



# 1H-2022 Earnings Presentation

September 9, 2022

GOLDEN GOOSE / ★



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# Key Highlights



## /★ PURSUING OUR STRATEGIC INITIATIVES

- /★ ENHANCING CONSUMER EXPERIENCE THROUGH OMNICHANNEL SERVICES AND CO-CREATION/CO-ACTION OPPORTUNITIES
  - /★ EXPANSION OF OUR DTC CHANNELS AND CONSOLIDATION OF OUR WHOLESALE DISTRIBUTION
  - /★ BRAND ELEVATION: LAUNCHING OF OUR FIRST GLOBAL BRAND CAMPAIGN
  - /★ GREATER OVERSIGHT OF OUR SUPPLY CHAIN
- ## /★ DELIVERED SOLID FINANCIAL RESULTS IN THE FIRST HALF
- /★ STRONG CONTINUED TOPLINE GROWTH, DRIVEN BY DTC CHANNELS
  - /★ HEALTHY PROFITABILITY
  - /★ SOLID CASH GENERATION AND CONSISTENT DELEVERAGING



# Key Figures

ACHIEVED 1H22 TURNOVER  
GROWTH OF

**+36%**

VS 1H21

DELIVERING DTC STRATEGY  
EXPANSION: DTC SALES  
ACCOUNTING FOR

**66%**

VS 51% IN 1H-2021

1H22 EBITDA MARGIN OF

**33.9 %**

VS 33.1 % in 1H21

FREE CASH FLOW GENERATED  
IN 1H22 OF

**€32M**

REFLECTING A GENERATION  
OF €19M IN 2Q-2022

ACHIEVED A NET LEVERAGE  
RATIO OF

**3.2x**

A REDUCTION OF 0.8x VS DEC21

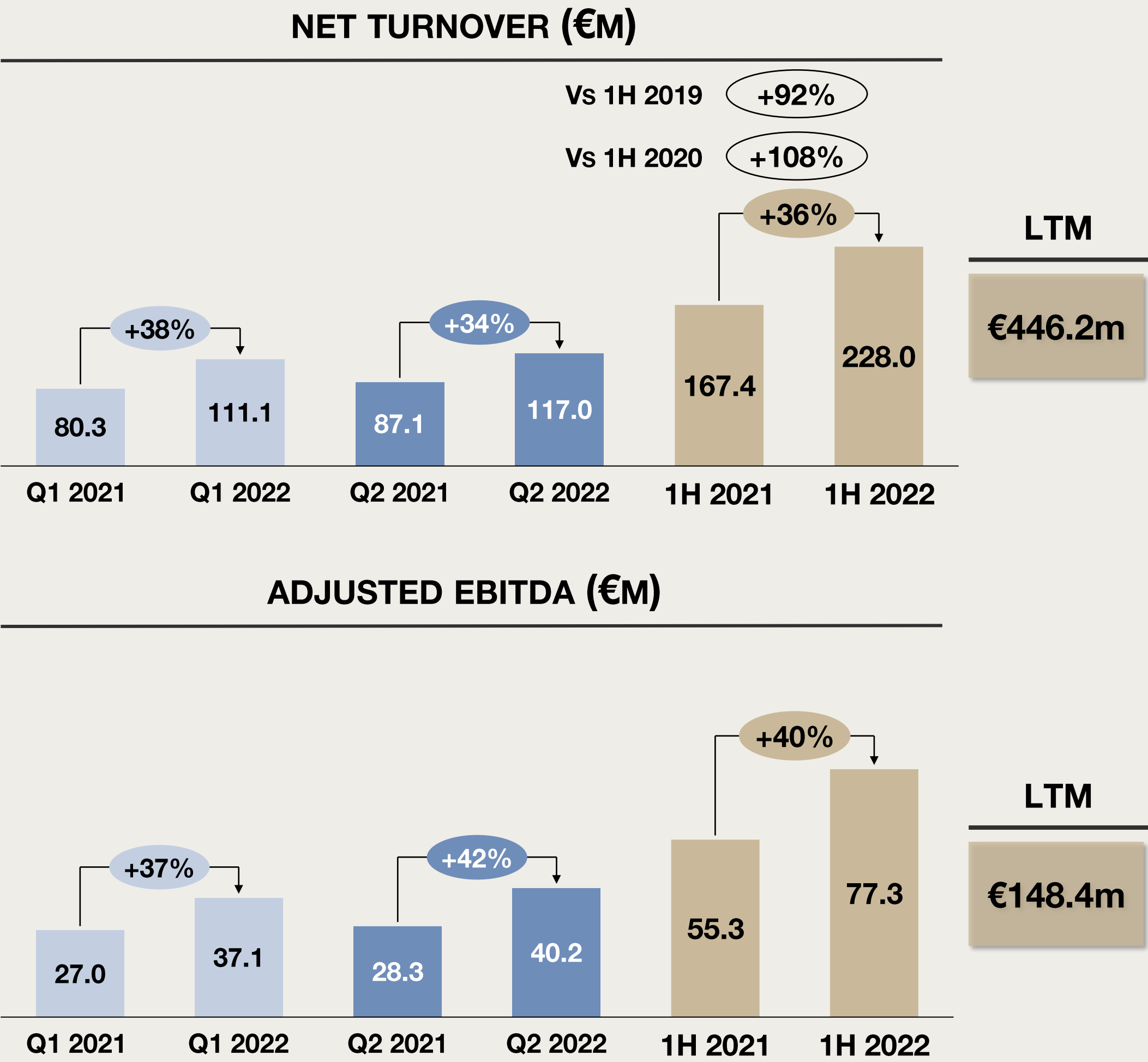
SOLID CASH POSITION OF

**€132.3M**

MAINTANING €63.8M AS  
UNDRAWN RCF FACILITY



# 1H22 Revenue and Ebitda Results



**+36%**  
**TURNOVER** Growth in 1H 2022

**+92%**  
**TURNOVER** 3Y Stack growth

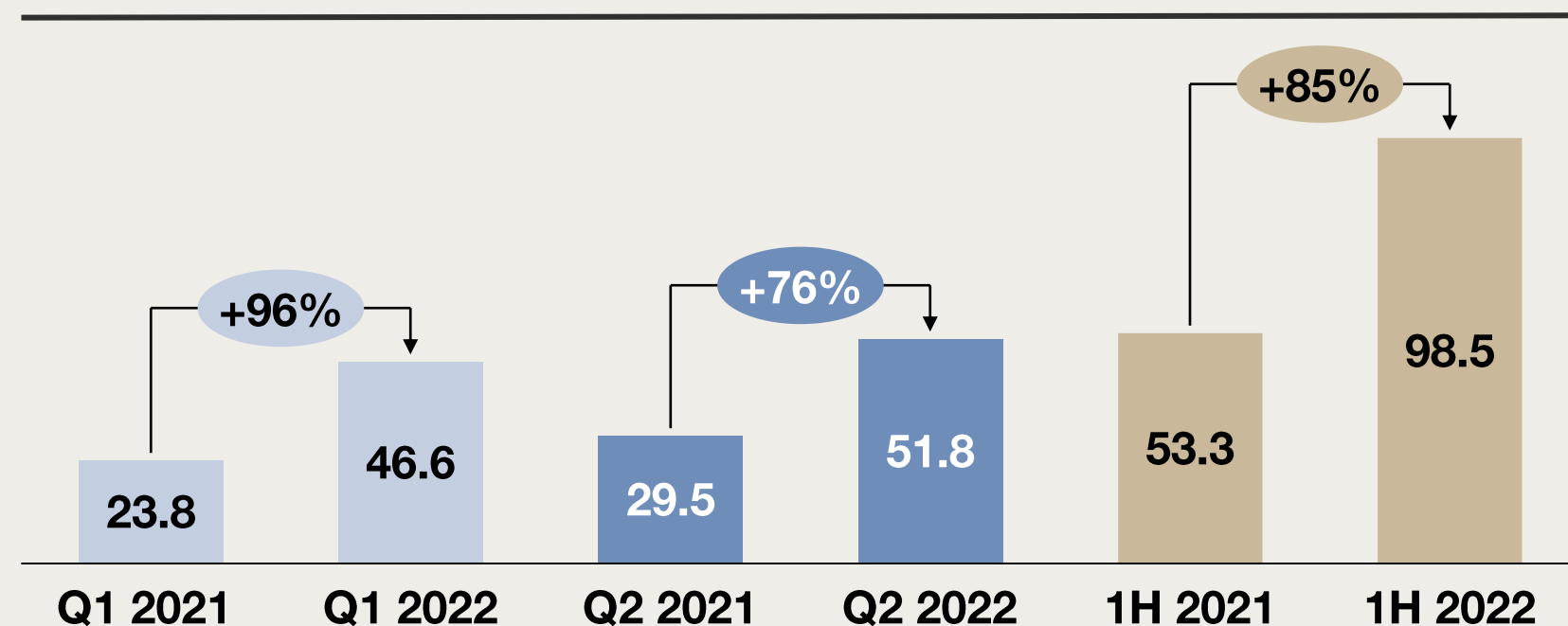
**33.9%**  
**Adjusted EBITDA** Margin 1H 2022

