



INTERIM REPORT Q1 2015/16

INVESTOR MEETINGS

Carnegie
November 13, 2015



FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements, including statements regarding the Group's future operating results, financial position, inventory, cash flows, Group and brand strategies as well as plans for the future. Forward-looking statements include, without limitation, any statement that may predict, indicate or imply future results, performance or achievements, and may contain the words "believes", "expects", "estimates", "projects", "plans", "anticipates", "continues" and "intends" or any variations of such words or other words with similar meaning. The statements are based on Management's reasonable expectations and forecasts at the time of the disclosure of the interim report. Any such statements are subject to risks and uncertainties and a number of different factors, of which many are beyond the Group's control, can mean that the actual development and the actual result will differ significantly from the expectations contained in the interim report. Without being exhaustive, such factors include general economics and commercial factors, including market and competitive matters, supplier issues and financial issues. Accordingly, forward looking-statements should not be relied on as a prediction of actual results.

AGENDA

Section 1 – Highlights Q1 15/16

Section 2 – Group financials

Section 3 – Segment performance

Section 4 – Key take-aways



HIGHLIGHTS FOR Q1 2015/16

Revenue growth of 3% in local currency

Strong retail performance in all brands

Underlying **gross margin improvement** of 1.0 pp

EBIT margin improved by 2.2 pp to **19.3%**

Changes to the **Global Management Team**

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Section 2 – Group financials

