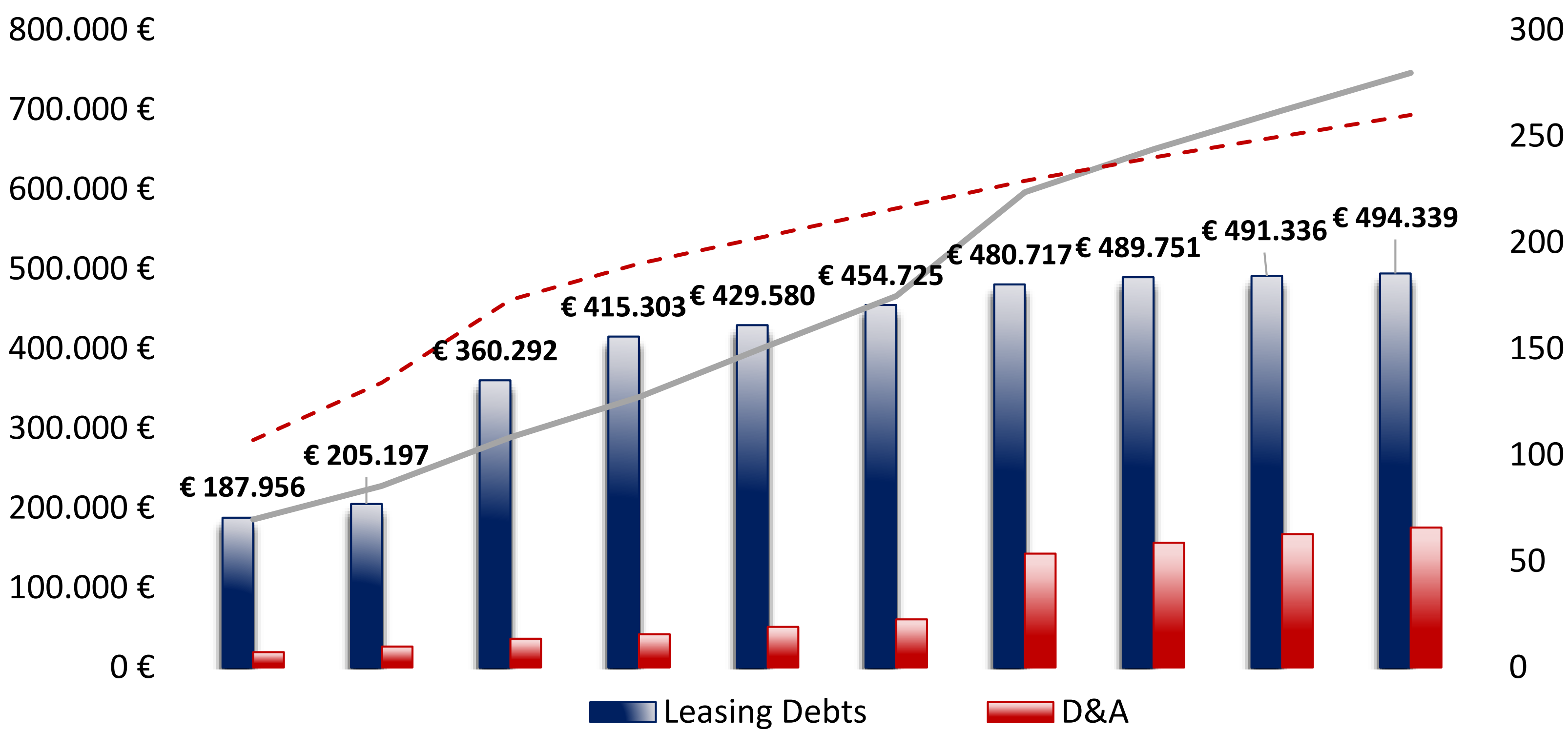
EBITDA MARGIN (+17.9%)

FROM **34.1%** **TO** **40.6%**

D&A on Sales

FROM **4.3%** **TO** **9.6%**

3. Leasing Debt



Appendix: Valuation

1. *WACC Assumptions*

Keeping constant the Cost of Equity at 8.9% and the Cost of Debt at 4.4%

	2018	2019	2020	2021	2022
Tax Rate	28%	29%	30%	31%	32%
D/(D+E)	33.3%	30.1%	26.9%	24.1%	22%
E/(D+E)	66.7%	69.9%	73.1%	75.9%	78%
WACC	6.99%	7.15%	7.33%	7.48%	7.60%

2. Luxury Industry Debt's Curve

	MONCLER	HUGO BOSS	BURBERRY	TOD'S	LVMH	KERING GROUP	SALVAT. FERRAGAMO	BRUNELLO CUCINELLI
ICOF (con EBIT)	58,55	53,50	303,00	21,94	74,58	16,20	54,75	10,90
ICOF (con EBITDA)	66,75	74,18	386,12	28,80	90,97	19,70	67,67	14,30
Rating (Damodaran)	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
	ITALIA	GERMANIA	UK	ITALIA	FRANCIA	FRANCIA	ITALIA	ITALIA

	DIOR	HERMES	PRADA	RALPH LAUREN	CANADA GOOSE	RICHEMONT	MICHEAL KORS	PVH
ICOF (con EBIT)	65,00	812,60	28,80	46,70	7,40	34,50	200,20	7,10
ICOF (con EBITDA)	79,00	908,60	44,00	66,70	8,30	44,10	248,80	9,90
Rating (Damodaran)	AAA	AAA	AAA	AAA	AA	AAA	AAA	AA
	FRANCIA	FRANCIA	ITALIA	UNITED STATES	CANADA	SVIZZERA	ENGLAND	UNITED STATES

