

**YOOX GROUP**



**March 2010 Roadshow Presentation**

# DISCLAIMER

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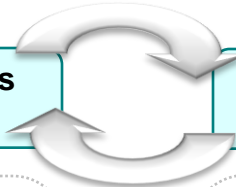
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***The Global Internet Retailing Partner for The Leading  
Fashion & Design Brands***



**Multi-Brand: building long-standing relationships with Commercial Partners**

**Mono-Brand: leveraging the know-how together with Strategic Partners**

## YOOX.COM



- Broad offering of off-season premium apparel and accessories at attractive prices, exclusive and special collections, vintage, home & design products
- Launched in 2000

## F. THECORNER.COM



- In-season premium apparel and accessories from selected brands
- "Shop-in-shop" model
- Launched in 2008

## onlineSTORES POWERED BY YOOX GROUP

- Exclusive official flagship Online Stores of leading fashion brands
- In-season premium apparel and accessories
- Partnership model: mostly 5-year contracts

2006 **M A R N I**.com

**MOSCHINO**.com 2009

2007 EMPORIO ARMANI.com  
**DIESEL**.com

**BALLY**.com  
**D&G**.com

2008 **C.P.**  
COMPANY.com

DSQUARED<sup>2</sup>.com  
**JILSANDER**.com  
roberto cavalli .com

STONE ISLAND.com

COCCINELLE.com 2010

VALENTINO.com

MISS SIXTY.com

**GIVY**.com

CoSTUME NATIONAL.com

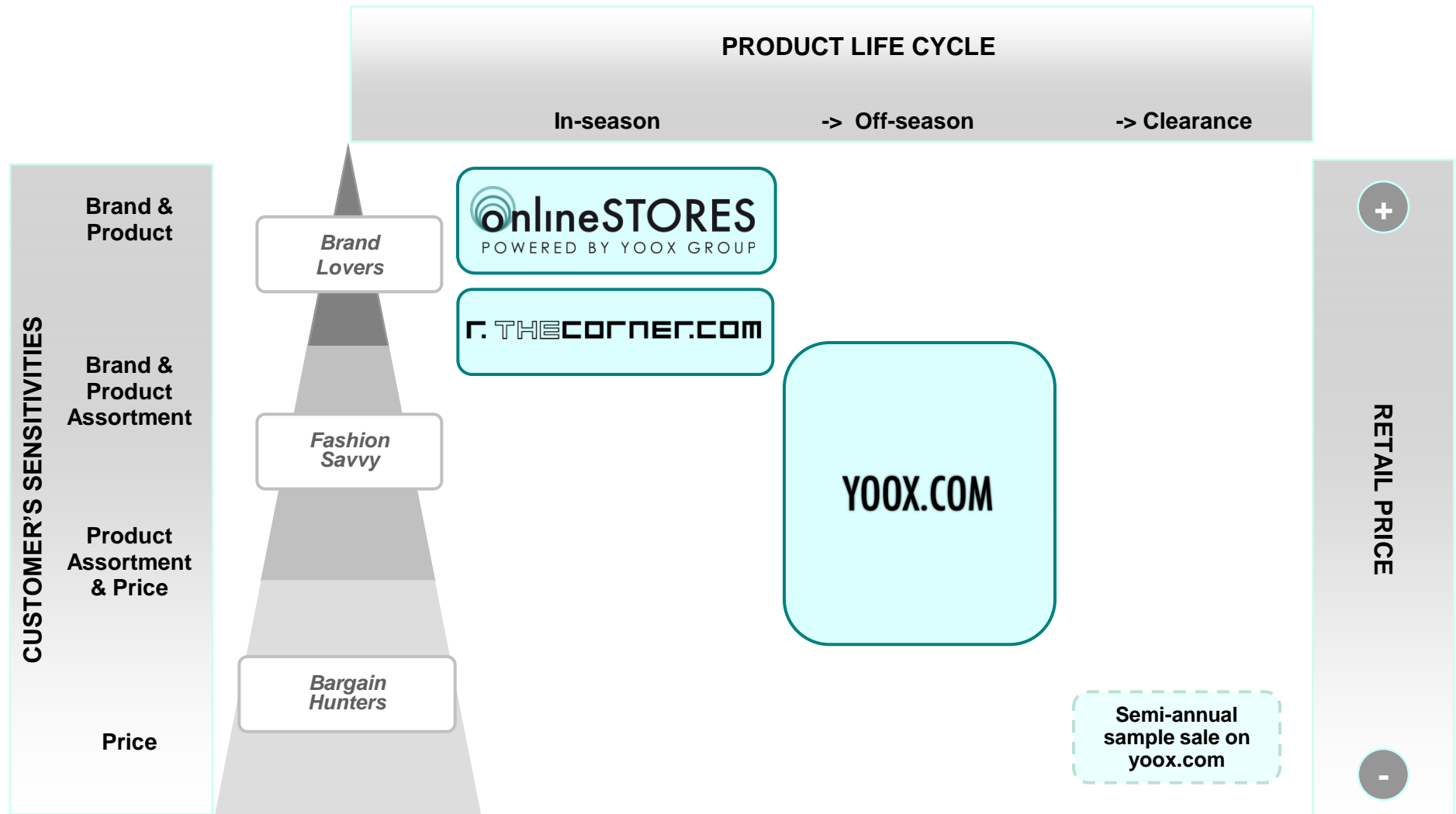
'ENERGIE.com

**NAPAPIJRI**.com

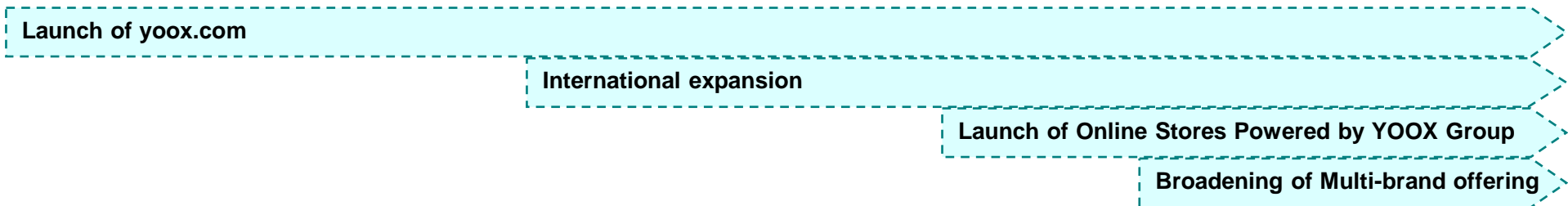
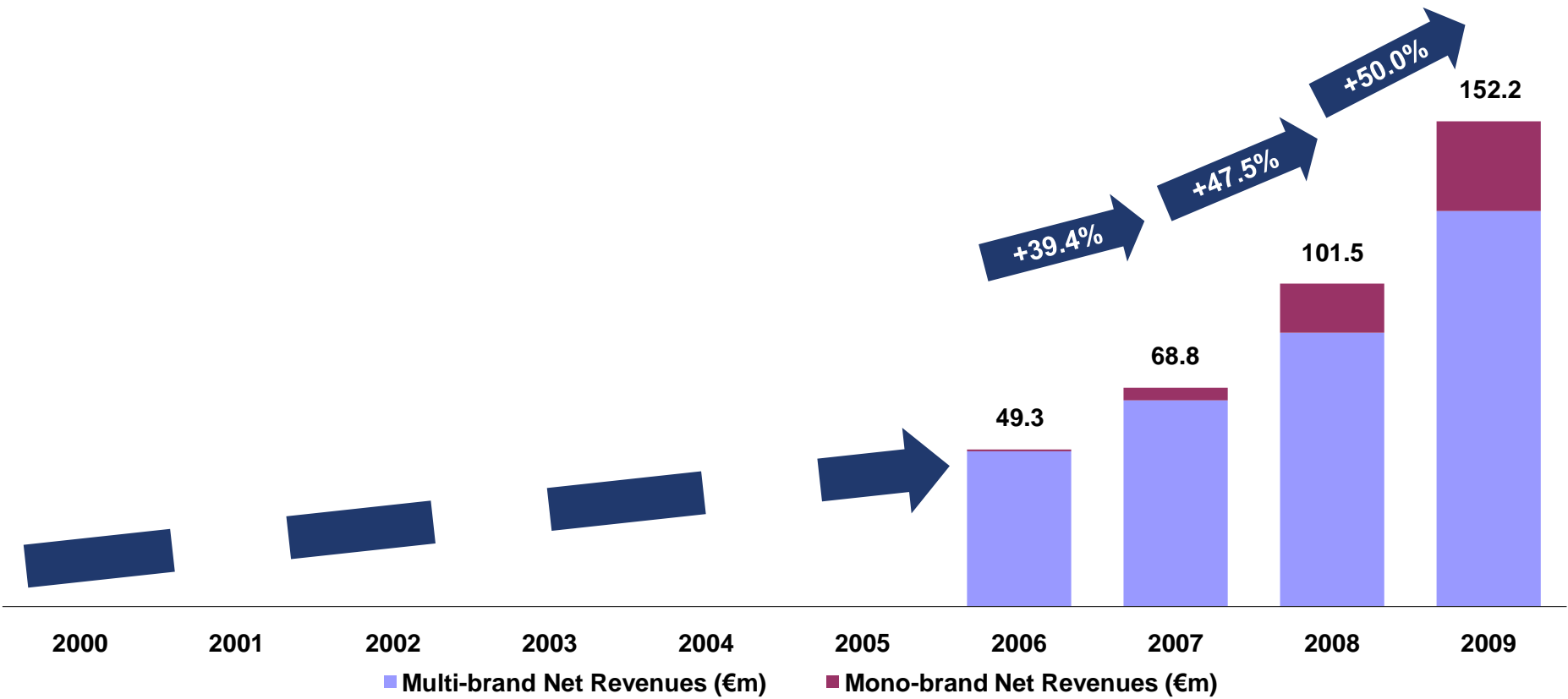
EMILIO PUCCI.com

ALBERTA FERRETTI.com

**Opening soon...**



# STRONG TRACK RECORD OF GROWTH AND CONSTANT INNOVATION



Note: YOOX Group Annual Reports, Italian GAAP 2000-2006, IFRS 2007-2009 results

The information contained in this document is confidential and proprietary to YOOX Group

# OUR FASHION WORLD IS DRIVEN BY NUMBERS

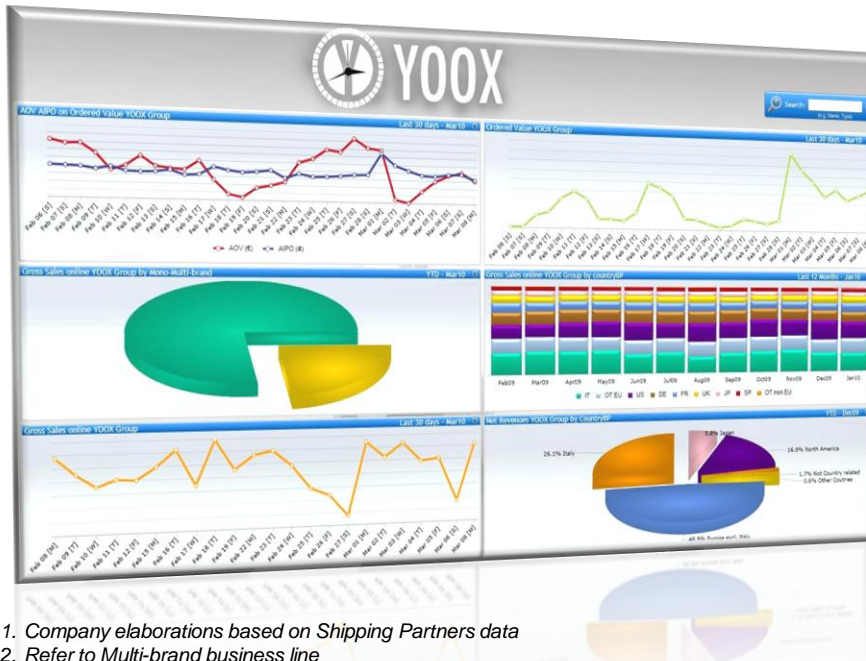
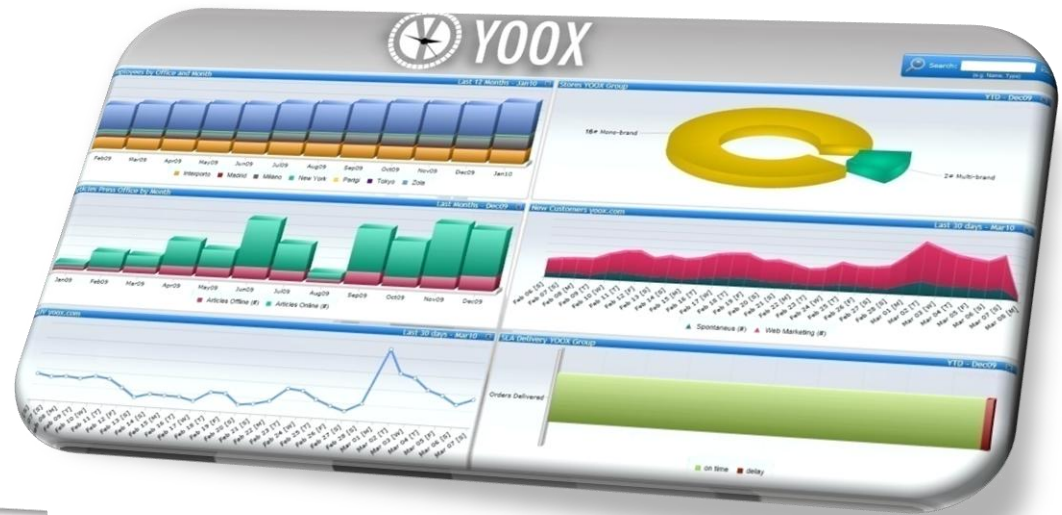