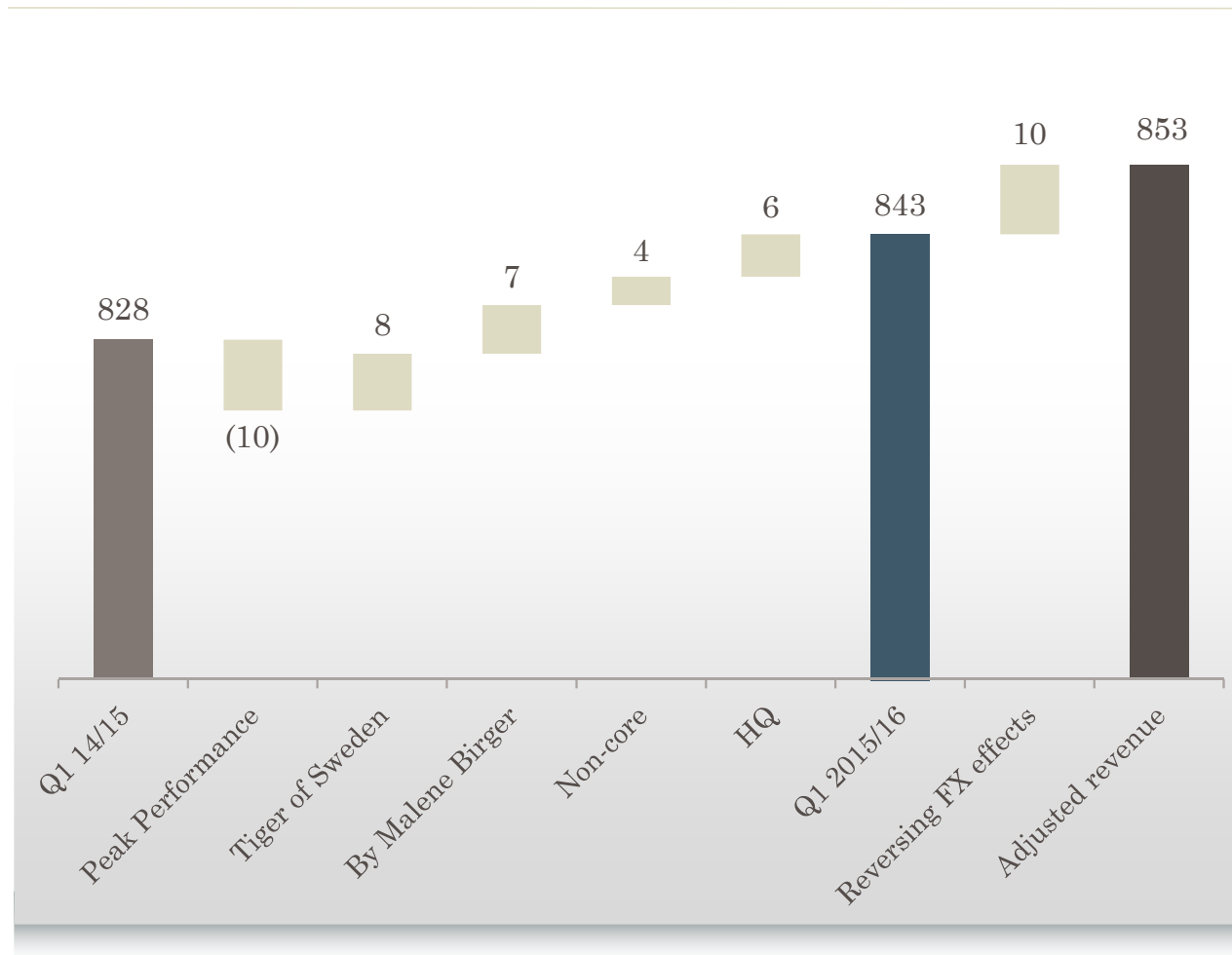
Section 3 – Segment performance

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Q1 REVENUE GROWTH

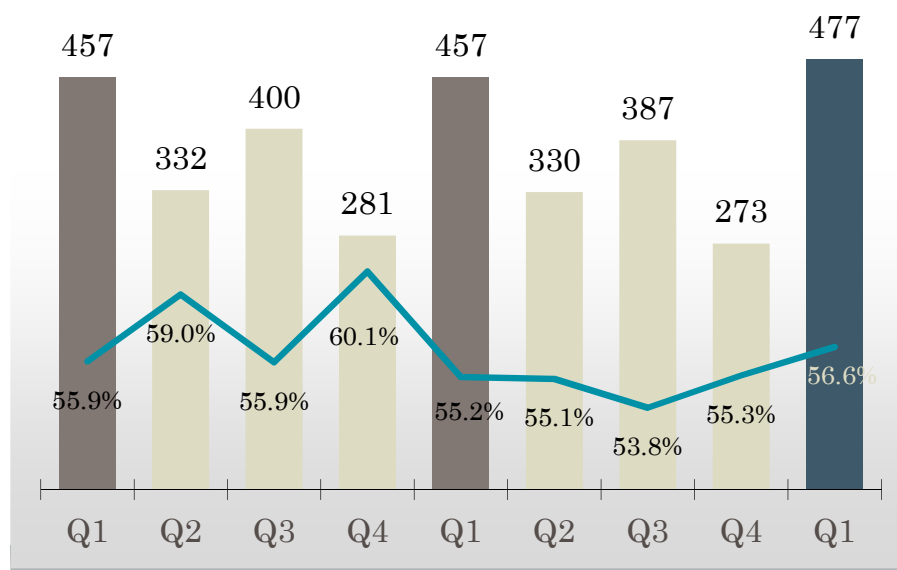
Revenue bridge Q1 14/15 vs. Q1 15/16, DKKm



- Wholesale revenue at Peak Performance affected by efforts to improve distribution
- Tiger of Sweden negatively affected by bankruptcy of a former distributor in Switzerland
- Strong retail performance at By Malene Birger
- Growth of 3.7% at Non-core business partly driven by commercial discounts
- Revenue up by DKK 15m corresponding to reported growth of 1.8%
- Negative net currency effects of DKK 10m
- Total Group revenue growth of 3.0% in local currency