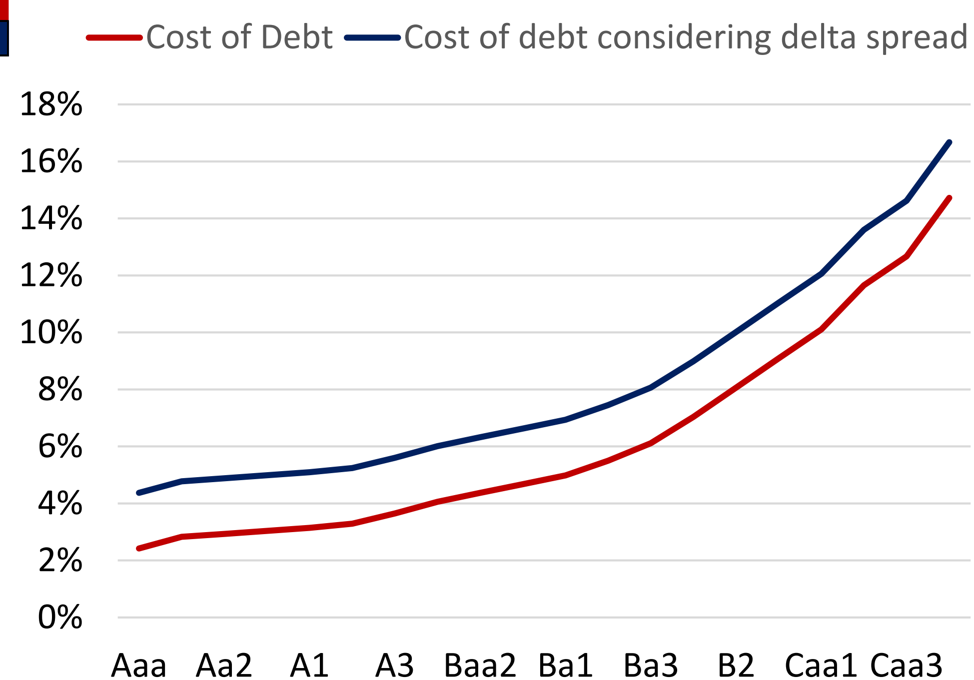
Spread

1.95%

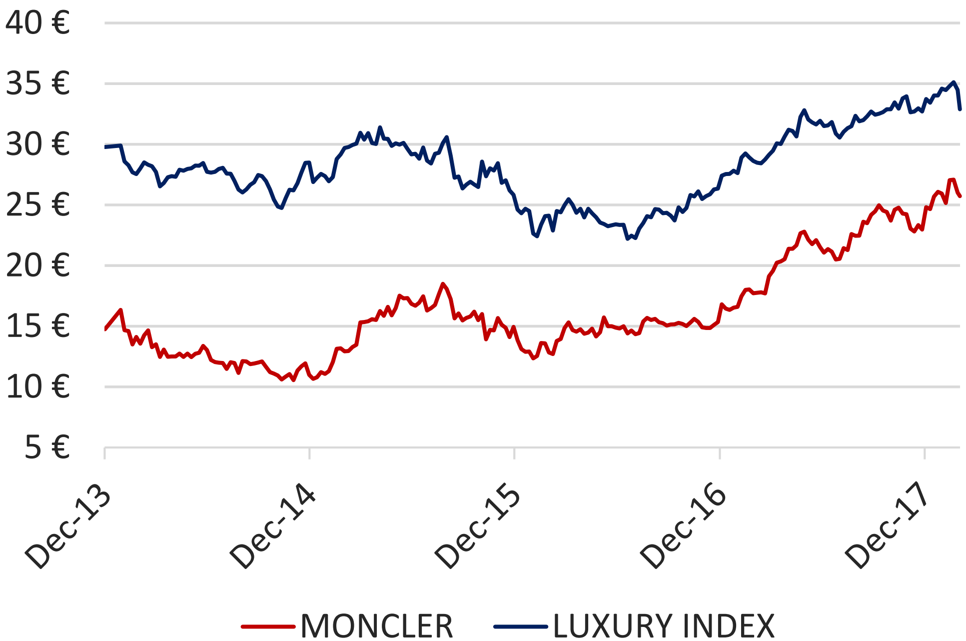
MONC'S Cost of Debt

4.4%

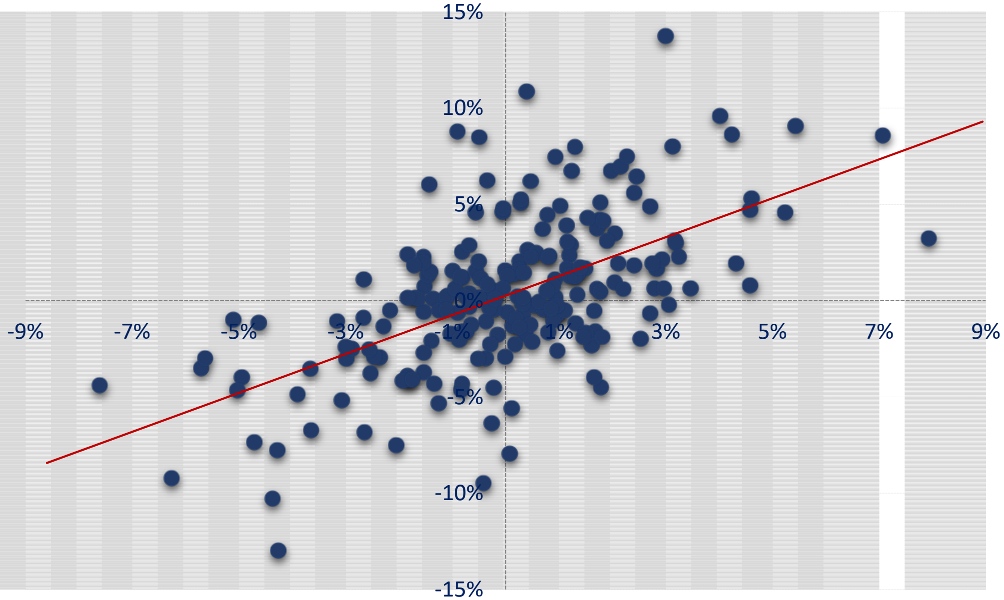
Rating	Risk-free rate	Default Spread BPS (update 1/1/18)	Spread	Cost of Debt	Cost of debt considering delta spread
Aaa	2,42%	0	0,00%	2,42%	**4,37%**
Aa1	2,42%	41	0,41%	2,83%	4,78%
Aa2	2,42%	51	0,51%	2,93%	4,88%
Aa3	2,42%	62	0,62%	3,04%	4,99%
A1	2,42%	72	0,72%	3,14%	5,09%
A2	2,42%	87	0,87%	3,29%	5,24%
A3	2,42%	123	1,23%	3,65%	5,60%
Baa1	2,42%	164	1,64%	4,06%	6,01%
Baa2	2,42%	195	1,95%	**4,37%**	6,32%
Baa3	2,42%	226	2,26%	4,68%	6,63%
Ba1	2,42%	256	2,56%	4,98%	6,93%
Ba2	2,42%	308	3,08%	5,50%	7,45%
Ba3	2,42%	369	3,69%	6,11%	8,06%
B1	2,42%	462	4,62%	7,03%	8,99%
B2	2,42%	564	5,64%	8,06%	10,01%
B3	2,42%	667	6,67%	9,09%	11,04%
Caa1	2,42%	769	7,69%	10,11%	12,06%
Caa2	2,42%	923	9,23%	11,65%	13,60%
Caa3	2,42%	1025	10,25%	12,67%	14,62%
Ca	2,42%	1230	12,30%	14,72%	16,67%