CONTINUED GROWTH IN 2Q22, HEALTHY PROFITABILITY



# Revenue by Geography

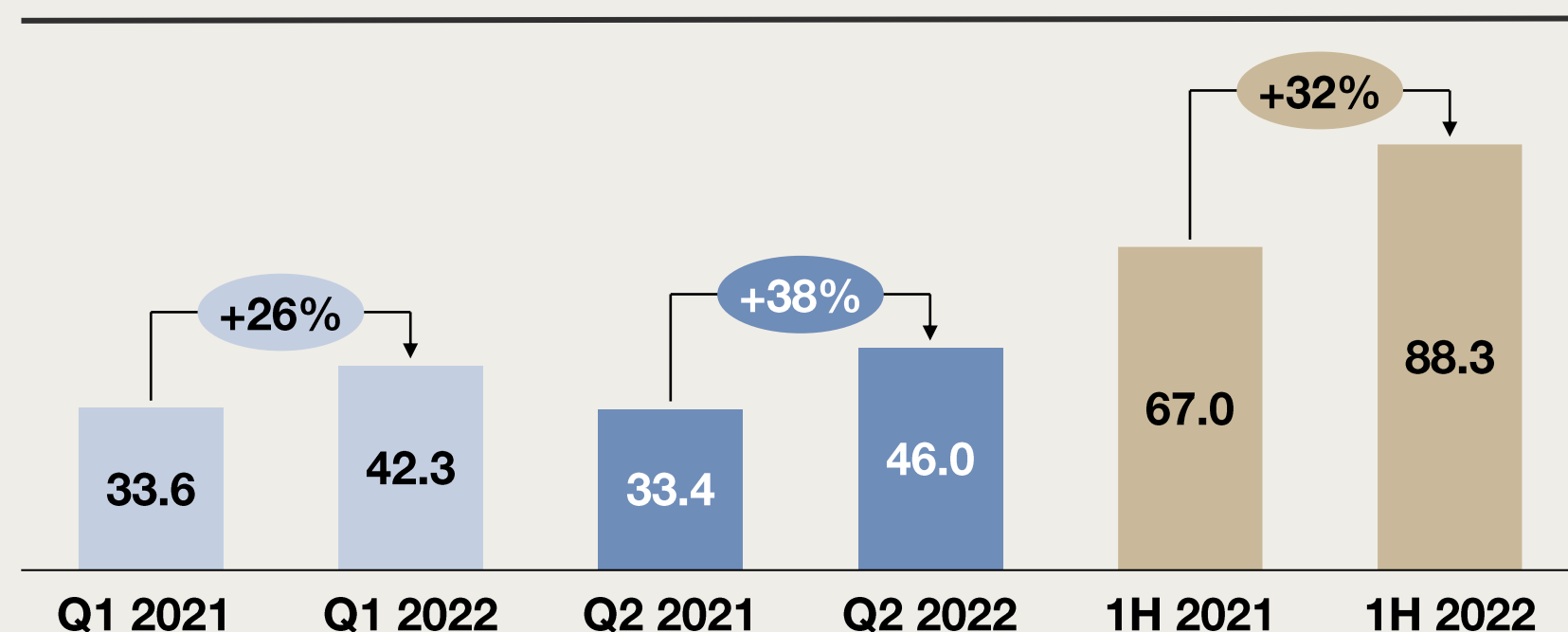
AMERICAS NET TURNOVER (€M)



**+85%**  
**AMERICAS** Turnover  
Growth in 1H 2022

SUSTAINED BRAND MOMENTUM IN AMERICAS,  
SUPPORTED BY SOLID GROWTH IN ALL CHANNELS

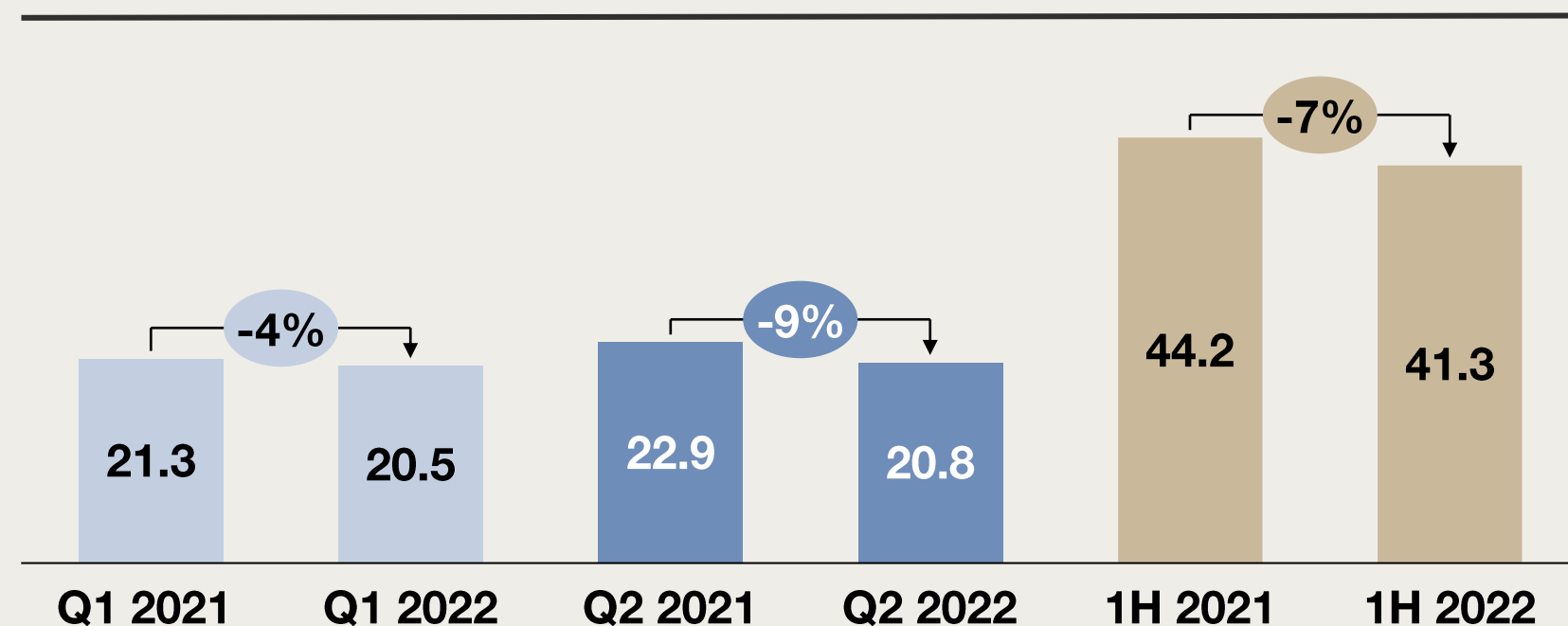
EMEA NET TURNOVER (€M)



**+32%**  
**EMEA** Turnover Growth in  
1H 2022

STRONG PROGRESS IN EMEA DRIVEN BY A SOLID  
DOMESTIC DEMAND AND REBOUND OF TOURISTS

APAC NET TURNOVER (€M)