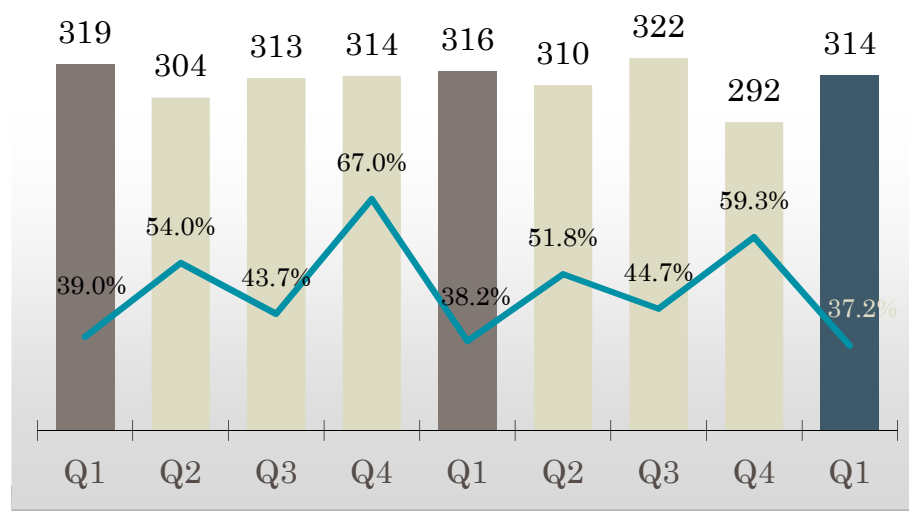
GROSS MARGIN AND OPEX DEVELOPMENT

Quarterly gross profit and margin, DKKm / %



- Q1 gross margin up by 1.4pp to 56.6%
- Improved margins on products sold
- Lower write-downs due to reduced inventory levels
- Reversal of provisions related to case concerning indirect taxes of DKK 3 m