In 2009

6.4 million unique visitors per month

1,148 thousand orders

1 order processed every 27 seconds



Over 98% of deliveries on time<sup>1</sup>

73 million newsletters sent to our registered users<sup>2</sup>

40 thousand websites reached by our web marketing campaigns<sup>2</sup>

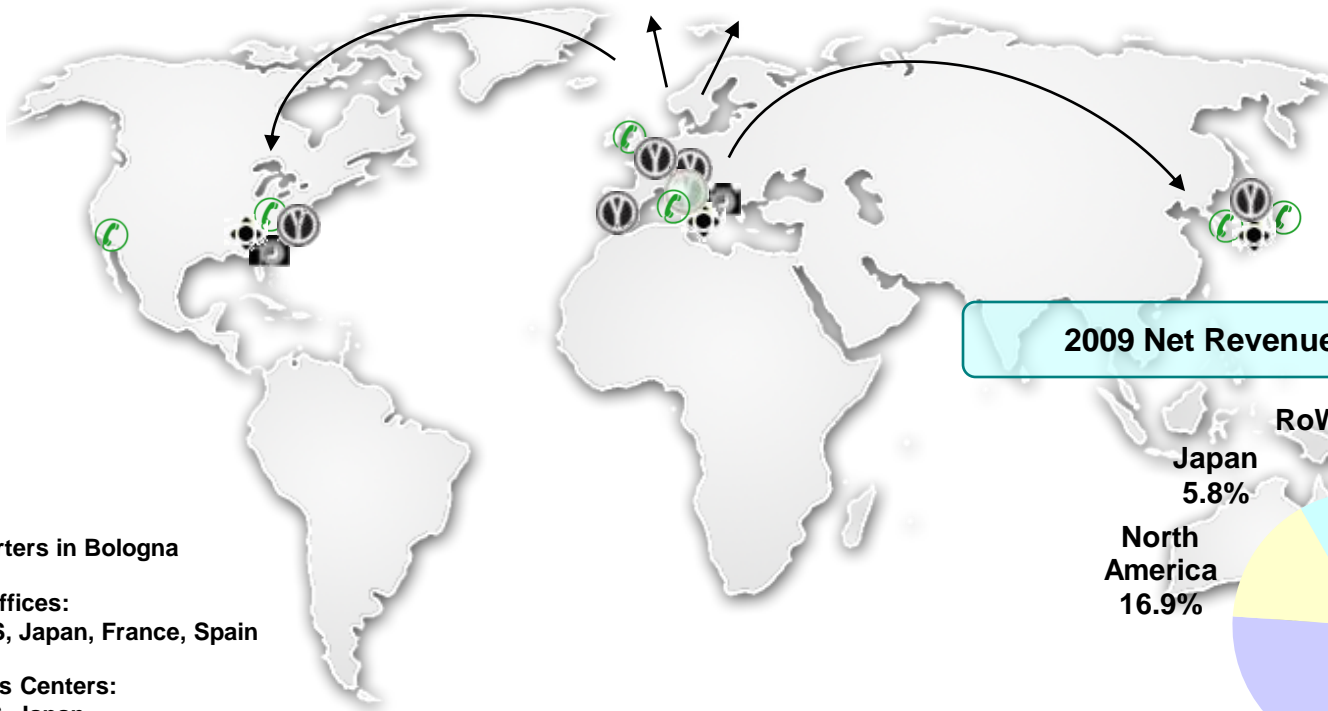
1. Company elaborations based on Shipping Partners data  
2. Refer to Multi-brand business line



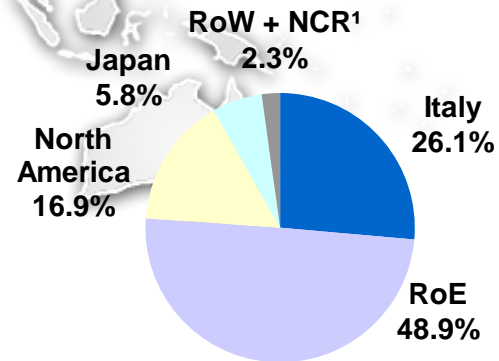


# GLOBAL PLAYER WITH LOCAL EXPERTISE

- Strong local presence and ability to tailor the offering to different geographies
- Global distribution from central warehouse to maximise overall sell-through
- 3 logistics centers strategically located and with significant spare capacity to leverage on



2009 Net Revenues by Geography



- Headquarters in Bologna
- 5 Local Offices: Italy, US, Japan, France, Spain
- 3 Logistics Centers: Italy, US, Japan
- 2 Digital Production Facilities: Italy, US
- 6 Customer Care Centers
- Operations in 7 languages and 4 currencies

Distribution in 67 countries

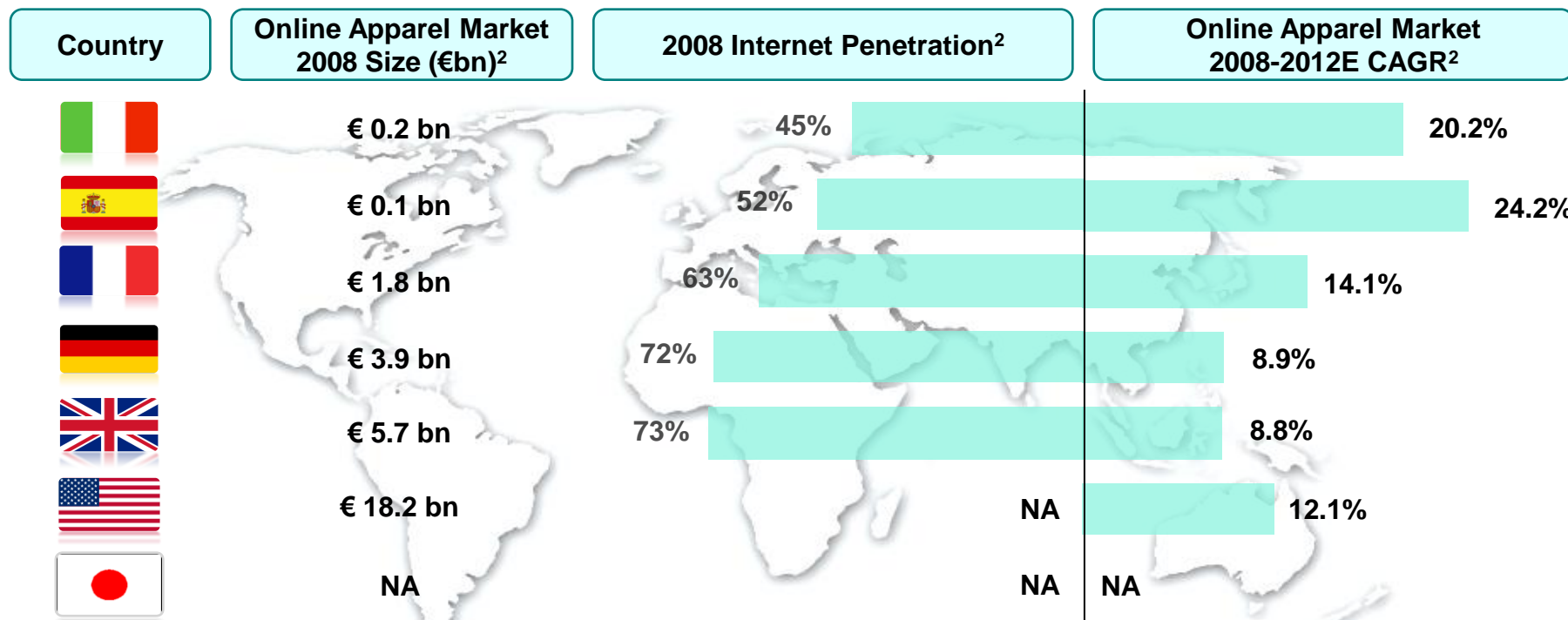


1. Not Country Related

# EARLY MOVER IN A RESILIENT, FAST GROWING MARKET



- Ongoing structural sociological changes driving people from offline to online retail
- Significant growth potential: US online retail market still accounted for only 5.3% of total US retail sales in 2008<sup>1</sup>
- 2009 and 2010 are witnessing an important transformation in the way fashion and luxury goods companies approach the web
- Key fashion markets such as Italy and France are far away from full potential in Internet and broadband penetration



1. Source: Forrester Research (Report 1, see appendix for more details).

2. Source: Forrester Research (Reports 1, 2, 3, 4, 5 and 6, see appendix for more details).

**YOOX is positioned for long-term growth benefitting from the online migration mega-trend**



## Innovative and Entertaining Shopping Experience

**Interactive Videos**  
e.g. Exclusive Shopping directly from the Catwalk



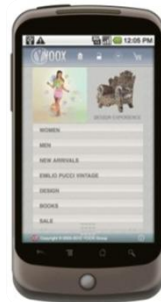
**iPhone Native Application**  
**YOOX.COM Style Gift Guide**