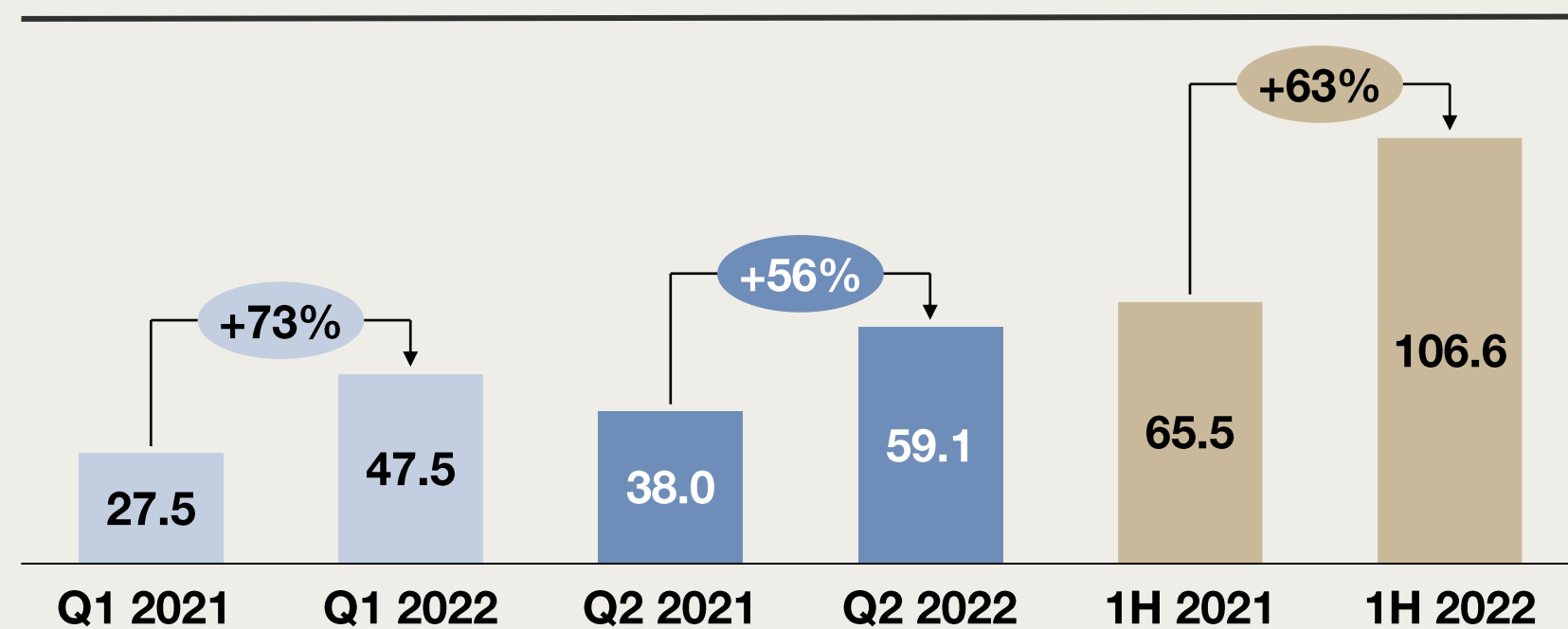


**-7%**  
**APAC** Turnover Growth in  
1H 2022

POSITIVE DTC PERFORMANCE (+4%), DESPITE CHINA  
DRAG (+12% EXCLUDING CHINA). ONGOING  
RATIONALIZATION OF WHOLESALE BUSINESS

# Revenue by Channel

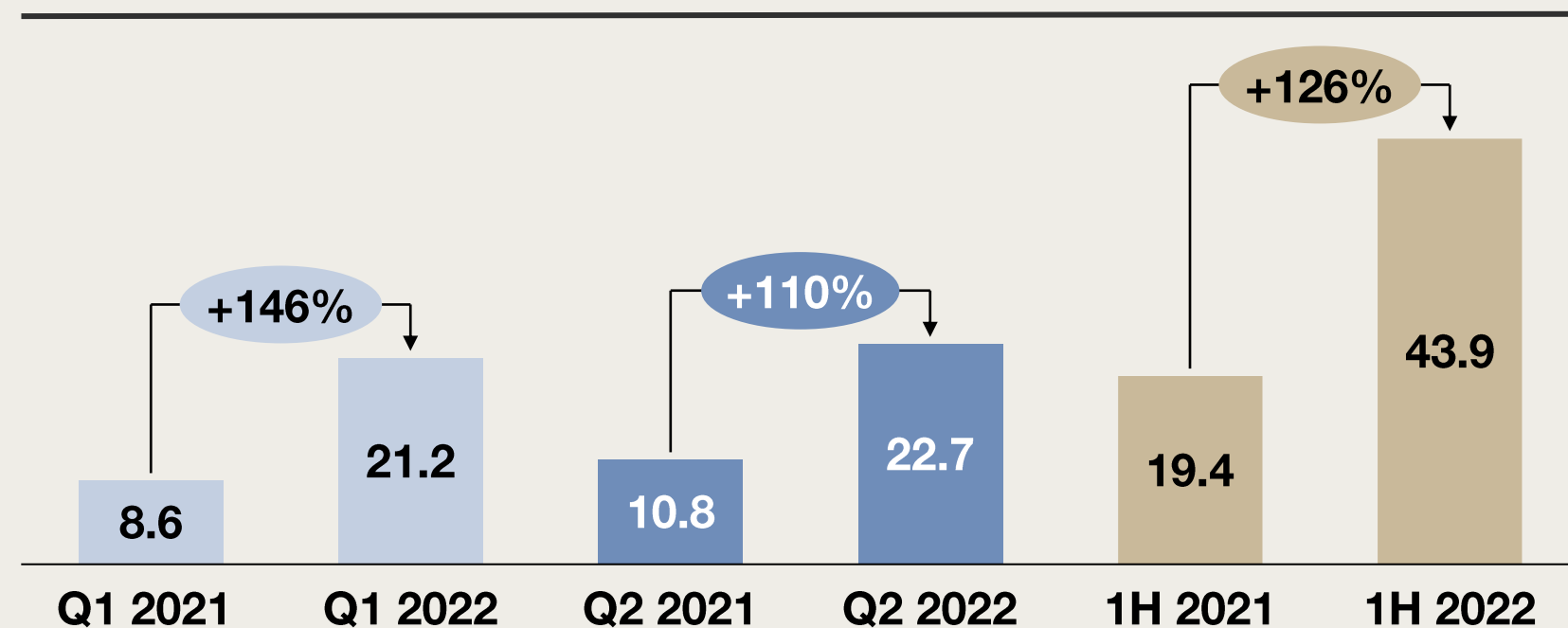
RETAIL NET TURNOVER (€M)<sup>(1)</sup>



**+63%**  
**RETAIL** Turnover  
 Growth in 1H 2022

POSITIVE GROWTH IN ALL REGIONS, EXCLUDING CHINA. CONTINUED SOLID MOMENTUM IN AMER AND EMEA. 1H 2022 GROWTH +51% EXCLUDING CONCESSIONS

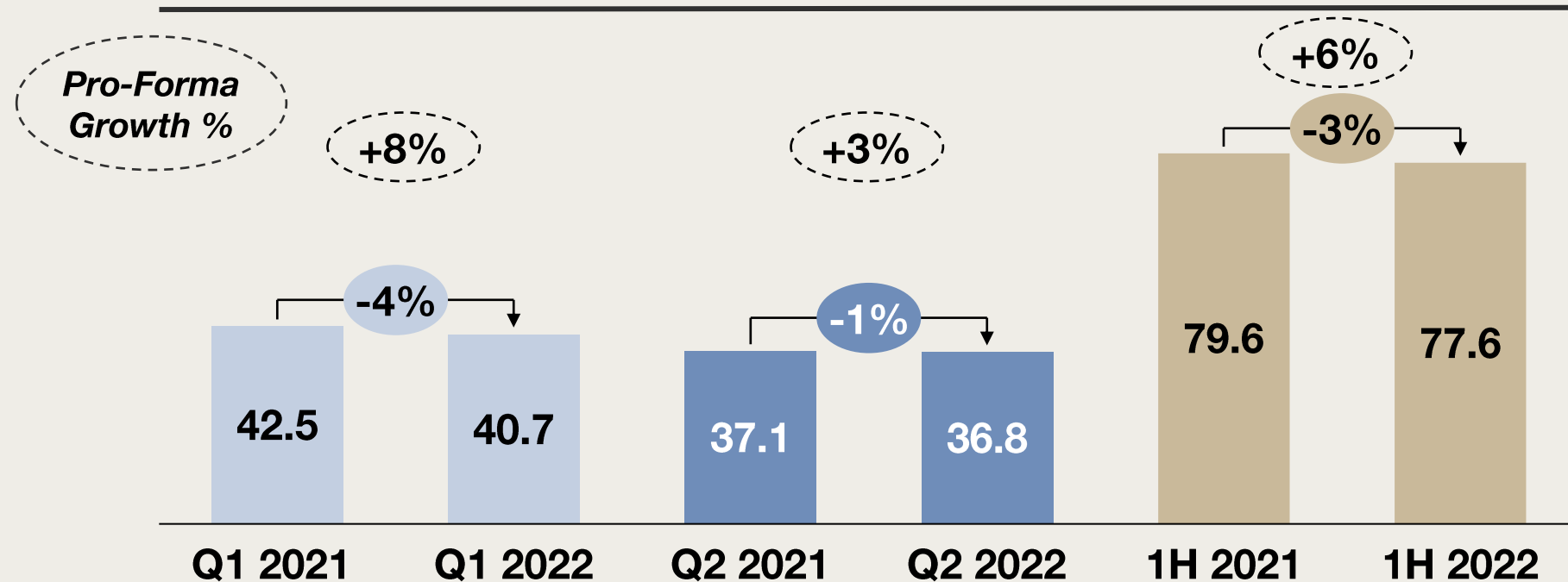
DIGITAL NET TURNOVER (€M)<sup>(2)</sup>



**+126%**  
**DIGITAL** Turnover  
 Growth in 1H 2022

CONTINUED STRONG PERFORMANCE IN DIGITAL ACROSS THE BOARD. 1H 2022 GROWTH +56% EXCLUDING CONCESSIONS

WHOLESALE NET TURNOVER (€M)



