

TOD'S s.p.a.

s.p.a.

TOD'S

TOD'S GROUP

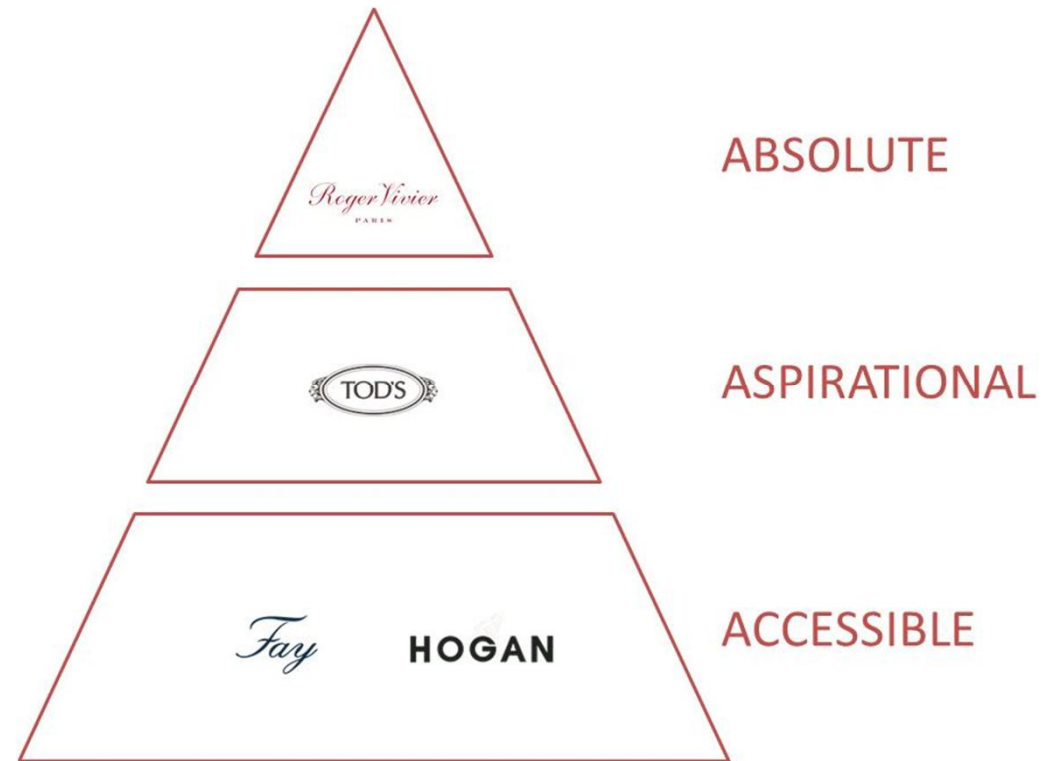
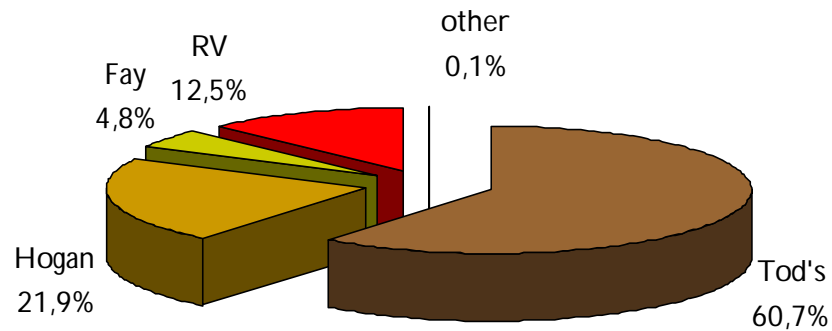
D'S

s.p.a.

TOD'S INVESTOR DAY

September 22nd, 2014

H1 2014 CONSOLIDATED SALES BY BRAND



- Four leading luxury brands, not overlapping
- Modern chic, iconic, quality products, not linked to fashion trends
- Handcrafted production
 - made in Italy
 - skilled, trained labour force, but relatively young

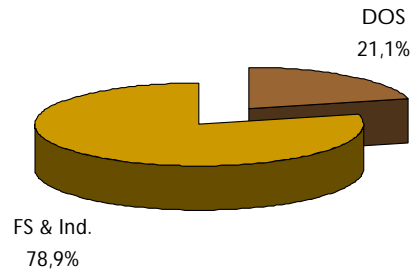
WE ARE CONTINUING THE IMPLEMENTATION OF OUR SUCCESSFUL GROWTH STRATEGY BASED ON THREE DRIVERS:

- Development of the direct distribution network
- International expansion
- Product diversification

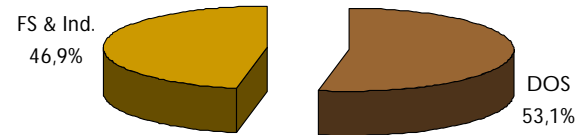


TAILOR-MADE BUSINESS MODEL FOR EACH BRAND

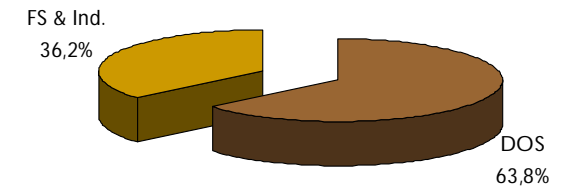
FY 1999 (Before the listing)
BREAKDOWN BY CHANNEL



FY 2011
BREAKDOWN BY CHANNEL



FY 2013
BREAKDOWN BY CHANNEL

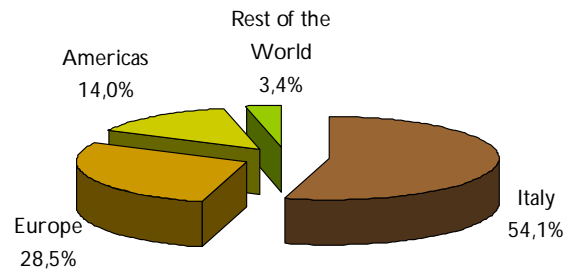


- From 25 DOS in 1999..... to 229 DOS as of June 2014
- Prestigious stores in the main luxury locations
- Right balance between visibility and cost of the stores
- Selective expansion plan: average of 15 openings every year

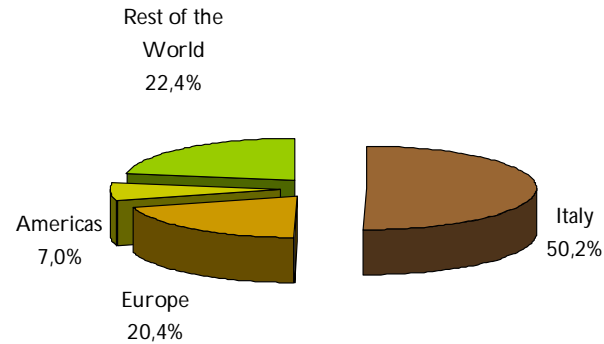


The Milan Flagship Store

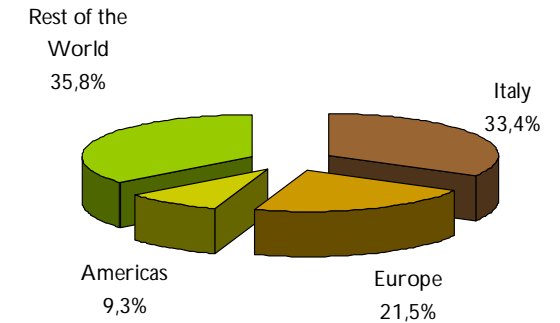
**FY 1999 (Before the listing)
BREAKDOWN BY REGION**



**FY 2011
BREAKDOWN BY REGION**



**FY 2013
BREAKDOWN BY REGION**



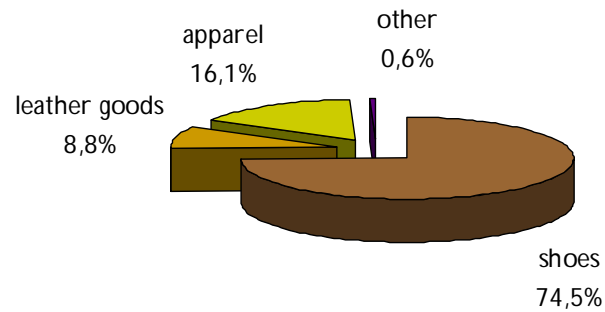
EACH BRAND IS FOLLOWING ITS OWN INTERNATIONAL EXPANSION

- Italy now represents approx 1/3 of the Group's turnover; consolidation of the market
- Further development of the European market
- Huge potential from the Americas
- Strong presence in the Asian markets, but still huge growth potential.