3. Proprietary Luxury Index & Beta Regression



BLOOMBERG TICKER	NAME	1Y PERFORMANCE
BOSS:GR	HUGO BOSS	22,6%
BRBY:LN	BURBERRY GROUP PLC	-7,0%
TOD:IM	TOD'S	-9,8%
MC:FP	LVMH	28,8%
KER:FP	KERING SA	66,9%
SFER:IM	SALVAT. FERRAGAMO	-15,1%
BC:IM	BRUNELLO CUCINELLI	30,0%
CDI:FP	CHRISTIAN DIOR SE	53,9%
RMS:FP	HERMES INTERNATION SCA	7,1%
1913:HK	PRADA SPA	0,3%
RL:US	RALPH LAUREN CORPORATION	33,5%
GOOS:CN	CANADA GOOSE HOLDINGS INC	84,8%
CFR:SW	COMPAGNIE FINANCIERE RICHEMONT SA	13,5%
KORS:US	MICHEAL KORS HOLDING LIMITED	57,9%
PVH:US	PVH CORP	65,3%



INDEX	*REGRESSION LINE*	*BETA*	*CORRELATION*	*R ²*
LUXURY INDEX (median variation)	y = 1,0106x + 0,0026	**1,01**	0,59	**0,344**
LUXURY INDEX (average variation)	y = 0,9692x + 0,0025	**0,97**	0,56	**0,315**
FTSE MIB	y = 0,5528x + 0,0028	**0,55**	0,38	**0,147**
ITALIAN BRANDS	Y = 0,9736X + 0,0029	**0,97**	0,55	**0,300**

4. Relative Analysis

	P/E	P/SALES	EV/EBITDA	EV/SALES
Average Median Value (2013-2016)	21.5x	2.5x	11.0x	2.5x
Average Market Premium (2013-2016)	21.4%	84.9%	30.9%	86.7%
Fair Value	26.0x	4.6x	14.5x	4.7x
MONC's average value (2018-2022)	€339.761	€1.592.177	€631.546	€1.592.177

MONC Average Market Value **€8.106 bln** →

Stock Price:
€32.2
Upside Margin:
+25.2%

5. *Sensitivity Analysis*

DELTA WACC

TERMINAL GROWTH	-2,00%	-1,50%	-1,00%	-0,50%	**0,0%**	0,5%	1,00%	1,50%	2,00%
1,75%	26,40	26,21	26,02	25,83	25,64	25,46	25,28	25,10	24,92
2,00%	27,20	27,00	26,79	26,59	26,39	26,20	26,01	25,82	25,63
2,25%	28,09	27,86	27,65	27,43	27,22	27,01	26,80	26,60	26,40
2,50%	29,06	28,82	28,58	28,35	28,12	27,89	27,67	27,45	27,24
2,75%	30,13	29,87	29,62	29,36	29,12	28,87	28,63	28,40	28,16
3,02%	31,42	31,13	30,85	30,58	**30,31**	30,04	29,78	29,52	29,26
3,25%	32,67	32,36	32,05	31,75	31,45	31,16	30,88	30,60	30,32
3,50%	34,17	33,83	33,49	33,16	32,83	32,52	32,20	31,89	31,59
3,75%	35,89	35,50	35,13	34,76	34,40	34,04	33,69	33,35	33,02
4,00%	37,85	37,42	36,99	36,58	36,18	35,78	35,39	35,01	34,64
4,25%	40,12	39,62	39,15	38,68	38,22	37,77	37,34	36,91	36,49

TV WACC

BETA	7,00%	7,15%	7,30%	7,45%	**7,6%**	7,8%	7,90%	8,05%	8,20%
0,71	37,80	36,77	35,82	34,93	34,12	33,32	32,59	31,90	31,25
0,77	36,90	35,90	34,97	34,10	33,32	32,54	31,83	31,16	30,53
0,83	36,02	35,05	34,14	33,30	32,54	31,78	31,08	30,43	29,82
0,89	35,17	34,22	33,34	32,52	31,77	31,04	30,36	29,73	29,13
0,95	34,34	33,42	32,56	31,76	31,04	30,32	29,66	29,04	28,46
1,01	33,52	32,63	31,79	31,02	**30,31**	29,61	28,97	28,37	27,81
1,06	32,87	32,00	31,18	30,42	29,73	29,05	28,42	27,84	27,29
1,11	32,23	31,38	30,58	29,84	29,16	28,49	27,88	27,31	26,77
1,15	31,73	30,89	30,11	29,38	28,72	28,06	27,46	26,90	26,36
1,21	31,00	30,18	29,42	28,71	28,06	27,42	26,84	26,29	25,77
1,27	30,28	29,49	28,74	28,05	27,42	26,80	26,23	25,70	25,19

UPSIDE MARGIN 10% HIGHER THAN STOCK PRICE AT OUR INITIATION OF COVERAGE DATE IN:

67%

AND

79%

OF SIMULATED CASES

IS SUPPORTED OUR ***BUY RECOMMENDATION***

6. *Kering's Profile*

BUYER	TARGET	TARGET EV/EBITDA	EV/EBITDA AFTER ACQUISITION	PREMIUM
KERING SA	Volcom Inc.	10.29x	15.8x	53,5%
KERING SA	Puma AG	19.78x	13.8x	-30,2%
KERING SA	Gucci		15.4x	
LVMH	Pepe Jeans London		20.7x	
LVMH	Bulgari	19.8x	34.3x	73,2%
LVMH	Glenmorangie	11x	24.8x	125,5%
	Median Value	**15,4x**	**18.25x**	**63,4%**

Free Cash Flow 2017
€2.02 bln

Financial Debts
€5.1 bln

Total Equity 2017
€12 bln

D/E Ratio
42.5%

Cash & Short Investments 2017
€2.2 bln

Last Acquisition
2013 (Pomellato)