**-3%**  
**WHOLESALE** Turnover  
 Growth in 1H 2022

POSITIVE PRO-FORMA RESULTS (SAME PERIMETER EXCLUDING EFFECTS OF CONVERSION INTO CONCESSION) +6%  
 ONGOING RATIONALIZATION OF CUSTOMER BASE

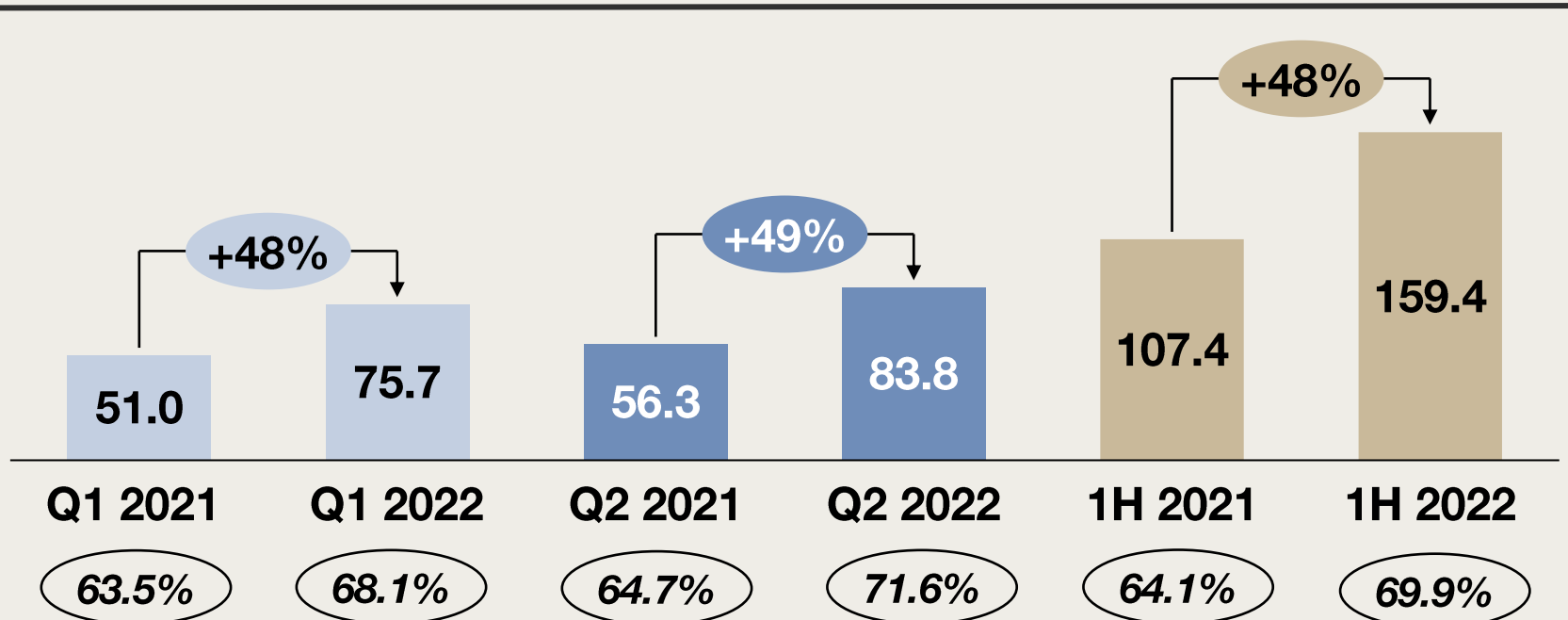


# Profitability Profile

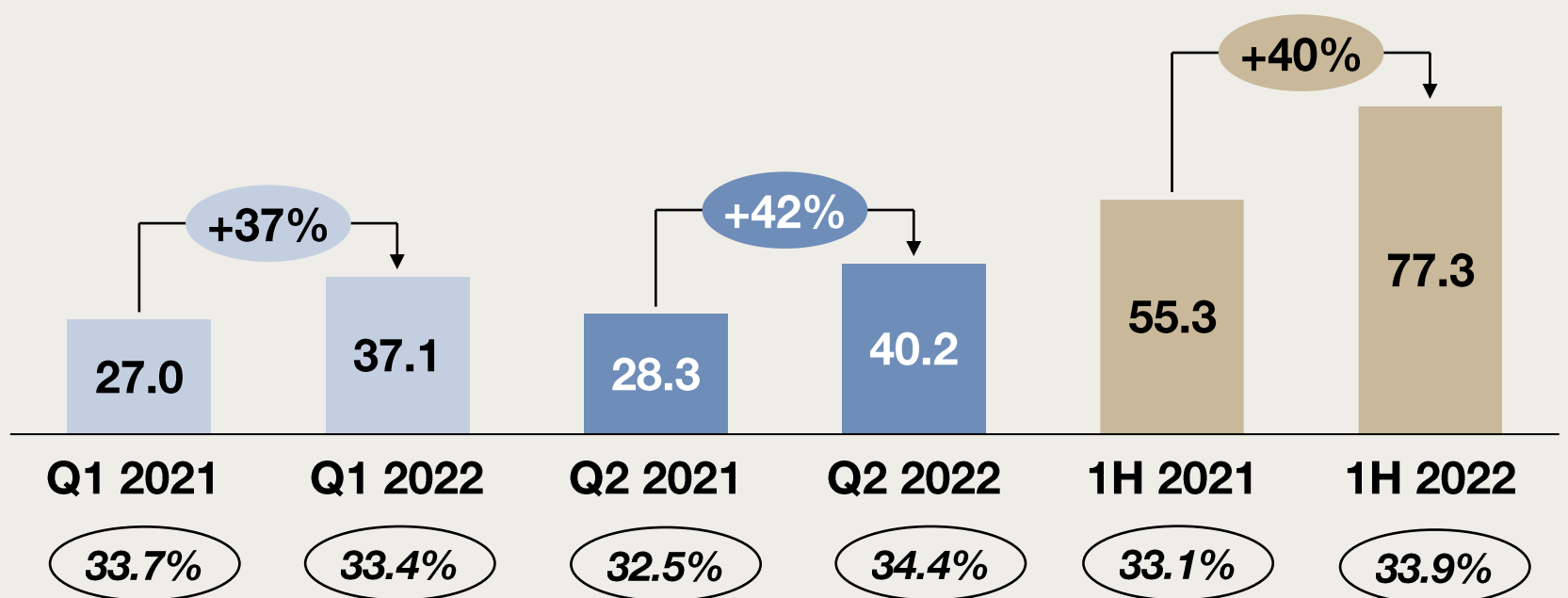


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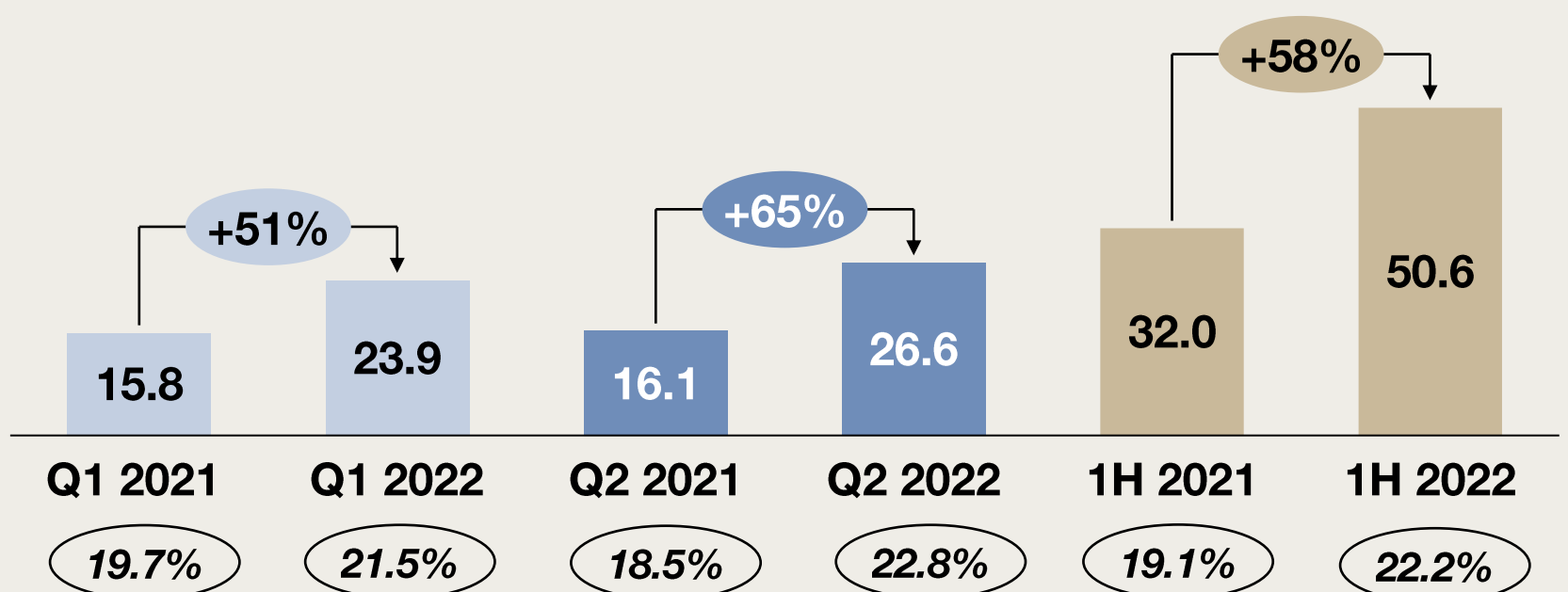