**Web Applications**

**YOOX.COM Mobile**

**emporioarmani.com Mobile**



**yoox.com Superstar Loyalty Program**



## Best in Class Customer Service

**Proximity to the Customer in All Key Geographies**

**Safe Payment and Easy Returns**

**Fast and Reliable Delivery**

**Dedicated Customer Care**

**Distinctive Packaging**



**Thanks to a balanced mix of creativity, technical competencies and constant focus on the customer**



- INTRODUCTION TO YOOX GROUP

- 2009 FINANCIAL ANALYSIS

- KEY TARGETS FOR 2010

- APPENDIX

# YOOX GROUP PROFIT & LOSS



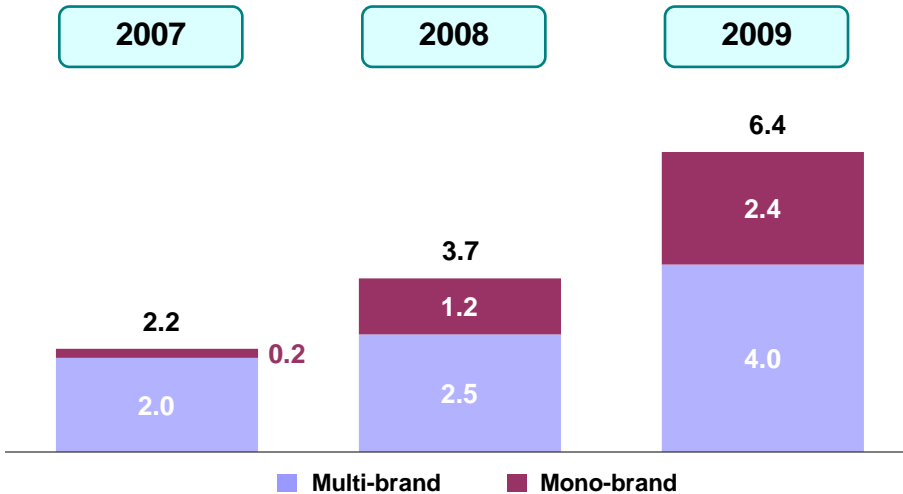
	2007	2008	2009	4Q 2008	4Q 2009
(€m)					
Net Revenues	68.8	101.5	152.2	29.7	45.5
<i>growth</i>	39.4%	47.5%	50.0%		52.9%
COGS	(42.6)	(61.6)	(91.9)	(16.5)	(25.1)
Gross Profit	26.2	39.9	60.3	13.2	20.4
<i>% of Net Revenues</i>	38.0%	39.3%	39.6%	44.5%	44.9%
Fulfillment	(7.9)	(11.6)	(15.5)	(3.0)	(4.3)
<i>% of Net Revenues</i>	11.4%	11.4%	10.2%	10.1%	9.5%
Sales & Marketing	(7.6)	(10.7)	(16.7)	(3.5)	(4.7)
<i>% of Net Revenues</i>	11.0%	10.6%	11.0%	11.6%	10.2%
EBITDA Pre Corporate Costs	10.7	17.5	28.1	6.8	11.4
<i>% of Net Revenues</i>	15.6%	17.3%	18.4%	22.7%	25.1%
General & Administrative	(7.2)	(9.9)	(12.1)	(2.5)	(3.5)
<i>% of Net Revenues</i>	10.5%	9.7%	8.0%	8.3%	7.7%
Other Income/ (Expenses)	(0.6)	(0.9)	(1.0)	(0.2)	(0.2)
<i>% of Net Revenues</i>	0.9%	0.9%	0.6%	0.6%	0.4%
EBITDA	2.9	6.8	15.0	4.1	7.7
<i>% of Net Revenues</i>	4.2%	6.7%	9.9%	13.8%	17.0%
Depreciation & Amortisation	(1.2)	(1.8)	(2.2)	(0.6)	(0.8)
Non Recurring Items	(1.2)	(0.2)	(4.0)	(0.0)	(4.0)
Operating Profit	0.5	4.8	8.8	3.5	3.0
<i>% of Net Revenues</i>	0.7%	4.7%	5.8%	11.8%	6.5%
Net Financial Income / (Expenses)	(0.9)	(1.2)	(1.5)	(0.4)	(0.5)
Taxes	(0.2)	(1.2)	(3.3)	(0.3)	(1.3)
Net Income	(0.6)	2.4	4.1	2.8	1.3
<i>% of Net Revenues</i>	(0.9)%	2.4%	2.7%	9.6%	2.8%
<b>EBITDA Excluding Stock Option Costs</b>	<b>3.9</b>	<b>8.1</b>	<b>16.6</b>	<b>4.6</b>	<b>9.0</b>
<i>% of Net Revenues</i>	5.7%	7.9%	10.9%	15.6%	19.7%

Note: Figures as absolute values and in percentages are calculated using precise financial data. Some of the differences found in this presentation are due to rounding of the values expressed in millions of Euro  
 In this presentation, fourth quarter figures are calculated as the difference between the full-year results and the nine-month results of the same year  
 Depreciation & Amortisation included in Fulfillment, Sales & Marketing, General & Administrative have been reclassified and grouped under Depreciation & Amortisation  
 EBITDA Excluding Stock Option Costs calculated adding back to EBITDA the costs associated with stock option plans in each period

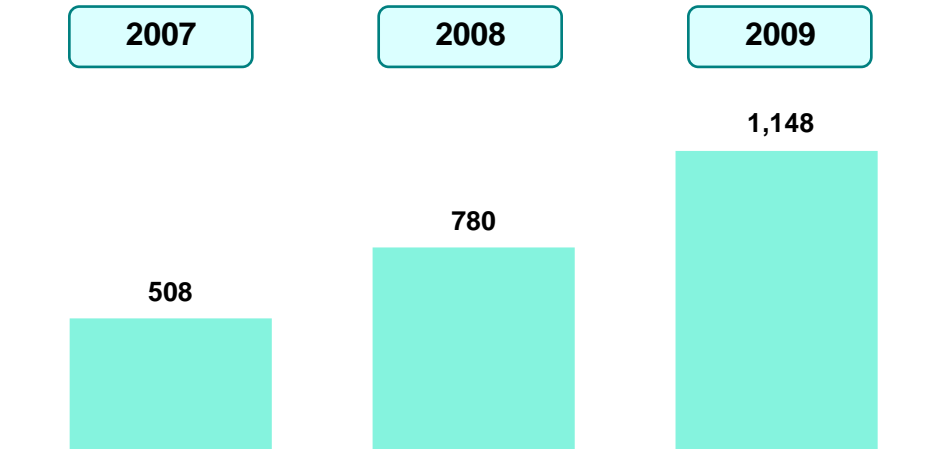
# KEY PERFORMANCE INDICATORS



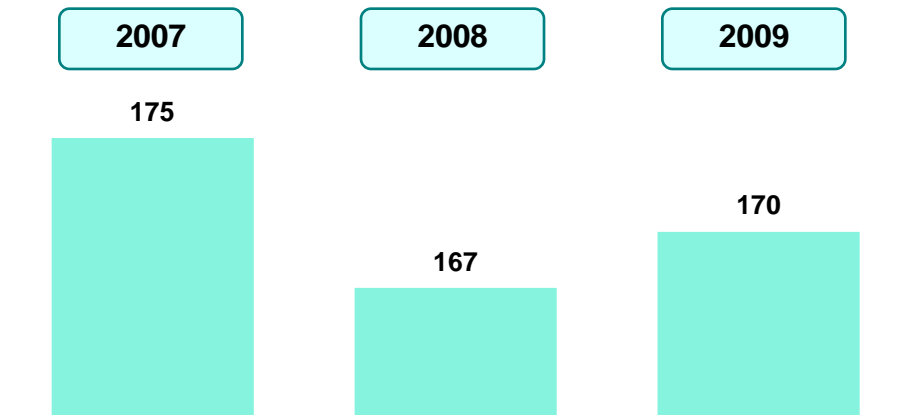
## Monthly Unique Visitors (m)<sup>1</sup>