Appendix: Tables

1. *Balance Sheet*

Amounts in milion euros	2013A	2014A	2015A	2016A	2017E	2018E	2019E	2020E	2021E	2022E
Non-Current Assets										
Property, plant and equipment - net	58,2	77,3	102,2	123,9	140,3	154,5	642,5	649,7	639,6	621,2
Brands and other intangible assets - net	252,7	258,8	268,0	266,9	271,8	276,9	280,7	282,8	282,8	280,7
Deferred tax assets	25,1	46,0	66,0	74,7	84,5	95,7	108,3	122,7	138,9	157,2
Goodwill	155,6	155,6	155,6	155,6	155,6	155,6	155,6	155,6	155,6	155,6
Other Non-Current Assets	11,7	17,3	22,7	24,7	26,4	28,1	29,8	31,2	32,5	33,8
Other leases Assets	188,0	205,2	360,3	415,3	429,6	454,7	0,0	0,0	0,0	0,0
Total Non-Current Assets	**503,4**	**554,8**	**614,5**	**645,8**	**678,6**	**710,7**	**1.216,8**	**1.241,9**	**1.249,4**	**1.248,5**
Total Non-Current Assets (Leasing Debt)	**691,3**	**760,0**	**974,8**	**1.061,1**	**1.108,2**	**1.165,5**	**1.216,8**	**1.241,9**	**1.249,4**	**1.248,5**
Current assets										
Inventories and work in progress	77,2	122,8	134,1	135,8	165,5	181,8	195,7	214,1	227,9	241,8
Trade account receivable	76,5	86,6	89,8	104,9	113,6	119,4	123,9	129,5	133,1	136,8
Income taxes	21,4	5,9	4,2	5,6	9,3	6,2	6,3	6,8	7,2	6,6
Other Current Assets	41,9	33,5	21,0	13,4	12,7	12,1	11,5	10,9	10,3	9,8
Cash and Cash Equivalent	105,3	123,4	148,6	243,4	0,5	0,9	1,3	1,7	2,2	2,8
Financial Current Assets	0,0	0,0	0,0	3,0	3,2	3,3	3,5	3,7	3,9	4,0
Total Current Assets	**322,3**	**372,3**	**397,6**	**506,0**	**304,7**	**323,7**	**342,1**	**366,7**	**384,6**	**401,9**
TOTAL ASSETS	**825,6**	**927,1**	**1.012,1**	**1.151,8**	**983,4**	**1.034,4**	**1.558,9**	**1.608,6**	**1.634,0**	**1.650,4**
TOTAL ASSETS (Leasing Debt)	**1.013,6**	**1.132,3**	**1.372,4**	**1.567,1**	**1.412,9**	**1.489,2**	**1.558,9**	**1.608,6**	**1.634,0**	**1.650,4**
Equity										
Share capital	50,0	50,0	50,0	50,0	50,5	51,1	51,4	51,9	52,2	52,3
Share premium reserve	107,0	107,0	108,3	109,2	133,2	160,5	177,4	203,4	218,1	231,6
Other reserves	74,4	132,1	220,0	348,2	524,3	764,7	1.036,4	1.331,6	1.649,9	1.991,0
Net result, Group share	76,1	130,3	167,9	196,0	260,7	293,7	317,2	340,3	363,1	384,6
Equity, Group share	**307,5**	**419,5**	**546,2**	**703,5**	**968,7**	**1.270,0**	**1.582,5**	**1.927,2**	**2.283,3**	**2.659,5**
Non controlling interests	3,1	1,1	0,6	119,0	0,0	0,0	0,0	0,0	0,0	0,0
TOTAL EQUITY	**310,6**	**420,6**	**546,8**	**822,5**	**968,7**	**1.270,0**	**1.582,5**	**1.927,2**	**2.283,3**	**2.659,5**
Non-Current Liabilities										
Long-term borrowings (Leasing Debt)	162,4	164,8	307,9	341,2	360,8	382,0	403,8	411,4	412,7	415,2
Long-term borrowings	160,1	154,2	127,0	75,8	53,9	35,2	427,8	427,4	423,5	422,5
Provisions non-current	3,2	3,1	5,7	11,9	7,5	7,5	7,5	7,5	7,5	7,5
Pension funds and agents leaving indemnities	6,5	5,1	4,6	5,3	6,0	6,9	7,8	8,9	10,2	11,7
Deferred tax liabilities	72,6	74,4	68,8	71,0	73,2	75,6	78,0	80,5	83,1	85,7
Other Non-Current Liabilities	1,9	3,5	6,2	12,0	12,9	13,7	14,5	15,2	15,8	16,5
Total Non-Current Liabilities (Leasing Debt)	**406,5**	**405,2**	**520,2**	**517,2**	**514,3**	**520,8**	**535,6**	**539,5**	**540,1**	**543,9**
Total Non-Current Liabilities	**244,1**	**240,4**	**212,3**	**176,0**	**153,4**	**138,8**	**535,6**	**539,5**	**540,1**	**543,9**
Current liabilities										
Short-term borrowings (Leasing Debt)	25,6	40,4	52,4	74,1	68,7	72,8	76,9	78,4	78,6	79,1
Short-term borrowings	116,2	80,3	71,2	64,8	59,2	53,1	124,9	121,5	117,4	114,0
Trade accounts payables	107,1	112,3	113,0	132,6	157,2	170,2	189,3	203,0	217,3	230,8
Income taxes	13,9	43,6	36,6	24,6	29,7	33,6	31,1	29,7	31,0	31,4
Other Current Liabilities	33,6	30,0	32,2	50,3	53,8	54,1	57,6	60,4	63,1	65,8
Total Current Liabilities	**296,5**	**306,5**	**305,4**	**346,4**	**368,6**	**383,8**	**402,8**	**414,7**	**428,9**	**442,0**
Total Current Liabilities	**270,9**	**266,2**	**253,0**	**272,3**	**299,8**	**311,0**	**402,8**	**414,7**	**428,9**	**442,0**
TOTAL LIABILITIES AND EQUITY	**825,6**	**927,1**	**1.012,1**	**1.270,7**	**1.422,0**	**1.719,8**	**2.520,9**	**2.881,4**	**3.252,4**	**3.645,3**
TOTAL LIABILITIES AND EQUITY (Leasing Debt)	**1.013,6**	**1.132,3**	**1.372,4**	**1.686,0**	**1.851,6**	**2.174,5**	**2.520,9**	**2.881,4**	**3.252,4**	**3.645,3**