## NET MARGIN (€M)



## ADJUSTED EBITDA (€M)



## ADJUSTED EBIT (€M)



% on  
Turnover

**69.9%**  
**NET MARGIN**  
1H 2022

**33.9%**  
**EBITDA MARGIN**  
1H 2022

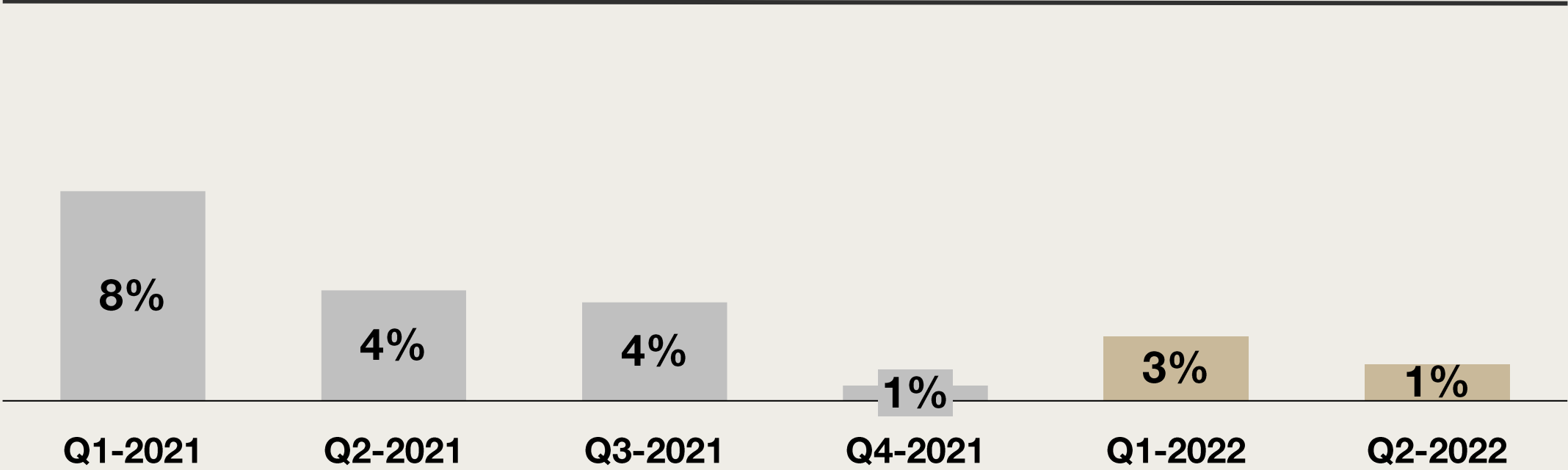
**22.2%**  
**EBIT MARGIN**  
1H 2022



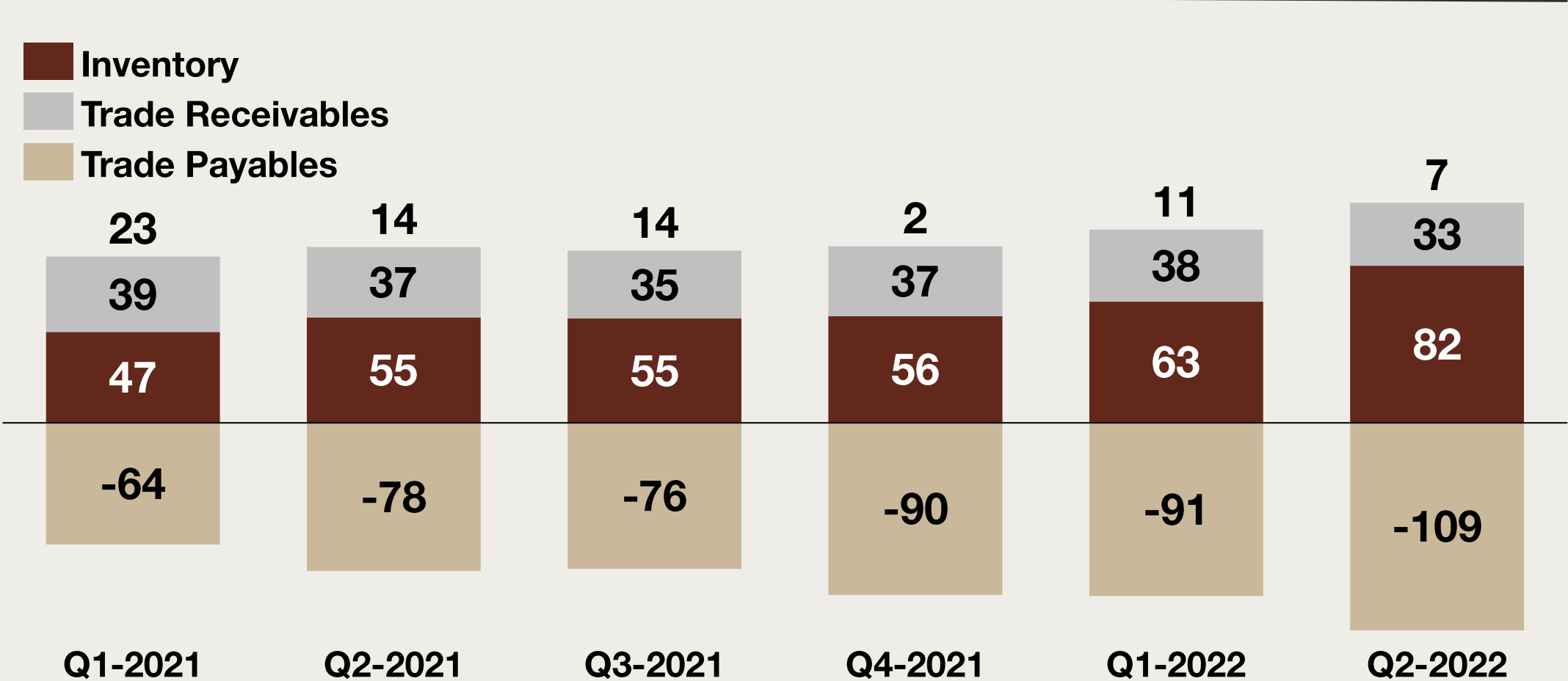
# Net Working Capital



ADJUSTED NET WORKING CAPITAL ON LTM REVENUES %



ADJUSTED NET WORKING CAPITAL (€M)