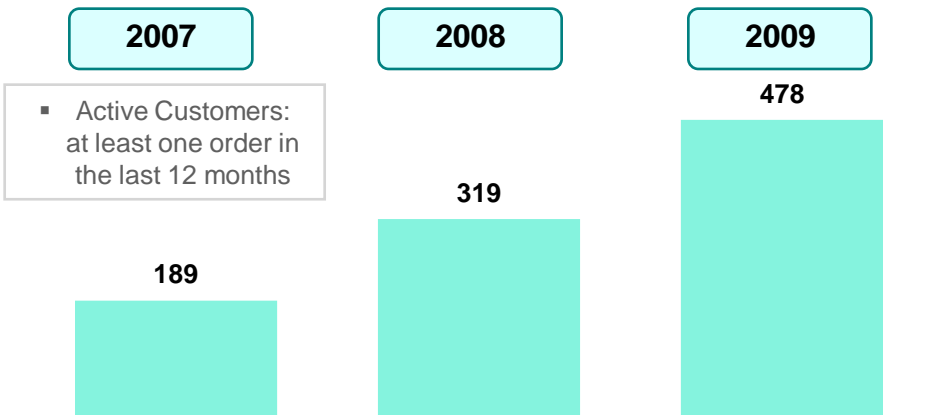
## # Orders ('000) - Group



## Average Order Value (€) - Group



## Active Customers ('000) – Group<sup>2</sup>



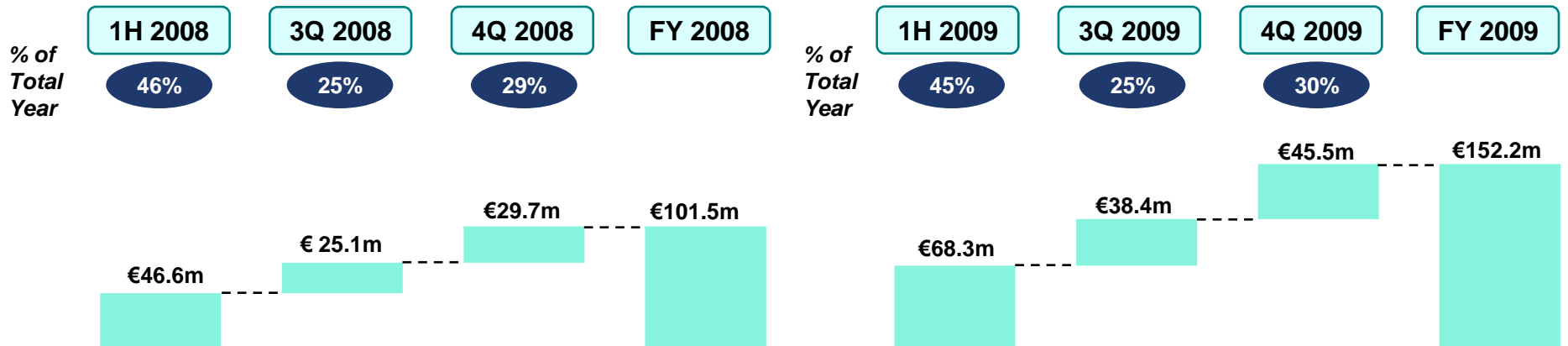
1. Source: HBX 1/1/07-19/03/09 and SiteCatalyst since 19/03/09 for yoox.com; Google Analytics for other stores