2. Income Statement

Amounts in million euros	2013	2014	2015	2016	2017E	2018E	2019E	2020E	2021E	2022E
Revenues	580,6	694,2	880,4	1040,3	1183,7	1328,1	1474,5	1600,5	1718,7	1839,1
Cost of sales	-166,5	-192,5	-225,5	-252,3	-280,3	-308,0	-338,3	-365,2	-389,6	-414,6
Cost of Sales (Leasing Debt)	-182,8	-218,1	-265,9	-304,7	-354,4	-376,7	-411,1	-442,1	-468,0	-493,2
Gross profit	**414,1**	**501,7**	**654,9**	**788,0**	**903,4**	**1020,0**	**1136,1**	**1235,4**	**1329,1**	**1424,5**
Gross profit (Leasing Debt)	397,8	476,1	614,5	735,6	829,3	951,3	1063,4	1158,5	1250,7	1345,9
Selling expenses	-147,6	-183,0	-253,4	-312,4	-351,6	-391,8	-433,5	-467,4	-500,2	-533,3
Selling expenses (Leasing Debt)	-129,4	-153,6	-209,0	-252,8	-269,2	-314,5	-351,6	-380,8	-412,0	-444,9
Advertising and promotion expenses	-36,0	-46,1	-79,5	-94,1	-106,5	-119,5	-132,7	-144,0	-154,7	-165,5
General and administrative expenses	-57,9	-66,0	-57,8	-68,1	-80,5	-91,6	-106,2	-115,2	-125,5	-137,9
Non-recurring expenses	-6,1	-5,0	-11,4	-15,7	-12,3	-11,5	-10,1	-15,1	-17,2	-17,4
Operating Result (EBIT)	**166,4**	**201,6**	**252,7**	**297,7**	**352,5**	**405,6**	**453,6**	**493,6**	**531,6**	**570,4**
Adjusted EBIT	**172,5**	**206,6**	**264,1**	**313,4**	**364,8**	**417,1**	**463,8**	**508,7**	**548,8**	**587,7**
Operating result (EBIT) (leasing debt)	168,4	205,3	256,8	304,9	360,8	414,2	462,7	503,2	541,4	580,2
Depreciation, amortization and impairment	19,2	26,3	36,0	41,7	50,9	60,4	142,8	156,6	167,3	175,7
Depreciaton (Leasing Debt)	35,5	51,9	76,4	94,1	125,0	129,2	142,8	156,6	167,3	175,7
EBITDA	**185,6**	**227,8**	**288,7**	**339,4**	**403,4**	**466,1**	**596,4**	**650,2**	**698,9**	**746,1**
Adj EBITDA	**191,7**	**232,9**	**300,1**	**355,1**	**415,7**	**477,5**	**606,6**	**665,4**	**716,1**	**763,4**
EBITDA (Leasing Debt)	203,8	257,2	333,1	399,0	485,8	543,4	605,5	659,9	708,7	755,9
Financial income	0,6	6,1	4,3	0,5	4,5	5,9	5,0	4,9	6,3	6,7
Financial expenses	-21,8	-12,2	-6,0	-5,1	-4,9	-3,6	-11,9	-12,4	-11,7	-11,5
Financial expenses (Leasing debt)	-23,8	-15,9	-10,1	-12,3	-13,2	-12,2	-11,9	-12,4	-11,7	-11,5
Earning Before Taxes	**145,2**	**195,5**	**251,0**	**293,1**	**352,1**	**407,9**	**446,8**	**486,1**	**526,2**	**565,6**
Adjusted Earning Before Taxes	**151,4**	**200,5**	**262,4**	**308,8**	**364,4**	**419,4**	**456,9**	**501,2**	**543,4**	**582,9**
Income taxes	-50,8	-65,4	-83,1	-96,8	-91,5	-114,2	-129,6	-145,8	-163,1	-181,0
Implied Tax Rate %	35%	33%	33%	33%	26%	28%	29%	30%	31%	32%
Net Income	**94,4**	**130,1**	**167,9**	**196,3**	**260,5**	**293,7**	**317,2**	**340,3**	**363,1**	**384,6**
Net profit/(loss)- minority interests	-2,3	0,2	0,0	-0,3	0,2	0,0	0,0	0,0	0,0	0,0
Adjustments	-1,7	-1,4	-3,1	-4,3	-3,4	-3,2	-2,8	-4,2	-4,7	-4,8
Adjusted Net Income	**96,6**	**134,0**	**176,1**	**207,4**	**269,7**	**302,0**	**324,5**	**351,3**	**375,5**	**397,2**
Net result from discontinued operations	-16,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Net Result, Group Share	**78,4**	**130,1**	**167,9**	**196,3**	**260,5**	**293,7**	**317,2**	**340,3**	**363,1**	**384,6**
Net Profit/(Loss), Group	**76,1**	**130,3**	**167,9**	**196,0**	**260,7**	**293,7**	**317,2**	**340,3**	**363,1**	**384,6**