**1%**  
**Adjusted NWC on LTM**  
**Net Turnover**

**TIGHT CONTROL OF**  
**INVENTORY**

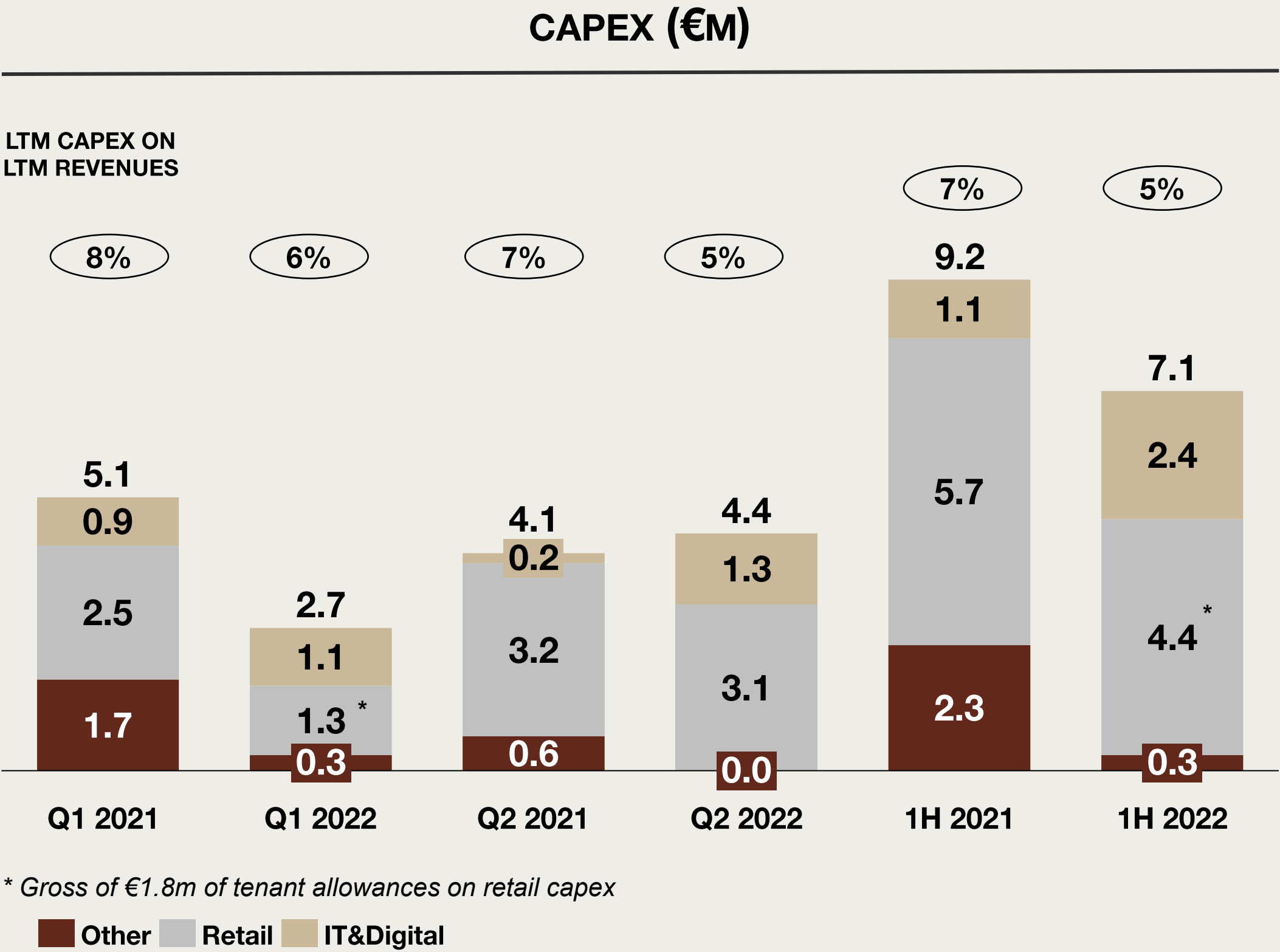
**CREDIT CONTROL**

**EXCELLENT PAYMENT**  
**CONDITIONS**

**CONTINUED EFFICIENT MANAGEMENT OF OUR SUPPLY CHAIN**



# Capital Expenditure



**€7.1m**  
**Capital Expenditure**  
**1H 2022**

**5%**  
**Capital Expenditure**  
**On LTM Revenues**

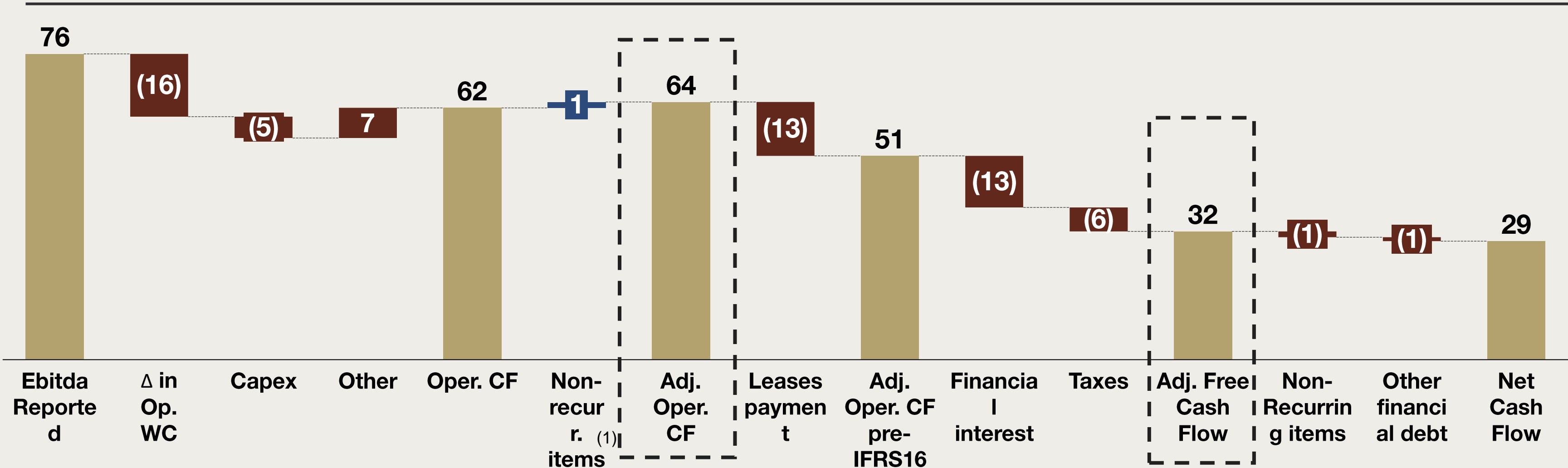
CONTINUED RETAIL EXPANSION

LEAN BUSINESS MODEL WITH LOW CAPEX IMPACT



# Cash Flow Development

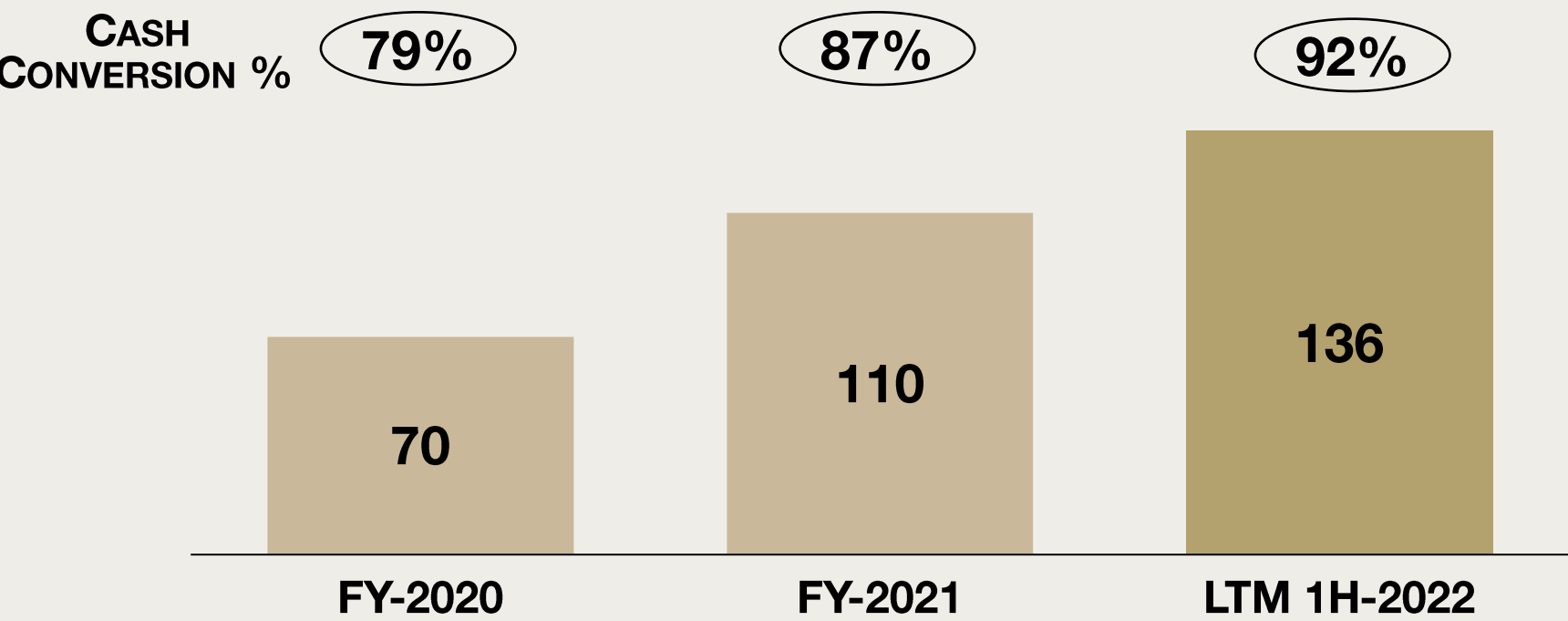
YTD CASH FLOW BRIDGE (€M)