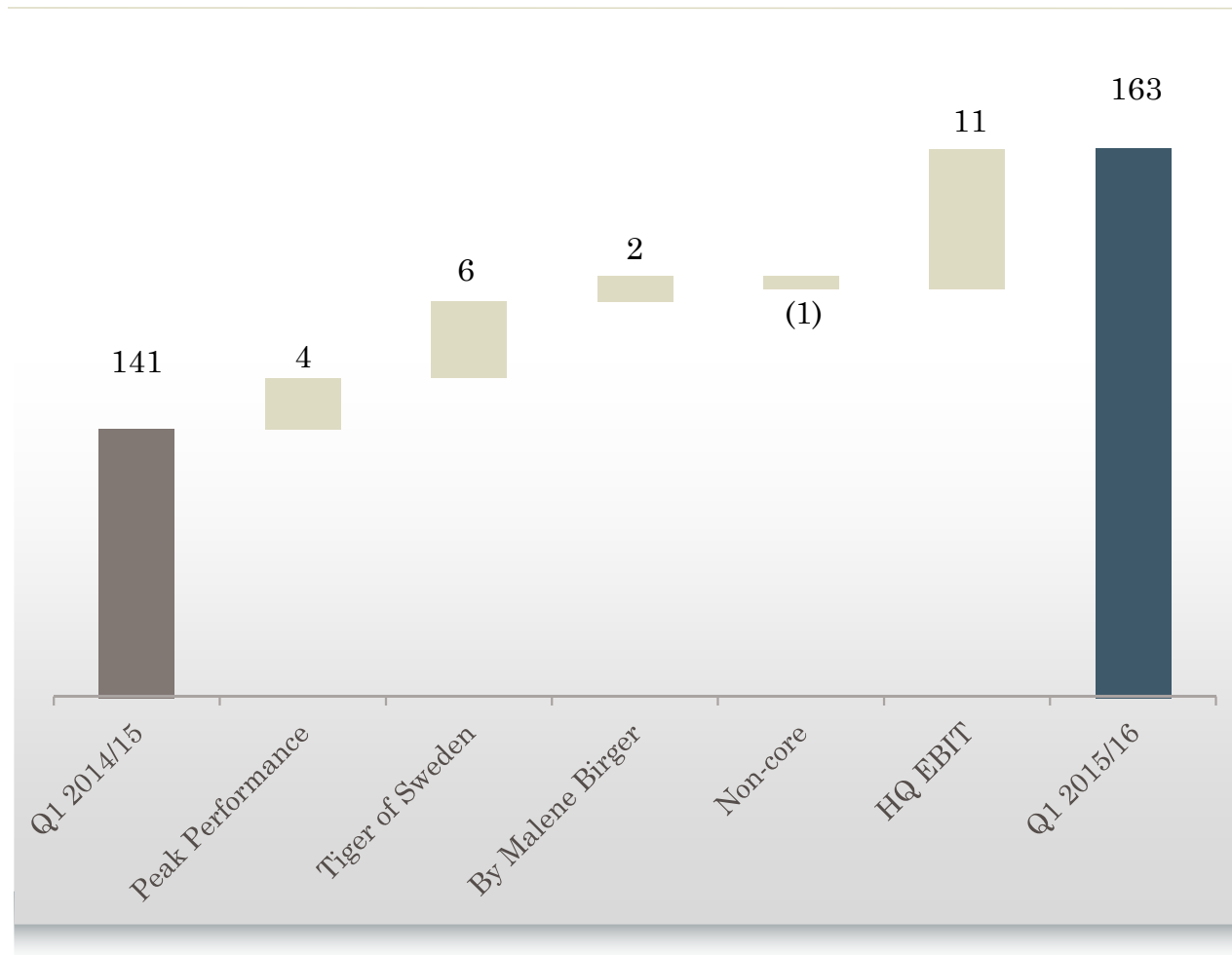
Quarterly OPEX and OPEX ratio, DKKm / %



- Q1 OPEX unchanged at DKK 314m
- Provisions related to change in management of DKK 5m
- Reversal of provisions related to case concerning indirect taxes of DKK 1m

