

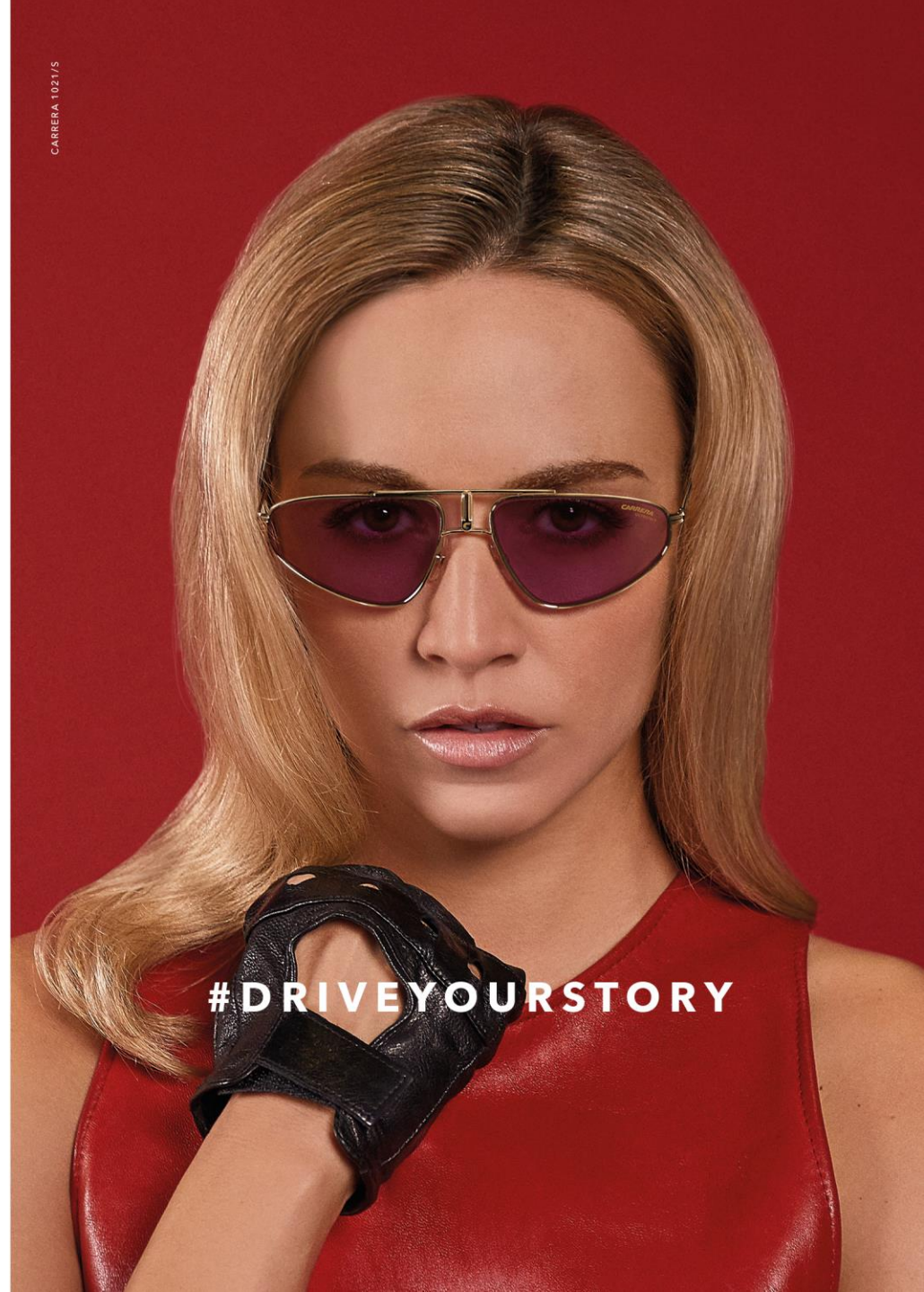
H1 2019 RESULTS

August 2, 2019



CARRERA 1021/S

#DRIVEYOURSTORY



DISCLAIMER

This presentation may contain forward looking statements based on current expectations and projects of the Group in relation to future events. Due to their specific nature, these statements are subject to inherent risks and uncertainties, as they depend on certain circumstances and facts, most of which being beyond the control of the Group. Therefore actual results could differ, even to a significant extent, with respect to those reported in the statements.

- 1 July, 2019: closing of the transaction to sell Solstice retail operations
- Discontinued operations resulted in a H1 2019 loss of Euro 26.2 million:
 - Euro 17.0 million for the assets disposal
 - Euro 9.2 million for the net result of the period
- Group results and comments are provided for the Continuing Operations, excluding the discontinued retail operations

ECONOMIC HIGHLIGHTS OF THE CONTINUING OPERATIONS (pre-IFRS 16)

2019 Group results are commented on a pre-IFRS 16 basis in order to support the transition and to allow proper comparison with the previous periods.

- The Group elected to implement IFRS 16, applying the modified retrospective approach, whereby the cumulative effect of adopting the standard has been recognized at its relevant effective date on January 1st 2019, without the restatement of 2018 comparative information.