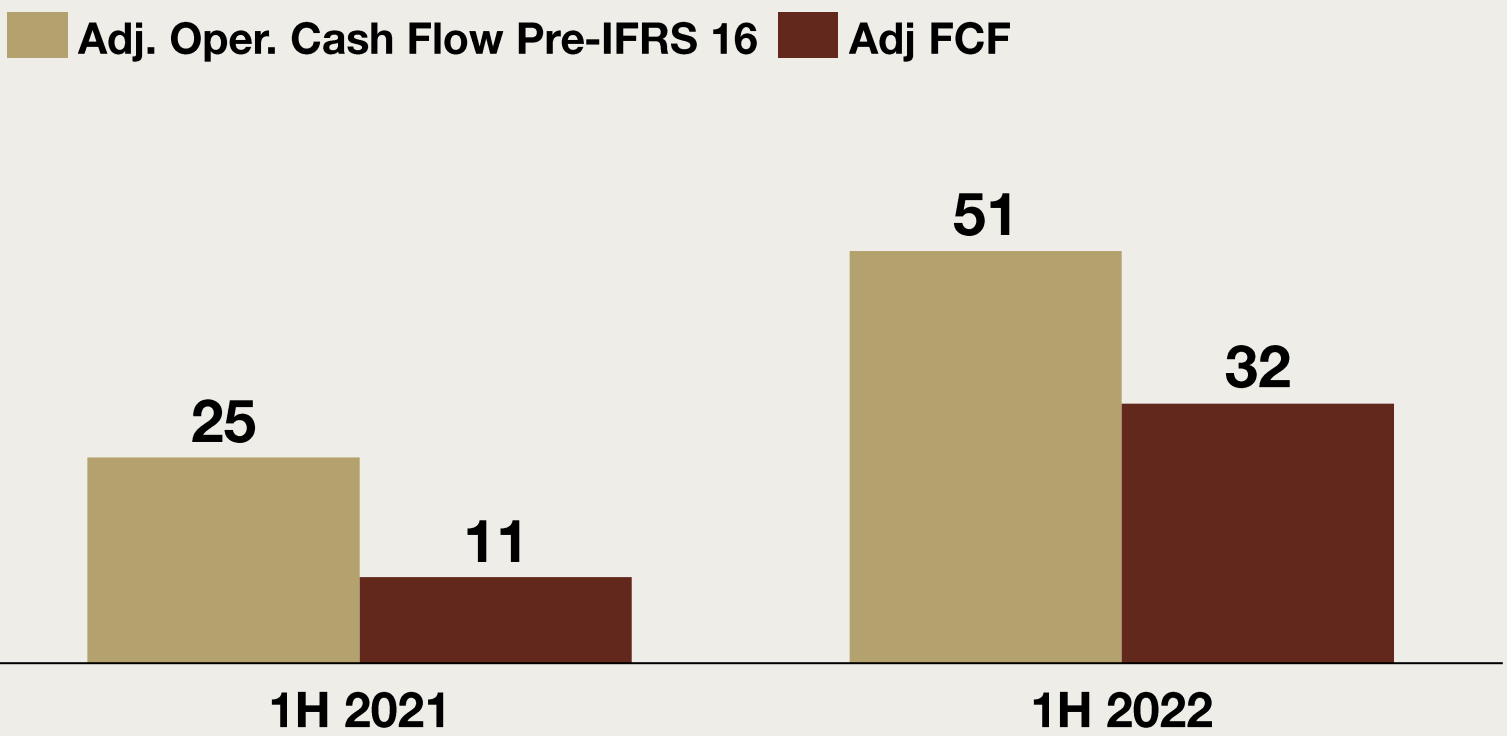
€31.8m

Adj. YTD Free Cash Flow Generated in 1H 2022

HISTORICAL ADJ OPERATING CASH FLOW (€M)



CASH GENERATED IN 1H 2022 (€M)



92%

LTM Cash Conversion in 1H 2022

(1) Non-recurring items related to one-off projects, including expenses related to M&A activities



# Debt Profile

€m	Dec-2021	Mar-2022	Jun-2022
Cash and Cash Equivalents	99.8	113.2	132.3
Senior Secured Floating Rate Notes	480.0	480.0	480.0
RCF (€63.8m)	-	-	-
Lease Liabilities	127.2	125.9	133.1
Gross Debt	607.2	605.9	613.1
Net Debt	507.4	492.7	480.8
LTM Adjusted EBITDA	126.4	136.5	148.4
Net Leverage Ratio	4.0x	3.6x	3.2x

3.2x

Net Leverage Ratio

-0.8x

Deleverage vs Dec21

€63.8m

Available RCF

€347.7m

Net Debt Pre-IFRS 16



# Supply chain integration project

In August 2022 Golden Goose Goose reached an agreement with shareholder of Golden Goose's top supplier of luxury footwear, for the acquisition of the footwear production activities.

## World-class leader in luxury sneakers production

- Headquartered in Italy, the company specialises in the production of high-end footwear for some of most well-known luxury brands
- Total capacity is ca. 950k units p.a. and it has a long lasting relationship with GG as top supplier of luxury footwear
- Revenues 2021 €36.5m, Ebitda 2021 €6.7m

## Investment rationale

- Greater oversight of production activities and strategic control of our supply chain: total GG production insourced ca. 40%
- Insourcing of key artisanal manufacturing competences
- Opportunity to scale up the production capacity for the next phase of Golden Goose growth

## Deal structure

- The transfer by the Target of its entire company compendium in favour of a newly established company ("Newco")
- The transfer of the entire capital of Newco to Golden Goose
- The continuation of the collaboration with Target's shareholder as CEO of Newco

## Deal highlights

- Half of consideration payable at Closing date, remaining portion in 4 years
- The acquisition will be wholly funded by cash on GG balance sheet
- Relatively small transaction: no material impact on GG Net Leverage Ratio
- The transaction is expected to close in Q4 2022, subject to customary conditions and anti-trust clearance



# Q&A

## /★ Q&A

For questions during the call: Please dial \*1 on your telephone keypad. The operator will prompt you when to speak.