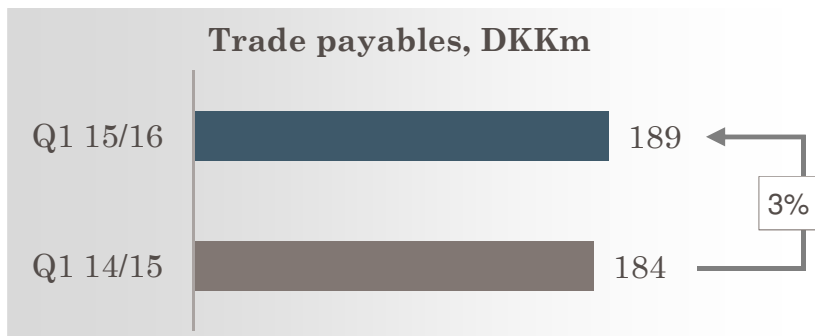
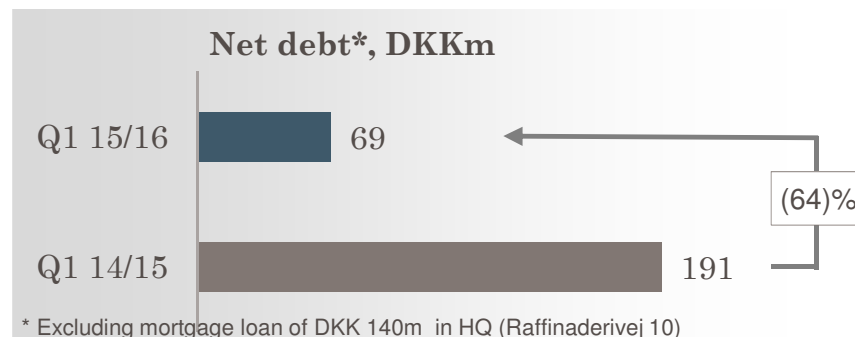
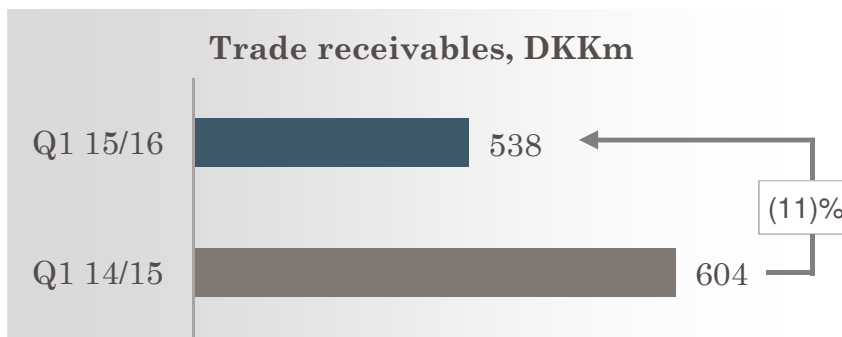
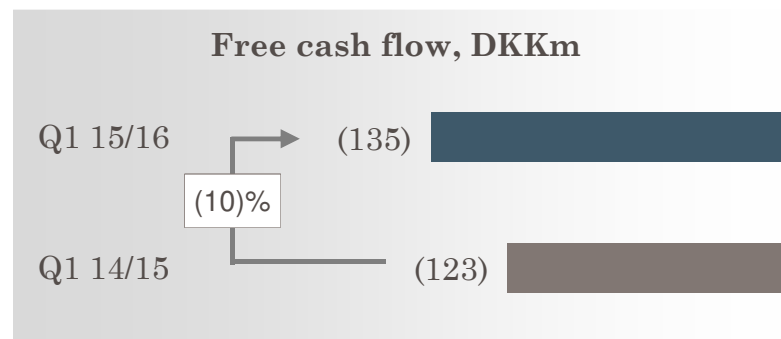
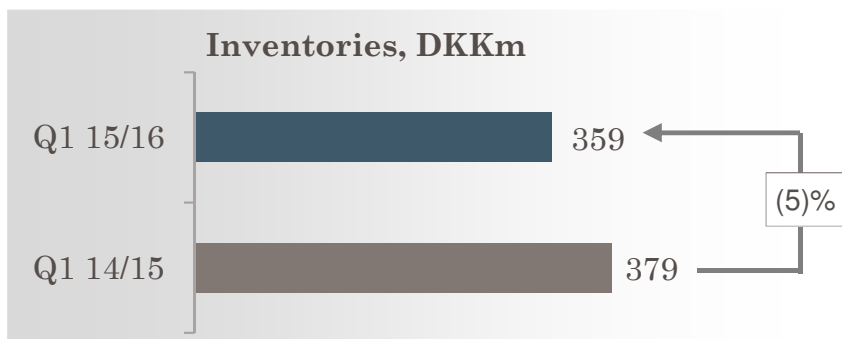
EBIT DEVELOPMENT IN Q1