2. Include Active Customers of Online Stores

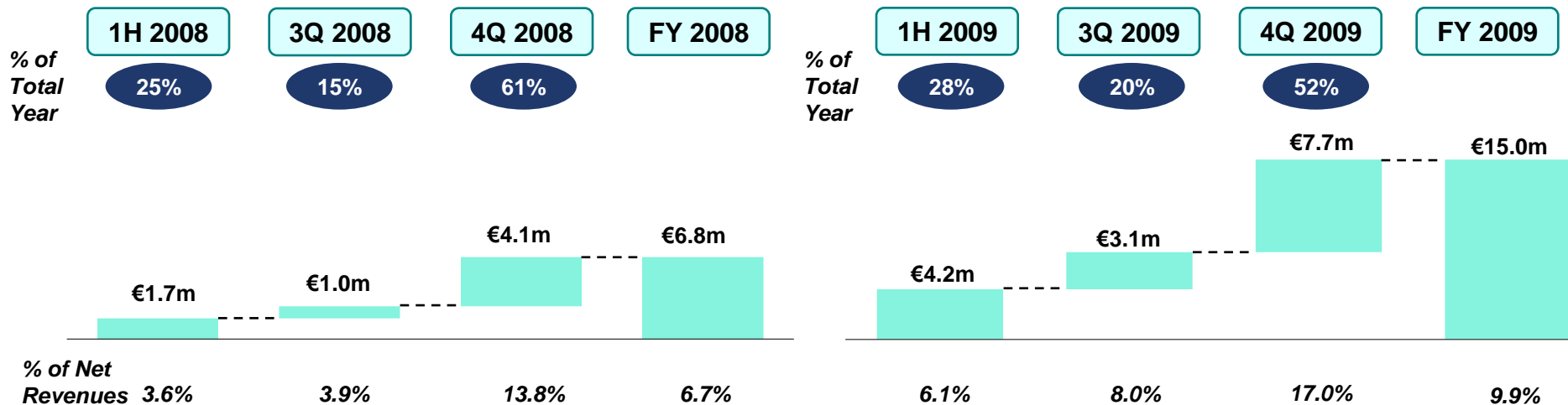
# NET REVENUES AND EBITDA QUARTERLY CONTRIBUTION



## Net Revenues



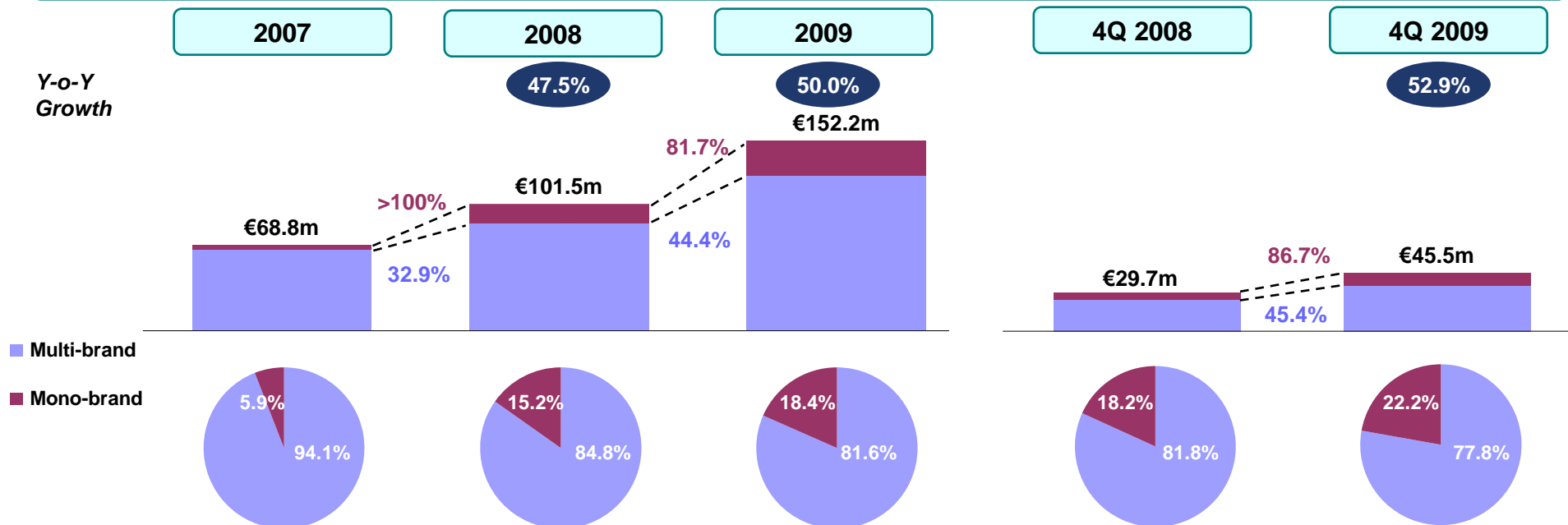
## EBITDA



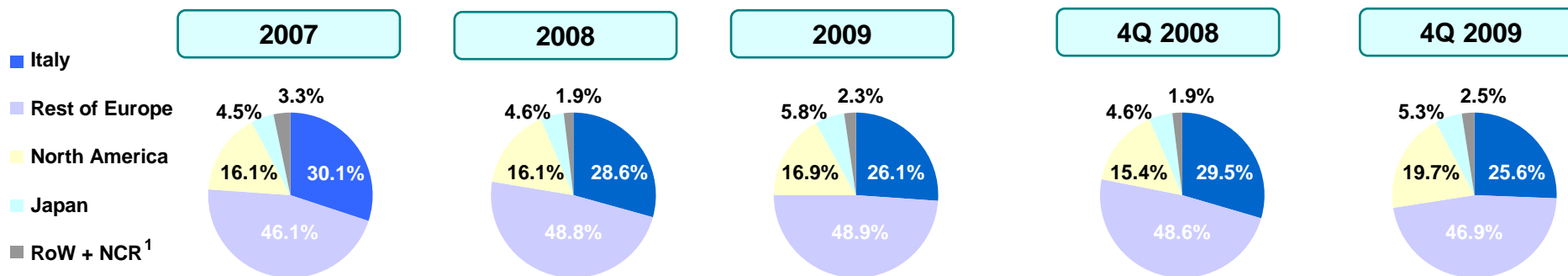
# NET REVENUES BREAKDOWN BY BUSINESS LINE AND GEOGRAPHY



## Net Revenues by Business Line



## Net Revenues by Geography

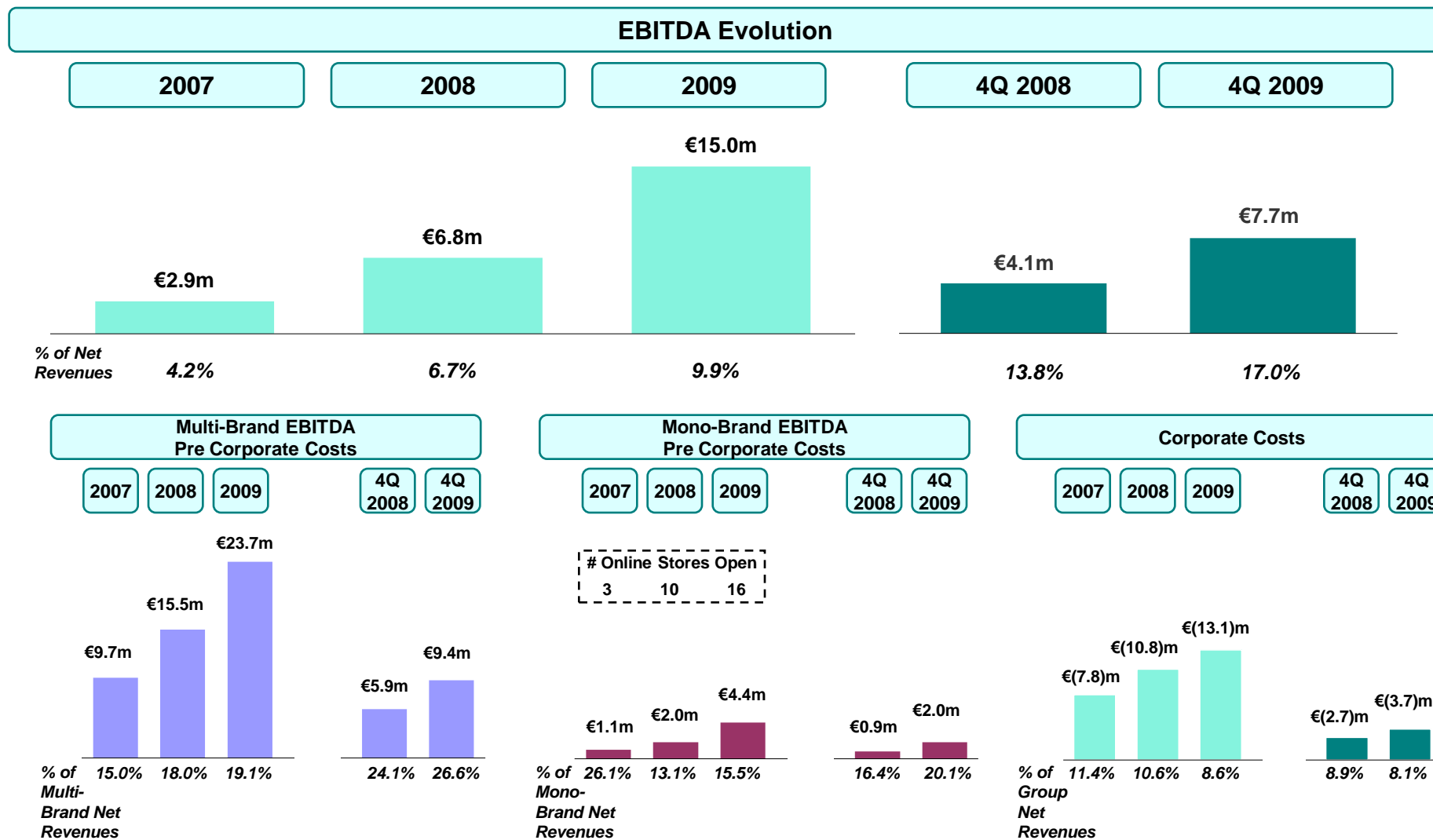


1. Not Country Related





# EBITDA ANALYSIS BY BUSINESS LINE

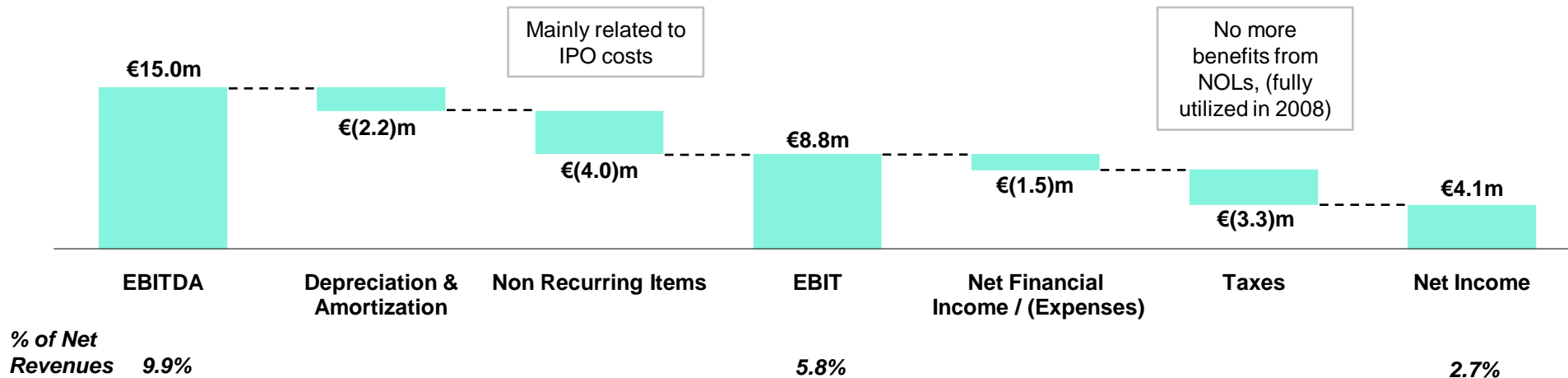


Note: Multi-Brand and Mono-Brand EBITDA Pre Corporate Costs include all costs directly associated with the business line, including COGS, Fulfillment, Sales & Marketing (all net of D&A); Corporate Costs include General & Administrative costs (net of D&A) and Other Income/ Expenses