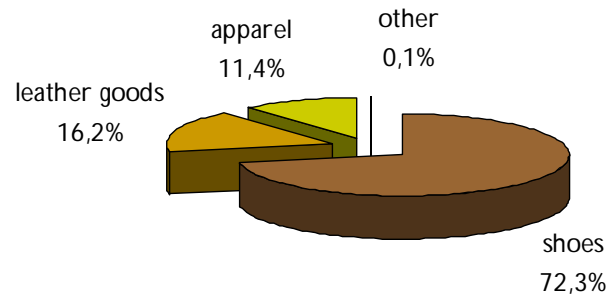


Tod's Madison Avenue - NYC

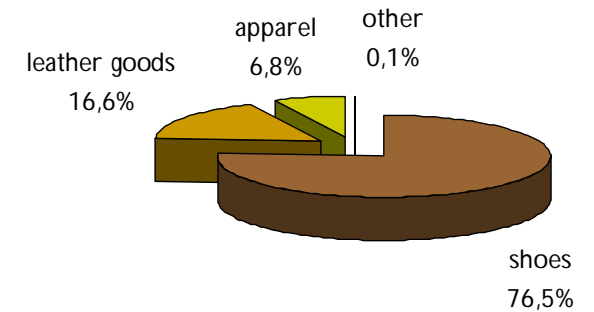
FY 1999 (Before the listing)
BREAKDOWN BY PRODUCT



FY 2011
BREAKDOWN BY PRODUCT



FY 2013
BREAKDOWN BY PRODUCT



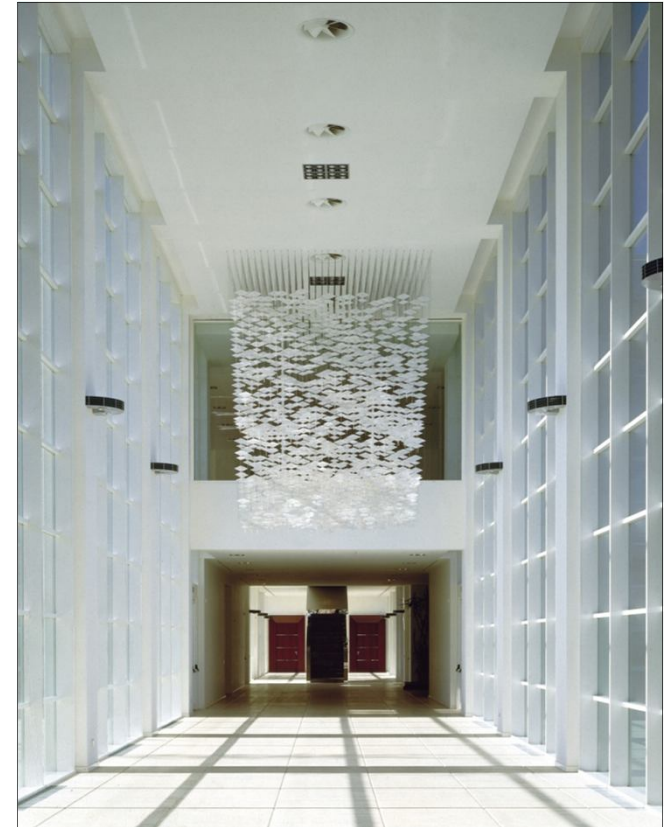
- Consolidation of our undisputed leadership in the core business of luxury shoes
- Widening of the range of handbags and accessories coherent with the DNA of each brand
- Niche positioning in high-end apparel



- STRONG RESULTS AND SOUND BALANCE SHEET

- 10% sales CAGR in the last 10 years
- 12% EBITDACAGR in the last 10 years
- 18% net income CAGR in the last 10 years
- Tight control on the Net Working Capital
- Sound Balance Sheet with a Positive net financial position

- Generous dividend policy
- Total return from the listing: approx 170%



GOOD RESULTS HAVE BEEN ACHIEVED... BUT EVEN MORE HAS TO COME

KEY INVESTMENTS HIGHLIGHTS

- ✓ Attractive industry fundamentals
- ✓ Iconic brands with strong heritage and core competency
- ✓ Relentless focus on quality and craftsmanship
- ✓ Well diversified global presence with further room to expand in Asia and the US
- ✓ Consolidated network of DOS in prime locations and many future opportunities
- ✓ Best-in-class management team with proven track record
- ✓ Outstanding profitability and growth track record
- ✓ A successful growth story also in the Stock Exchange Market



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