EBIT bridge Q1 14/15 vs. Q1 15/16, DKKm



- All Premium brands improved EBIT and EBIT margins
- By Malene Birger affected by a provision related to change in management
- Non-core EBIT affected by lower gross margin at Saint Tropez
- HQ EBIT up by DKK 11m primarily due to reversal of provisions as well as idle costs in Q1 14/15
- Group EBIT up by DKK 22m
- EBIT margin up by 2.2pp to 19.3%

WORKING CAPITAL, NET DEBT AND CASH FLOW



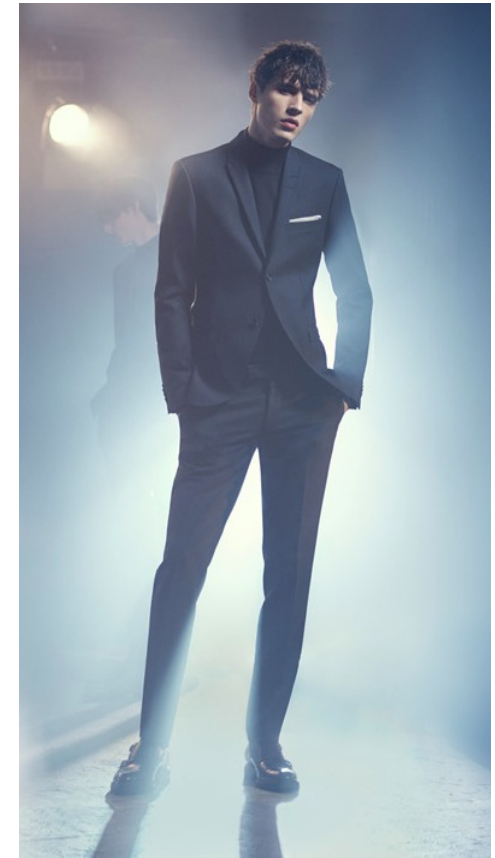
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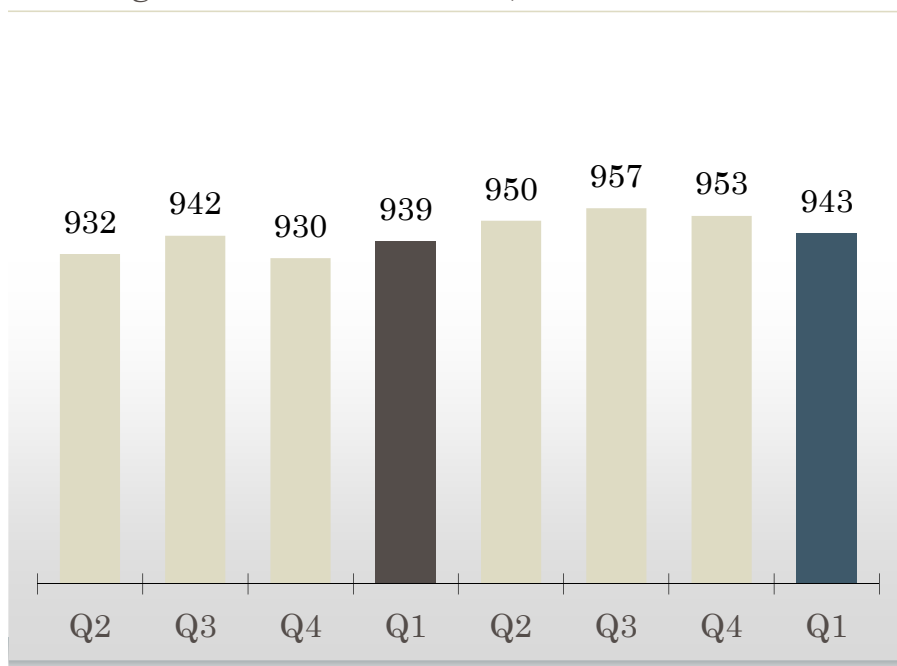
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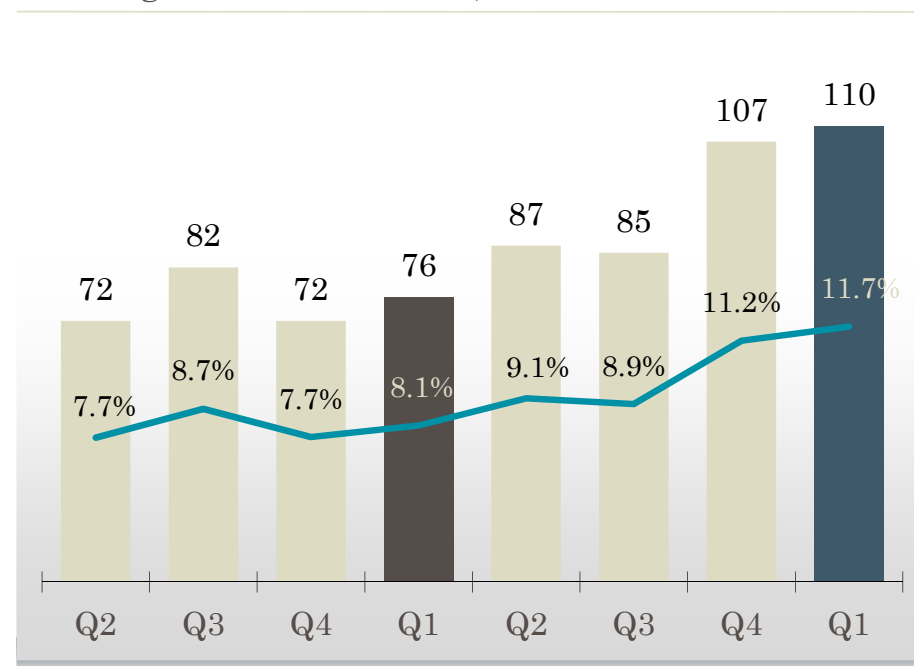
PEAK PERFORMANCE

Trailing 12 months' revenue, DKKm



- Q1 revenue down by 2.8% to DKK 343m from DKK 353m (down by 2.5% in local currency)
- Wholesale channel affected by cautious customer behaviour
- Strong growth in retail – both physical stores and e-commerce