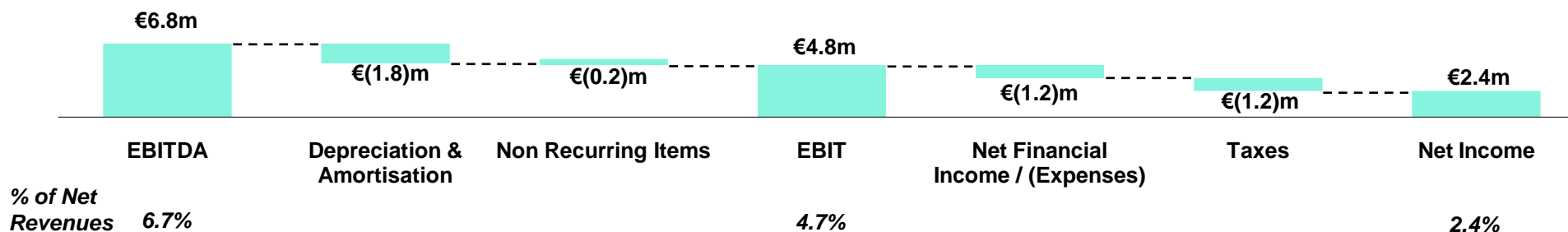


# FROM EBITDA TO NET INCOME

2009



2008



# YOOX GROUP SUMMARY BALANCE SHEET



	2007	2008	2009
(€m)			
Net Working Capital	14.9	22.6	9.8
Non Current Assets	6.0	8.4	10.9
Non Current Liabilities (excl. financial liabilities)	(0.7)	(0.7)	(0.6)
<b>Total</b>	<b>20.3</b>	<b>30.3</b>	<b>20.1</b>
Net Financial Debt / (Net Cash)	7.8	13.9	(34.0)
Shareholders' Equity	12.5	16.4	54.1
<b>Total</b>	<b>20.3</b>	<b>30.3</b>	<b>20.1</b>

# NET WORKING CAPITAL EVOLUTION



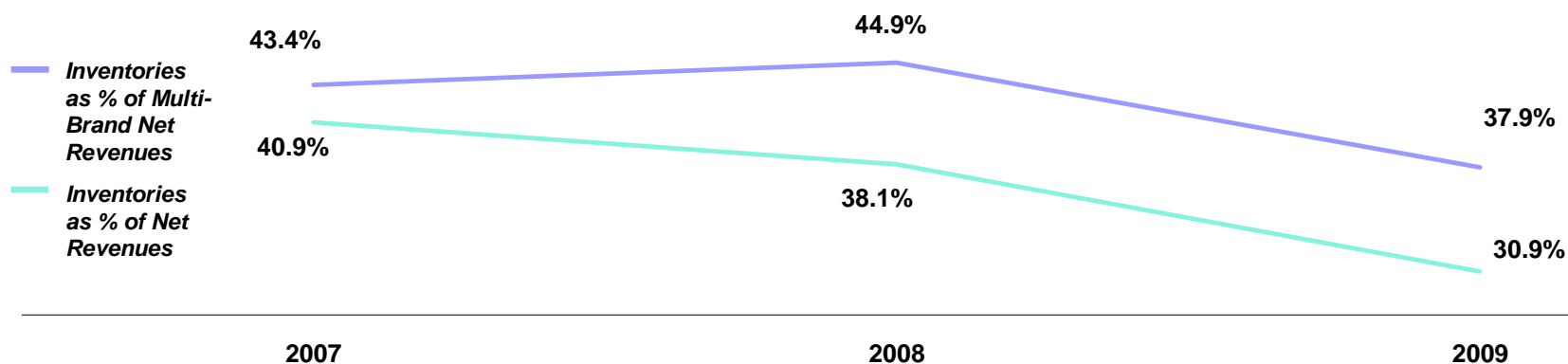
## Net Working Capital

	2007	2008	2009
(€m)			
Inventories	28.1	38.7	47.1
Trade Receivables	1.9	3.9	6.7
Trade Payables	(13.5)	(17.3)	(27.3)
Other Receivables / (Payables)	(1.5)	(2.7)	(16.8)
<b>Net Working Capital</b>	<b>14.9</b>	<b>22.6</b>	<b>9.8</b>
<i>as % of Net Revenues</i>	<i>21.7%</i>	<i>22.3%</i>	<i>6.4%</i>

▪ Include residual €3.5m of IPO costs

▪ Include tax liabilities of €3.6m related to the exercise of stock options by people for which YOOX acts as withholding agent

## Inventory Level Evolution



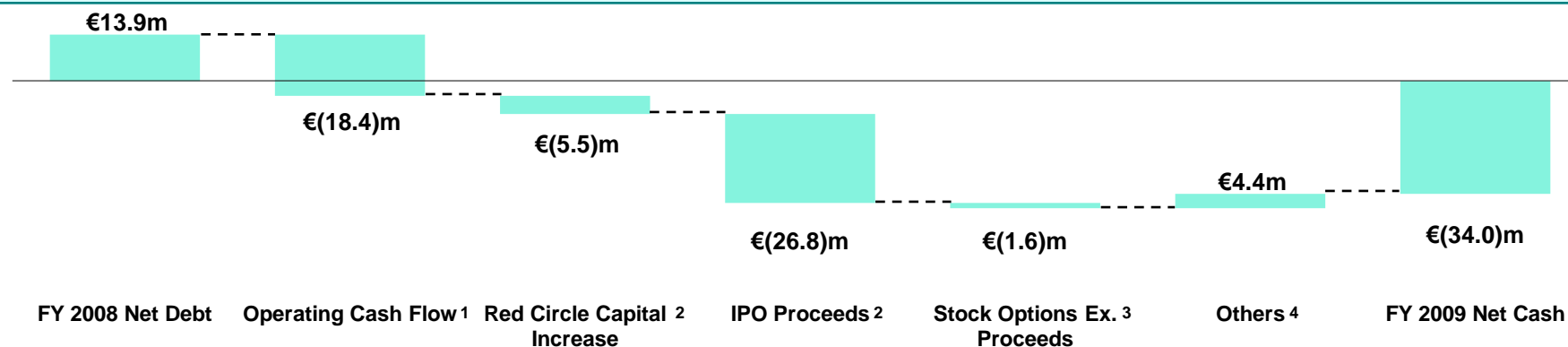
# YOOX GROUP NET FINANCIAL POSITION EVOLUTION