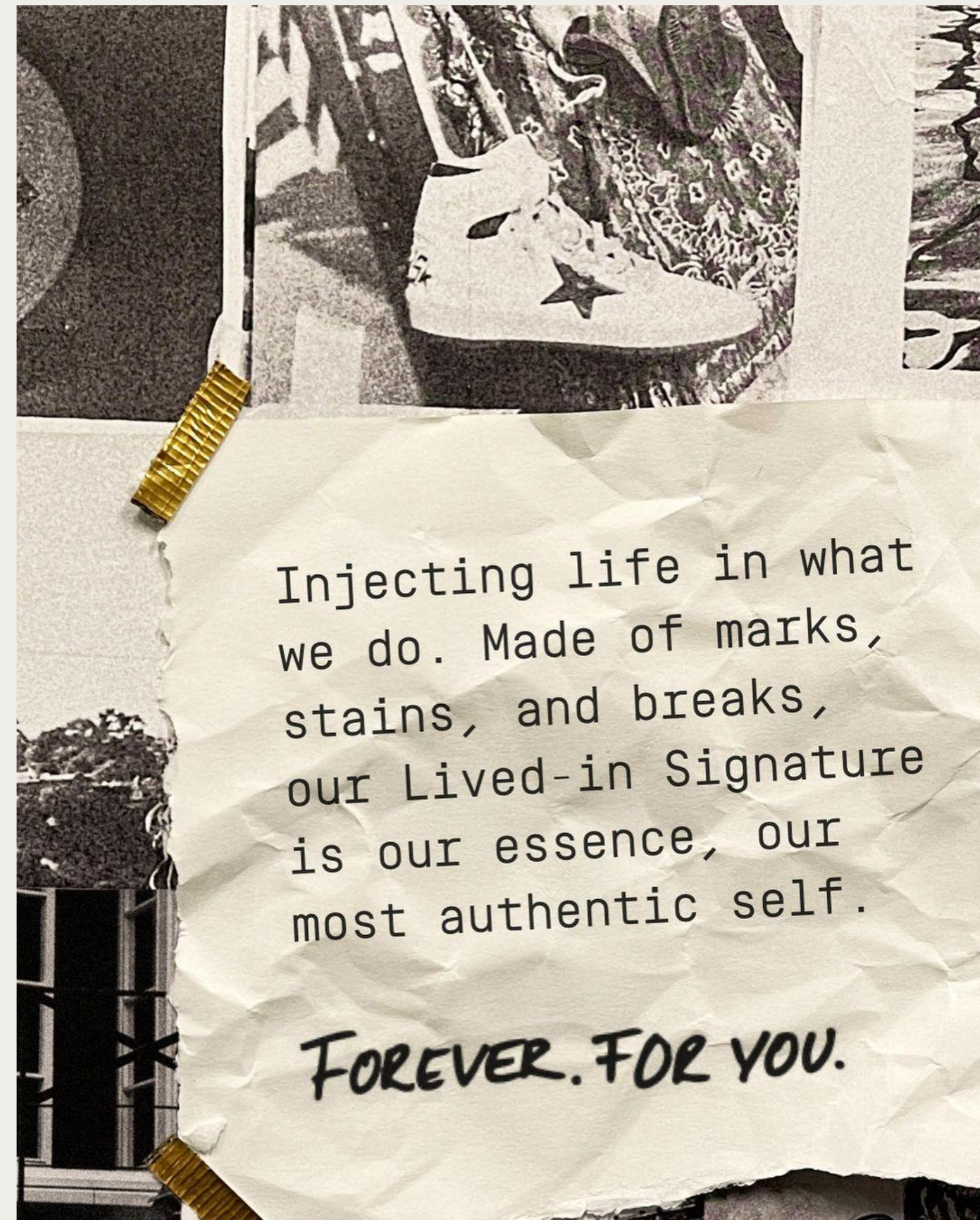
**SILVIO CAMPARA**  
CHIEF EXECUTIVE OFFICER



**PAOLO DAL FERRO**  
CHIEF CORPORATE OFFICER

INVESTOR RELATIONS CONTACT:

[INVESTORS@GOLDENGOOSE.COM](mailto:INVESTORS@GOLDENGOOSE.COM)





# Appendix



# Income Statement

<i>€ millions</i>	1H22	1H21*
<b>Net Turnover</b>	<b>228.0</b>	<b>167.4</b>
Cost of Good sold	(68.6)	(60.0)
<b>Net Margin</b>	<b>159.4</b>	<b>107.4</b>
Selling and distribution expenses	(64.4)	(41.0)
General and Administration expenses	(33.3)	(29.0)
Marketing and Advertising	(12.6)	(7.0)
<b>Operating Result (EBIT)</b>	<b>49.1</b>	<b>30.4</b>
Financial Income	11.3	7.6
Financial Expenses	(21.6)	(32.7)
<b>Profit before tax</b>	<b>38.7</b>	<b>5.4</b>
Income taxes	(7.4)	88.6
<b>Net result</b>	<b>31.3</b>	<b>93.9</b>
<b>Minority result of the period</b>	<b>-</b>	<b>0.0</b>
<b>Results for the year</b>	<b>31.3</b>	<b>93.9</b>
Depreciations and devaluations	26.8	23.4
<b>IFRS EBITDA Reported</b>	<b>75.9</b>	<b>53.8</b>
Non recurring items	1.5	1.5
<b>IFRS EBITDA Adjusted</b>	<b>77.3</b>	<b>55.3</b>
<b>IFRS EBIT Adjusted</b>	<b>50.6</b>	<b>32.0</b>

*\*1H21 restated according to new accounting of custom duties (before considered as inventory overhead, now accounted for as COGS)*



# Balance Sheet

<i>€ millions</i>	30-06-2022	31-12-2021
<b>ASSETS</b>		
Intangible assets	1,427.1	1,433.4
Tangible assets	45.3	46.7
Right of use	123.7	119.8
Deferred tax asset	49.9	44.1
Non-current financial assets	0.3	0.2
Other non-current assets	8.3	7.1
<b>Non-current assets</b>	<b>1,654.6</b>	<b>1,651.4</b>
Inventories	82.2	55.7
Accounts receivable	32.9	36.6
Current Tax assets	0.0	0.1
Other current non-financial assets	25.0	14.9
Current financial assets	2.1	1.2
Cash and cash equivalents	132.3	99.8
<b>Current assets</b>	<b>274.6</b>	<b>208.3</b>
<b>Total Assets</b>	<b>1,929.2</b>	<b>1,859.7</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
Share capital	1.0	1.0
Share premium	182.6	182.6
Other reserves	745.7	658.0
Results for the year	31.3	87.7
<b>Shareholders' equity</b>	<b>960.6</b>	<b>929.3</b>
Minority reserves	-	(0.1)
Minority result of the period	-	0.0
<b>Minority's equity</b>	<b>-</b>	<b>(0.0)</b>
<b>Total Equity</b>	<b>960.6</b>	<b>929.3</b>
Provisions for severance indemnities	2.6	2.2
Deferred tax liabilities	193.1	193.4
Non current Provisions for risks and charges	1.5	1.4
Non-current financial debt	579.2	572.7
<b>Non-current liabilities</b>	<b>776.3</b>	<b>769.7</b>
Trade payables	92.9	76.9
Other current non-financial liabilities	23.1	20.9
Current Tax liabilities	22.3	15.7
Current provisions for risks and charges	9.7	8.3
Current financial liabilities	44.2	39.0
<b>Current liabilities</b>	<b>192.2</b>	<b>160.7</b>
<b>Total liabilities and shareholders' equity</b>	<b>1,929.2</b>	<b>1,859.7</b>



# Cash Flow Statement

<i>€ millions</i>	1H22	1H21
<b><u>A. Cash flow generated (absorbed) by operations</u></b>		
Profit (loss) for the year	31.3	93.6
Income taxes	7.4	(88.3)
Interest expense (interest income)	10.3	25.1
Accruals to provision	6.1	5.3
Depreciation of fixed assets	26.8	23.4
Write-downs for impairment losses	(0.0)	-
Other adjustments for non-monetary items	2.3	(1.3)
Decrease / (increase) in inventories	(26.1)	(6.9)
Decrease / (increase) in trade receivables	4.8	(3.6)
Increase / (decrease) in trade payables	18.0	(0.2)
Other changes in net working capital	(12.2)	(1.6)
Interest collected / (paid)	(15.9)	(23.6)
(Income tax paid)	(5.9)	(4.3)
(Use of provision)	(0.4)	(3.5)
<b>CASH FLOW GENERATED (ABSORBED) BY OPERATIONS (A)</b>	<b>46.5</b>	<b>14.0</b>
<b><u>B. Cash flow from investing activities</u></b>		
Tangible assets	(1.6)	(7.9)
Intangible assets	(3.7)	(1.3)
Non-current financial assets	(0.6)	3.1
<b>CASH FLOW GENERATED (ABSORBED) BY INVESTMENT ACTIVITIES (B)</b>	<b>(5.8)</b>	<b>(6.1)</b>
<b><u>C. Cash flow from financing activities</u></b>		
Debt		
Proceeds of borrowings	-	463.0
Repayment of borrowings	(11.3)	(469.9)
<b>CASH FLOW GENERATED (ABSORBED) BY FINANCIAL ACTIVITIES (C)</b>	<b>(11.3)</b>	<b>(6.9)</b>
<b>INCREASE (DECREASE) OF CASH AND CASH EQUIVALENTS (A + B + C)</b>	<b>29.4</b>	<b>1.1</b>
Exchange Effect	3.2	1.8
Cash and cash equivalent at the beginning of the year	99.8	78.3
<b>Cash and cash equivalent at the end of the period</b>	<b>132.3</b>	<b>81.1</b>



**Thank**  
GOLDEN GOOSE **you!**