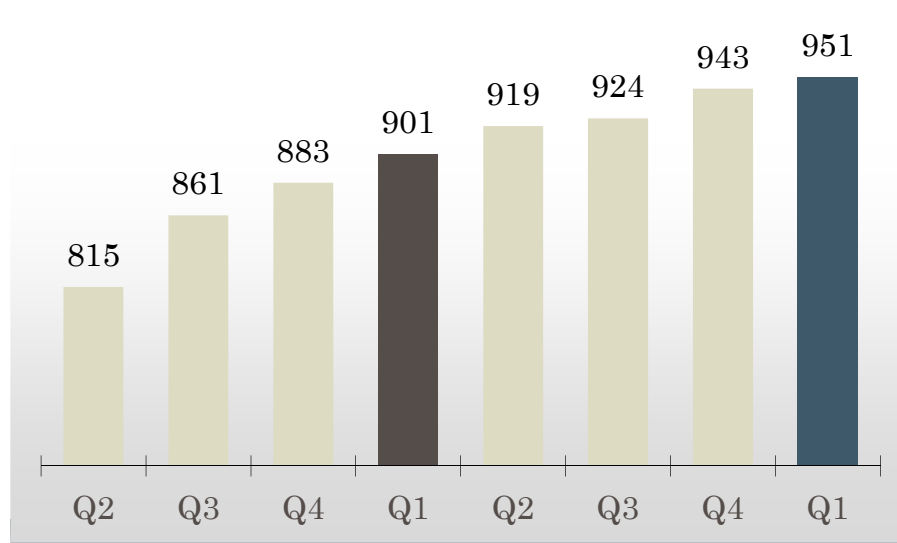
Trailing 12 months' EBIT, DKKm



- Q1 EBIT up by 5% to DKK 78m
- Q1 EBIT margin up by 1.7pp to 22.7%
- Reduced gross margin off set by lower OPEX

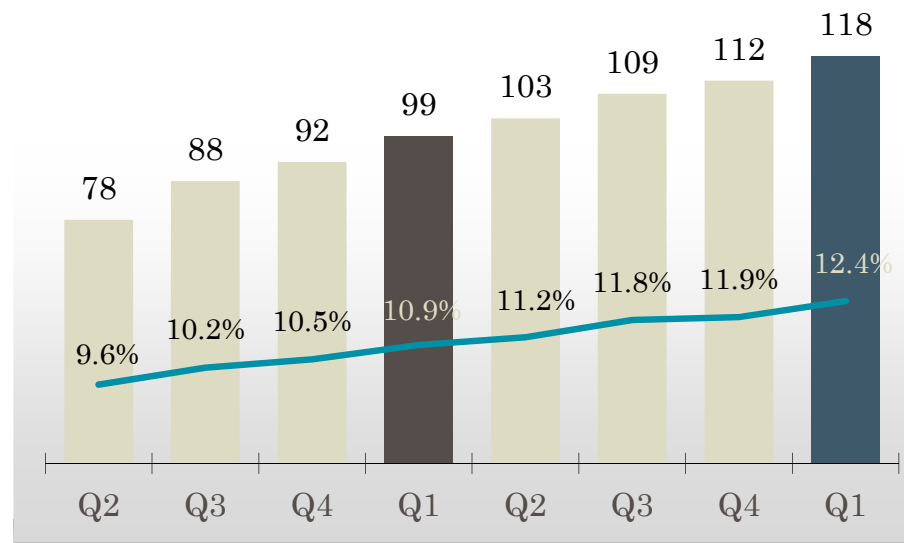
TIGER OF SWEDEN

Trailing 12 months' revenue, DKKm



- Q1 revenue up by 3.0% to DKK 277m from DKK 269m (up by 5.2% in local currency)
- Good retail performance – especially in Sweden
- Continued strong growth in Germany – up 28%

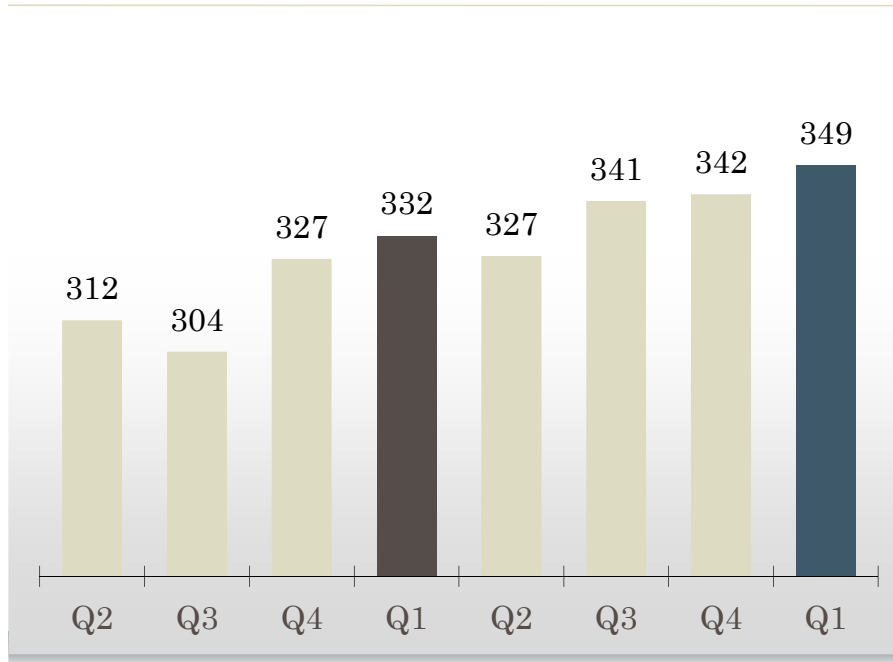
Trailing 12 months' EBIT, DKKm



- Q1 EBIT up by 13% to DKK 53m
- Q1 EBIT margin up by 1.7pp to 19.1%
- Improved gross margin due to higher margins on goods sold and lower write-downs