## Net Financial Position

(€m)	2007	2008	2009
Cash and Cash Equivalents	(5.2)	(9.0)	(35.0)
Other Current Financial Assets	(0.0)	(0.1)	(0.0)
<b>Current Financial Assets</b>	<b>(5.2)</b>	<b>(9.0)</b>	<b>(35.0)</b>
Short Term Financial Debt	12.8	4.1	0.3
Other Current Financial Liabilities	0.0	0.1	0.0
<b>Current Financial Liabilities</b>	<b>12.8</b>	<b>4.2</b>	<b>0.3</b>
Long Term Debt	0.1	18.7	0.7
<b>Long Term Financial Liabilities</b>	<b>0.1</b>	<b>18.7</b>	<b>0.7</b>
<b>Net Financial Debt/(Cash)</b>	<b>7.8</b>	<b>13.9</b>	<b>(34.0)</b>

## Net Financial Position Evolution



1. Includes residual €3.5m of IPO costs and tax liabilities of €3.6m related to the exercise of stock options by people for which YOOX acts as withholding agent

2. Gross of related expenses

3. Stock options exercised and paid at IPO and in December 2009

4. Others include cash out for capital expenditure of €2.9m; cash out for IPO costs of €2.3m; benefit of €(0.8)m related to the replacement of a guarantee deposit by a bank guarantee

# YOOX GROUP CASH FLOW STATEMENT

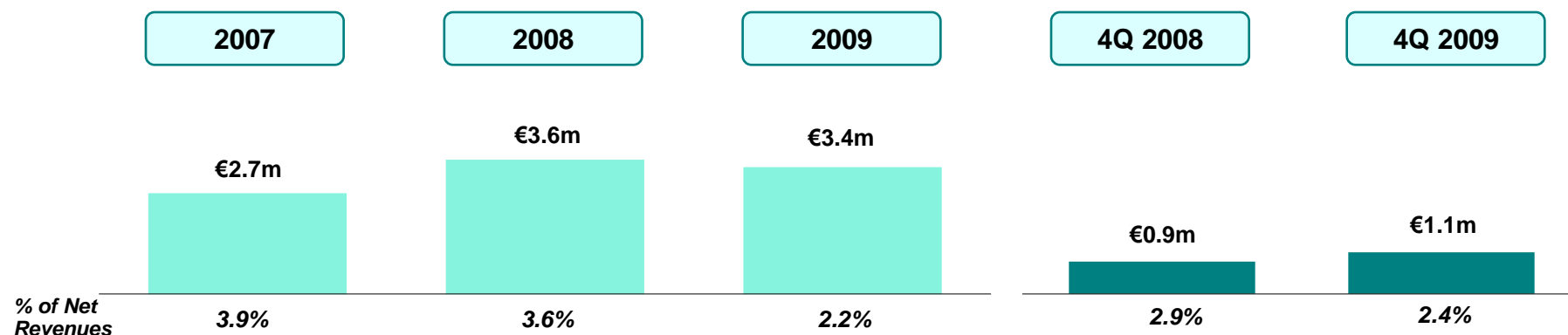


## Cash Flow Statement

	2007	2008	2009	4Q 2008	4Q 2009
<b>(€m)</b>					
Cash and Cash Equivalents at Beginning of Period	1.8	5.2	9.0	5.6	10.9
Cash Flow from Operations	(3.9)	(1.8)	18.4	3.0	14.1
Cash Flow from Investment Activities	(2.6)	(4.2)	(2.1)	(0.9)	(1.0)
Sub Total	(6.6)	(6.1)	16.4	2.0	13.1
Cash Flow from Financing Activities	9.9	9.8	9.7	1.3	11.0
Cash Flow	3.4	3.8	26.0	3.3	24.1
Cash and Cash Equivalents at End of Period	5.2	9.0	35.0	9.0	35.0

- Include residual €3.5m of IPO costs and tax liabilities of €3.6m related to the exercise of stock options by people for which YOOX acts as withholding agent

## Capex





- INTRODUCTION TO YOOX GROUP

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**Further Multi-brand international expansion in Europe, US and Japan**

**Maintain 2009 pace in Mono-brand new openings**

**Prepare the Group's *China landing* in 2011**

**Invest in technology to enhance brand experience and CRM**





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### Business Development

- yoox.com: increased number of countries we ship to from 53 to 67
- thecorner.com: launch of womenswear
- Mono-brand: launch of 6 new Online Stores (16 OS as of Dec 2009 vs. 10 as of Dec 2008)

### Key Performance Indicators

- 6.4m monthly unique visitors (vs. 3.7m in 2008)
- 1,148 thousand orders (vs. 780 thousand in 2008)
- Average Order Value of €170 (vs. €167 in 2008)
- 478 thousand active customers (vs. 319 thousand in 2008)

### Key Financials

- Net revenues at €152.2m, +50.0% Y-o-Y
  - Increased contribution from Mono-brand business line, now accounting for 18.4% of Net revenues (vs. 15.2% in 2008)
  - Increased contribution from non domestic markets, now accounting for 72.2%<sup>1</sup> of Net revenues (vs. 70.0%<sup>1</sup> in 2008)
- EBITDA at €15.0m, +121.8% Y-o-Y
  - EBITDA margin up at 9.9% (vs. 6.7% in 2008)
- Net Income at €4.1m, +70.6% Y-o-Y (includes €4.0m of non recurring items)
- Net cash of €34.0m (vs. €13.9m of Net debt at Dec 2008)

1. Excludes Not Country Related

# SHAREHOLDER STRUCTURE



Shareholder	Current		Fully Diluted	
Balderton Capital	5,870,280	11.5%	5,870,280	9.3%
Nestor 2000	3,192,193	6.3%	3,192,193	5.1%
JP Morgan Asset Management	2,728,748	5.4%	2,728,748	4.3%
Essegi Srl	2,476,656	4.9%	2,476,656	3.9%
Federico Marchetti	2,411,853	4.7%	7,090,501	11.3%
Red Circle	2,378,291	4.7%	2,378,291	3.8%
Kiwi II	2,267,148	4.4%	2,267,148	3.6%
Tiger Global	1,300,000	2.6%	1,300,000	2.1%
Kiwi I	1,212,345	2.4%	1,212,345	1.9%
Federated	1,093,000	2.1%	1,093,000	1.7%
Stock Option Holders <sup>1</sup>			7,270,068	11.6%
Market	26,037,442	51.1%	26,037,442	41.4%
<b>Total</b>	<b>50,967,956</b>	<b>100%</b>	<b>62,916,672</b>	<b>100%</b>

1. Exclude Federico Marchetti



Forrester Research sources used (and referred to) in this report:

1. “US eCommerce Forecast, 2008 To 2013” - Sucharita Mulpuru, 2 February 2009
2. “UK On-line Retail And Travel Forecast, 2008 To 2014” - Victoria Bracewell Lewis, Lauriane Camus, 2 March 2009
3. “German On-line Retail And Travel Forecast, 2008 To 2014” - Alexander Hesse, Victoria Bracewell Lewis, 2 March 2009
4. “French On-line Retail And Travel Forecast, 2008 To 2014” - Lauriane Camus, Victoria Bracewell Lewis, 2 March 2009
5. “Italian On-line Retail And Travel Forecast, 2008 To 2014” - Victoria Bracewell Lewis, 24 March 2009
6. “Spanish On-line Retail And Travel Forecast, 2008 To 2014” - Lauriane Camus, Victoria Bracewell Lewis, 6 March 2009

Please note that data in EUR/USD has been converted at an exchange rate equal to 1.47

Please note that data in EUR/GBP has been converted at an exchange rate equal to 0.79

CAGR computations have been elaborated by the Company



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# YOOX GROUP

[www.yooxgroup.com](http://www.yooxgroup.com)

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