3. Revenue Analysis

Store Network and Distribution Channel	2014	2015	2016	2017E	2018E	2019E	2020E	2021E	2022E
Retail Revenues	**430.683 €**	**619.680 €**	**764.173,22 €**	**892.205,07 €**	**1.025.171,63 €**	**1.164.266,91 €**	**1.278.708,05 €**	**1.390.972,28 €**	**1.505.233,06 €**
% Change reported	29,1%	43,9%	23,3%	16,8%	14,9%	13,6%	9,8%	8,8%	8,2%
Constant currency revenues	436.954 €	572.808 €	762.206 €	892.205 €	1.025.172 €	1.164.267 €	1.278.708 €	1.390.972 €	1.505.233 €
% Change - constant currency	31,0%	33,0%	23,0%	16,8%	14,9%	13,6%	9,8%	8,8%	8,2%
% of digital to Total Group Revenue			7,0%	7,7%	8,2%	8,9%	9,7%	10,6%	11,4%
Total Online Revenue			72.822 €	91.027 €	109.233 €	131.079 €	154.673 €	182.515 €	209.892 €
% digital online grow th				25%	20%	20%	18%	18%	15%
Directly Operated Stores (DOS)	**134**	**173**	**190**	**203**	**216**	**229**	**240**	**250**	**260**
Italy	19	19	19	20	21	22	22	22	22
EMEA (excl. Italy)	51	53	55	61	64	67	70	73	76
Asia and RoW	50	82	93	96	101	106	111	115	119
Americas	14	19	23	26	30	34	37	40	43
Net Openings (yoy)	**27**	**39**	**17**	**13**	**13**	**13**	**11**	**10**	**10**
Italy	2	0	0	1	1	1	0	0	0
EMEA (excl. Italy)	7	2	2	6	3	3	3	3	3
Asia and RoW	12	32	11	3	5	5	5	4	4
Americas	6	5	4	3	4	4	3	3	3
Total Group Number of DOS	**134**	**173**	**190**	**203**	**216**	**229**	**240**	**250**	**260**
Average store size of new DOS (sqm)	135	147	250	280	280	280	250	250	250
Average store size of total DOS (sqm)	107	116	128	138	146	154	158	162	165
% Growth	7,0%	8,4%	10,3%	7,6%	6,2%	5,2%	2,9%	2,3%	2,1%
Total selling surface (sqm)	14.338	20.068	24.320	27.960	31.600	35.240	37.990	40.490	42.990
% Growth	34,0%	40,0%	21,2%	15,0%	13,0%	11,5%	7,8%	6,6%	6,2%
Average sales per sqm	30,0 €	30,9 €	31,4 €	31,9 €	32,4 €	33,0 €	33,7 €	34,4 €	35,0 €
% Growth	-3,7%	2,8%	1,8%	1,6%	1,7%	1,8%	1,9%	2,1%	1,9%
Average Sales per DOS	3.214 €	3.582 €	4.022 €	4.395 €	4.746 €	5.084 €	5.328 €	5.564 €	5.789 €
% Growth	3,1%	11,4%	12,3%	9,3%	8,0%	7,1%	4,8%	4,4%	4,1%
Wholesale Revenues	**263.506 €**	**260.713 €**	**276.137,78 €**	**291.535,14 €**	**302.880,04 €**	**310.186,54 €**	**321.833,95 €**	**327.766,55 €**	**333.864,41 €**
% Change reported	6,7%	-1,1%	5,9%	5,6%	3,9%	2,4%	3,8%	1,8%	1,9%
Constant currency revenues	264.316 €	250.331 €	275.443 €	291.535 €	302.880 €	310.187 €	321.834 €	327.767 €	333.864 €
% Change - constant currency	7,0%	-5,0%	5,6%	5,6%	3,9%	2,4%	3,8%	1,8%	1,9%
% Change - forex	-0,3%	3,9%	0,3%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Shop-in-Shops (Wholesale mono-brand) net openings	**10**	**(4)**	**8**	**10**	**6**	**4**	**6**	**3**	**3**
Shop-in-Shops (Wholesale mono-brand)	**38**	**34**	**42**	**52**	**58**	**62**	**68**	**71**	**74**
Total Group mono-brand stores	**172**	**207**	**232**	**255**	**274**	**291**	**308**	**321**	**334**
Total Group Revenue	**694.189 €**	**880.393 €**	**1.040.311,00 €**	**1.183.740,21 €**	**1.328.051,67 €**	**1.474.453,45 €**	**1.600.542,00 €**	**1.718.738,83 €**	**1.839.097,47 €**

4. Costs Analysis

	2016	2017E	2018E	2019E	2020E	2021E	2022E
Total Retail Revenue	**764.173,00 €**	**892.205,07 €**	**1.025.171,63 €**	**1.164.266,91 €**	**1.278.708,05 €**	**1.390.972,28 €**	**1.505.233,06 €**
Italy							
Retail Revenue	85.410,45 €	98.777,57 €	112.179,60 €	126.009,31 €	132.170,11 €	138.110,82 €	143.716,66 €
% of total Retail Revenue	11,18%	11,07%	10,94%	10,82%	10,34%	9,93%	9,55%
Total Retail Cost of goods in Italy	-17.397,29 €	-19.755,51 €	-22.435,92 €	-25.201,86 €	-26.434,02 €	-27.622,16 €	-28.743,33 €
Number of DOS	19	20	21	22	22	22	22
Average costs per DOS	-915,65 €	-987,78 €	-1.068,38 €	-1.145,54 €	-1.201,55 €	-1.255,55 €	-1.306,52 €
EMEA (excl. Italy)							
Retail Revenue	181.854,73 €	221.364,02 €	251.205,70 €	281.978,21 €	308.751,91 €	336.168,40 €	363.917,25 €
% of total Retail Revenue	23,8%	29,0%	32,9%	36,9%	40,4%	44,0%	47,6%
Total Retail Cost of goods in EMEA	-37.042,06 €	-44.272,80 €	-50.241,14 €	-56.395,64 €	-61.750,38 €	-67.233,68 €	-72.783,45 €
Number of DOS	55	61	64	67	70	73	76
Average costs per DOS	-673,49 €	-725,78 €	-785,02 €	-841,73 €	-882,15 €	-921,01 €	-957,68 €
Asia and RoW							
Retail Revenue	418.524,00 €	474.849,67 €	540.327,47 €	608.011,94 €	667.239,46 €	721.832,06 €	776.762,92 €
% of total Retail Revenue	54,8%	62,1%	70,7%	79,6%	87,3%	94,5%	101,6%
Total Retail Cost of goods in Asia	-85.249,32 €	-94.969,93 €	-108.065,49 €	-121.602,39 €	-133.447,89 €	-144.366,41 €	-155.352,58 €
Number of DOS	93	96	101	106	111	115	119
Average costs per DOS	-916,66 €	-989,27 €	-1.069,96 €	-1.147,19 €	-1.202,23 €	-1.255,36 €	-1.305,48 €
Americas							
Retail Revenue	78.384,04 €	97.213,81 €	121.458,86 €	148.267,45 €	170.546,57 €	194.861,01 €	220.836,23 €
% of total Retail Revenue	10,3%	12,7%	15,9%	19,4%	22,3%	25,5%	28,9%
Total Retail Cost of goods in Americas	-15.966,08 €	-19.442,76 €	-24.291,77 €	-29.653,49 €	-34.109,31 €	-38.972,20 €	-44.167,25 €
Number of DOS	23	26	30	34	37	40	43
Average costs per DOS	-694,18 €	-747,80 €	-809,73 €	-872,16 €	-921,87 €	-974,31 €	-1.027,15 €
Total Retail Cost of goods	**-155.654,74 €**	**-178.441,01 €**	**-205.034,33 €**	**-232.853,38 €**	**-255.741,61 €**	**-278.194,46 €**	**-301.046,61 €**
Total Wholesale Revenue	**276.137,78 €**	**291.535,14 €**	**302.880,04 €**	**310.186,54 €**	**321.833,95 €**	**327.766,55 €**	**333.864,41 €**
Total Wholesale Cost of goods	**-96.648,26 €**	**-99.121,95 €**	**-102.979,21 €**	**-105.463,42 €**	**-109.423,54 €**	**-111.440,63 €**	**-113.513,90 €**
Total Cost of goods	**-252.303 €**	**-277.563 €**	**-308.014 €**	**-338.317 €**	**-365.165 €**	**-389.635 €**	**-414.561 €**