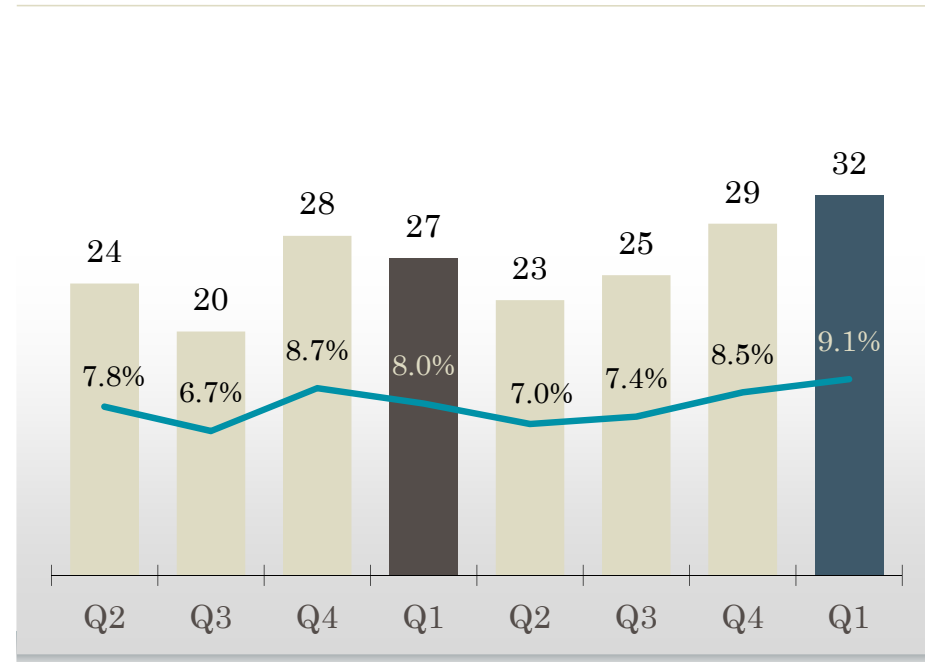
BY MALENE BIRGER

Trailing 12 months revenue, DKKm



- Q1 revenue up by 7.2% to DKK 104m from DKK 97m (up by 8.6% in local currency)
- Good performance in Nordic region.
- Strong retail performance – especially in e-commerce

Trailing 12 months EBIT, DKKm



- Q1 EBIT up by DKK 18% to DKK 13m
- Q1 EBIT margin improved by 1.2pp to 12.5%
- Gross margin improvement from higher margins on goods sold and lower write-downs
- OPEX negatively affected by change in management

NON-CORE BUSINESS

Q1 2015/16 revenue up by 4% to DKK 113m (DKK 109m)

- Growth in Saint Tropez supported by commercial discounts
- Revenue down at Designers Remix driven by negative timing effects

Q1 2015/16 EBIT unchanged at DKK 10m

- Gross margin diluted by commercial discounts at Saint Tropez
- Improved gross margin but higher OPEX at Designers Remix
- EBIT margin down by 1.3 pp to 8.8%

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KEY TAKE-AWAYS



Overall Group results in line with expectations

Strong retail performance – especially in **e-commerce**

Group **gross margin** improved

EBIT improved in all **Premium brands**

Non-core showing initial signs of recovery

Positive effects from stronger focus on **net working capital**

GUIDANCE UNCHANGED

Premium brands expected to drive **positive revenue and earnings growth**

Group revenue growth expected in **the region of 4%**

EBIT margin for continuing operations expected in **the region of 10%**

Investments expected at **3-4% of annual revenue**

Extraordinary dividend in the range of **DKK 75m** expected during 2015/16