Retail Margin

80%

Wholesale Margin

66%

5. *Cash Flow Statement*

Amount in million euros	2014A	2015A	2016A	2017E	2018E	2019E	2020E	2021E	2022E
EBIT	**201,6**	**252,7**	**297,7**	**352,5**	**405,6**	**453,6**	**493,6**	**531,6**	**570,4**
Depreciation and amortization	26,3	36,0	41,7	50,9	60,4	142,8	156,6	167,3	175,7
Income Taxes	-65,4	-83,1	-96,8	-91,5	-114,2	-129,6	-145,8	-163,1	-181,0
Net-Operating Self-Financing	**162,4**	**205,6**	**242,6**	**311,8**	**351,8**	**466,9**	**504,4**	**535,8**	**565,1**
Change in Pension funds and agents leaving indemnities	-1,3	-0,5	0,7	0,7	0,9	1,0	1,1	1,3	1,5
Changes in trade payables	5,2	0,6	19,6	24,6	12,9	19,1	13,7	14,3	13,5
Changes in other current liabilities	-3,7	2,2	18,1	3,4	3,4	3,4	2,9	2,6	2,6
Changes in other non-current liabilities	1,6	2,7	5,8	0,8	0,8	0,8	0,7	0,6	0,6
Changes in tax liabilities	26,1	-30,8	-20,0	-6,2	-1,9	-12,8	-13,7	-12,7	-14,8
Changes in inventories	-45,6	-11,2	-1,8	-29,6	-16,3	-13,9	-18,4	-13,8	-13,9
Changes in trade receivables	-10,1	-3,2	-15,1	-8,8	-5,8	-4,5	-5,6	-3,6	-3,7
Changes in other non-current assets	8,3	12,6	4,6	0,5	0,5	0,4	0,4	0,4	0,3
Changes in other current assets	-5,6	-5,4	-2,0	-1,7	-1,7	-1,7	-1,4	-1,3	-1,3
Operating Cash Flow	**137,5**	**172,6**	**252,6**	**295,7**	**344,7**	**458,9**	**484,1**	**523,6**	**550,0**
Changes in tangible and intangible assets	-50,2	-67,7	-63,6	-72,2	-79,7	-179,8	-166,0	-157,3	-155,2
Proceeds from sale of tangible and intangible fixed assets	3,2	4,3	10,4	0,0	0,0	0,0	0,0	0,0	0,0
Changes in investing activities	-4,3	-2,6	-9,1	0,0	0,0	-454,7	0,0	0,0	0,0
Changes in non-recurring asset	-0,1	2,6	6,2	-7,5	0,0	0,0	0,0	0,0	0,0
Unlevered Free Cash Flow	**86,1**	**109,2**	**196,5**	**216,0**	**265,0**	**-175,7**	**318,1**	**366,3**	**394,8**
Short term borrowings variation	-5,9	-27,2	-51,2	-22,0	-18,7	392,6	-0,4	-3,9	-1,0
Long term borrowings variation	-35,9	-9,1	-6,4	-5,6	-6,0	71,7	-3,4	-4,1	-3,4
Dividends paid to shareholders	0,0	0,0	0,0	-78,2	-102,8	-120,5	-136,1	-145,2	-173,1
Dividend payout ratio	0,0	0,0	0,0	0,3	0,4	0,4	0,4	0,4	0,5
Financial Income	6,1	4,3	0,5	4,5	5,9	5,0	4,9	6,3	6,7
Financial Expenses	12,2	6,0	5,1	4,9	3,6	11,9	12,4	11,7	11,5
Free Cash Flow To Equity	**38,2**	**71,1**	**134,3**	**266,3**	**345,4**	**402,3**	**442,9**	**498,2**	**558,7**
Changes in Equity	-20,1	-41,7	-39,6	4,4	7,5	-4,8	4,3	-7,1	-8,6
Net Cash Flow	**18,1**	**29,5**	**94,8**	**270,7**	**352,9**	**397,5**	**447,2**	**491,1**	**550,0**
Net Cumulated Cash Flow	**123,4**	**152,9**	**243,4**	**514,2**	**867,0**	**1264,5**	**1711,7**	**2202,8**	**2752,9**

6. DCF Model

(€ mln)	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E	2027E
Sales	**1.328.052 €**	**1.474.453 €**	**1.600.542 €**	**1.718.739 €**	**1.839.097 €**	**1.955.767 €**	**2.070.792 €**	**2.180.544 €**	**2.289.571 €**	**2.392.602 €**
Sales growth (%)	*12,2%*	*11,0%*	*8,6%*	*7,4%*	*7,0%*	*6,3%*	*5,9%*	*5,3%*	*5,0%*	*4,5%*
EBIT	**405.634 €**	**453.645 €**	**493.611 €**	**531.609 €**	**570.388 €**	**608.285 €**	**645.848 €**	**681.982 €**	**718.077 €**	**748.884 €**
% margin	*30,5%*	*30,8%*	*30,8%*	*30,9%*	*31,0%*	*31,1%*	*31,2%*	*31,3%*	*31,4%*	*31,3%*
% growth	*15,1%*	*11,8%*	*8,8%*	*7,7%*	*7,3%*	*6,6%*	*6,2%*	*5,6%*	*5,3%*	*4,3%*
Tax Rate	28,0%	29,0%	30,0%	31,0%	32,0%	32,0%	32,0%	32,0%	32,0%	32,0%
Tax	113.578 €	131.557 €	148.083 €	164.799 €	182.524 €	194.651 €	206.671 €	218.234 €	229.785 €	239.643 €
NOPAT	**292.057 €**	**322.088 €**	**345.528 €**	**366.810 €**	**387.864 €**	**413.634 €**	**439.177 €**	**463.748 €**	**488.292 €**	**509.241 €**
% growth	*12,0%*	*10,3%*	*7,3%*	*6,2%*	*5,7%*	*6,6%*	*6,2%*	*5,6%*	*5,3%*	*4,3%*
D&A	129.164 €	142.784 €	156.630 €	167.333 €	175.665 €	184.412 €	193.595 €	203.236 €	213.356 €	223.980 €
Change in Working Capital	-9.192 €	786 €	-10.322 €	-3.164 €	-4.016 €	-3.816 €	-3.434 €	-3.091 €	-2.472 €	-1.978 €
% of change in sales	*6,4%*	*-0,5%*	*8,2%*	*2,7%*	*3,3%*	*3,3%*	*3,0%*	*2,8%*	*2,3%*	*1,9%*
Capital Expenditure	-173.561 €	-179.843 €	-165.975 €	-157.289 €	-155.181 €	-136.904 €	-124.248 €	-109.027 €	-91.583 €	-71.778 €
% of sales	*13,1%*	*12,2%*	*10,4%*	*9,2%*	*8,4%*	*7,0%*	*6,0%*	*5,0%*	*4,0%*	*3,0%*
Free Cash Flow to Firm	**238.468 €**	**285.815 €**	**325.861 €**	**373.690 €**	**404.332 €**	**457.327 €**	**439.177 €**	**463.748 €**	**488.292 €**	**509.241 €**
Discount factor	0,93	0,87	0,81	0,76	0,70	0,65	0,61	0,56	0,52	0,49
Present Value of Cash Flows	**222.897 €**	**249.319 €**	**264.845 €**	**282.582 €**	**284.166 €**	**298.718 €**	**266.609 €**	**261.648 €**	**256.046 €**	**248.177 €**

Stage I *(2018E-2022E)*	1.303.809 €
Stage II (Steady State) *(2023E-2027E)*	1.331.198 €
Terminal Value	5.189.592 €
Terminal WACC	*7,6%*
Terminal Growth Rate	*3,0%*
Enterprise Value	**7.824.599 €**
Net Financial Position	-184.722 €
Market Value	**7.639.876 €**
# of share	252.098 €
Target Price	***30,31 €***
Current Price (EUR)	**25,72 €**
Premium/(Discount) to current (%)	**17,83%**

	Forecast Revenues' growth rate
2028E	4,1%
2029E	3,6%
2030E	3,3%
2031E	3,0%
2032E	2,7%
2033E	2,4%
2034E	2,2%
Average	**3,0%**

7. Ratio Analysis & Multiple Analysis

	2013A	2014A	2015A	2016A	2017E	2018E	2019E	2020E	2021E	2022E
ROCE (with *Leasing debt*)	24,1%	26,5%	25,9%	28,1%	31,7%	34,6%	37,2%	39,1%	41,9%	45,1%
ROIC (with *Leasing debt*)	7,7%	13,7%	14,4%	14,8%	19,1%	19,2%	19,1%	18,7%	18,6%	19,0%
ROE	24,5%	35,7%	34,7%	31,4%	32,6%	29,4%	26,4%	23,9%	22,1%	20,9%
ROA	9,2%	14,9%	17,3%	18,1%	20,9%	20,2%	16,7%	14,2%	13,9%	13,6%
Tax rate	35,0%	33,4%	33,1%	33,0%	26,0%	28,0%	29,0%	30,0%	31,0%	32,0%
Asset Turnover (Rev/Assets)	70,3%	74,9%	87,0%	90,3%	88,3%	85,9%	66,0%	65,0%	64,0%	63,3%
Capex/D&A	179,0%	191,1%	187,9%	152,4%	141,9%	131,9%	56,8%	51,1%	46,2%	41,9%
Interest Coverage Ratio	764,0%	1656,9%	4228,9%	5855,3%	7178,4%	11099%	3806,8%	3917,0%	4467,8%	4892,9%
Payout Ratio	0,0%	19,2%	17,9%	17,8%	30,0%	32,0%	35,0%	38,0%	40,0%	45,0%

	2013A	2014A	2015A	2016A	2017E	2018E	2019E	2020E	2021E	2022E
Total Share Outstanding (mln)	250,00	250,00	250,12	249,21	249,70	252,10	254,83	256,53	259,12	260,59
Diluted Share Outstanding (mln)	250,00	250,00	250,09	251,34	252,10	254,83	256,53	259,12	260,59	262,86
Market capitalization (mln)	3.950,00	2.780,00	3.231,16	4.119,44	6.512,18	6.574,71	6.645,91	6.690,18	6.757,77	6.796,29
Gross Debt (including *Leasing Debt*)	464,32	439,77	558,49	555,92	542,62	543,07	552,66	548,90	540,95	536,54
Net Financial Position (including *Leasing Debt*)	359,02	316,35	409,89	312,53	184,72	37,69	-109,34	-288,40	-497,30	-705,94
Enterprise Value	3590,98	2463,65	2821,28	3806,92	6327,45	6537,02	6755,26	6978,58	7255,08	7502,23
Price/Sales	6,8x	4,0x	3,7x	4,0x	5,5x	4,9x	4,4x	4,1x	3,9x	3,6x
Price/Earnings	43,9x	21,4x	19,3x	20,9x	25,0x	22,1x	20,7x	19,4x	18,4x	17,4x
Price/Book Value	12,9x	6,6x	5,9x	5,9x	7,3x	6,0x	5,1x	4,4x	3,9x	3,5x
Dividend Yield	0,63%	1,08%	1,08%	1,09%	1,19%	1,57%	1,83%	2,04%	2,17%	2,56%
Dividends per Share	€0,10	€0,12	€0,14	€0,18	€0,31	€0,40	€0,47	€0,53	€0,56	€0,66
EV/EBIT	24,2x	14,5x	13,3x	13,5x	18,0x	16,1x	14,9x	14,1x	13,6x	13,2x
EV/EBITDA	21,9x	12,9x	11,7x	11,8x	15,7x	14,0x	11,3x	10,7x	10,4x	10,1x
EV/Sales	7,2x	4,3x	3,9x	3,9x	5,3x	4,9x	4,6x	4,4x	4,2x	4,1x
EBIT per Share	€0,69	€0,83	€1,02	€1,18	€1,40	€1,59	€1,77	€1,90	€2,04	€2,17
EPS	0,39	0,52	0,67	0,78	1,04	1,16	1,24	1,33	1,40	1,48
EPS diluted	0,36	0,52	0,67	0,78	1,03	1,15	1,24	1,31	1,39	1,46