IFRS 16 impact on H1 2019 Results

(Euro in millions)	CONTINUING OPERATIONS	DISCONTINUED OPERATIONS (SOLSTICE RETAIL BUSINESS)	TOTAL
Income Statement impact on H1 2019			
Reduction of operating rental expenses (additional EBITDA)	7.0	5.8	12.8
Increase in depreciation expenses	(6.7)	(5.4)	(12.1)
Increase in interest expenses	(0.7)	(0.7)	(1.3)
Reduction of net result	(0.3)	(0.3)	(0.6)
Net debt impact as at June 30, 2019			
Increase of lease liabilities	(35.4)	(38.0)	(73.5)

HIGHLIGHTS OF THE CONTINUING OPERATIONS

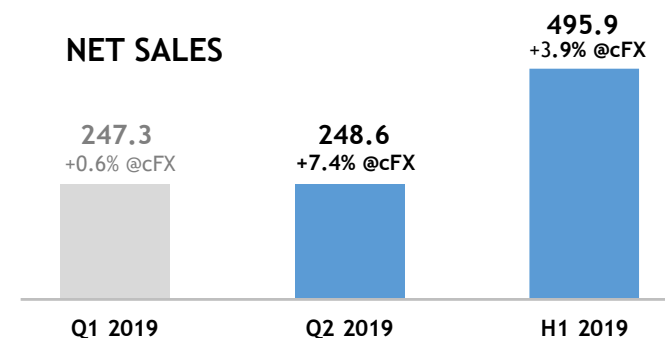
in millions of Euro and % change vs same periods of 2018

Q2 2019 performance accelerates positive sales and operating profit momentum

Positive free cash flow generation and record low Group net debt

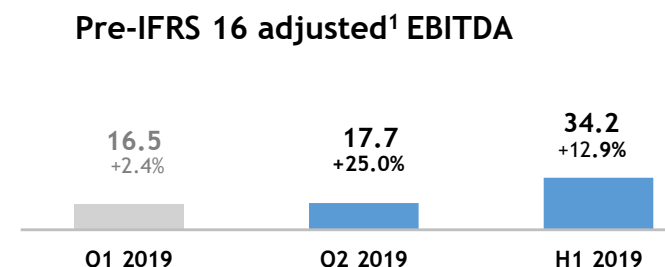
- H1 2019 net sales up 6.5% at current FX, significant Q2 acceleration +9.7%:

- positive business trends in key markets and channels, driven by own core brands and main licensed brands in the portfolio



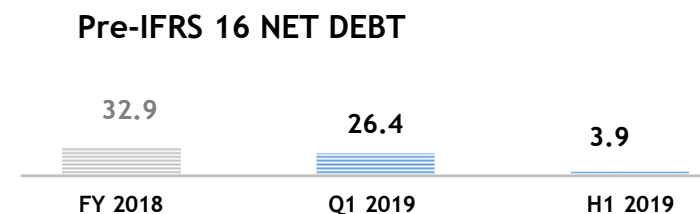
- H1 2019 adjusted¹ EBITDA up 12.9%, after strong Q2 at +25%:

- progress on gross profit and margin backed by product supply efficiencies and sales mix
- overheads cost savings benefitting operating leverage



- H1 2019 Group Net Debt down to Euro 3.9m and financial leverage of 0.1x:

- Positive Free Cash Flow of Euro 10.4 million



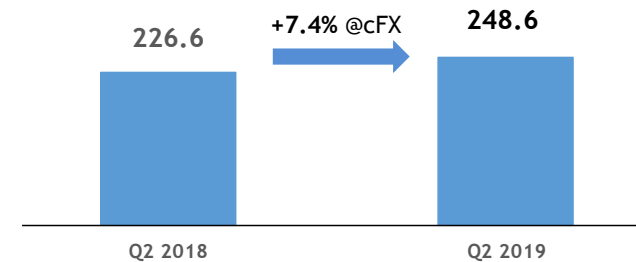
NET SALES OF THE CONTINUING OPERATIONS

in millions of Euro and % change vs same periods of 2018

Quarter on quarter top line acceleration

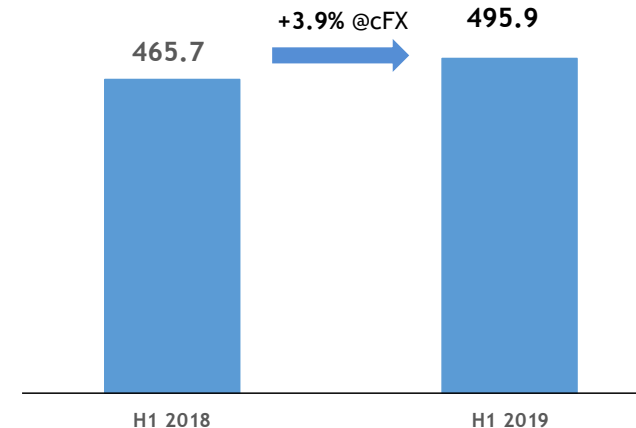
■ Q2 net sales at Euro 248.6, +9.7%

- +2.3% forex impact from USD appreciation
- +7.5% revenues of wholesale business³ reflecting:
 - double-digit growth of own core brands driven by Carrera and supported by ongoing strength of Polaroid and Smith
 - Dior, Hugo Boss, Tommy Hilfiger and Max Mara standing out in the licensed portfolio
 - Travel retail and internet best business channels



■ H1 net sales at Euro 495.9m, +6.5%

- +2.6% forex impact from USD appreciation
- +4.1% revenues of wholesale business³
- Flattish production agreement

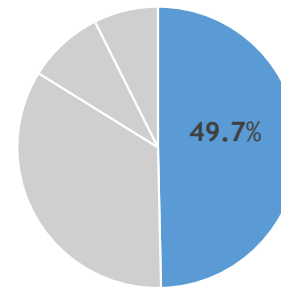


NET SALES OF THE CONTINUING OPERATIONS BY GEOGRAPHY

in millions of Euro and % change vs same periods of 2018

Sales in Europe consolidating positive Q1 trends

- Q2 2019 at Euro 121.7m, +4.5%/ 4.8% @cFX
 - -0.3% forex effect
 - Significant broad-based sales recovery in sunglasses after weak Q2 2018
 - Strong performance of Polaroid, in particular in Spain and Italy behind key, locally relevant brand building



H1 2019

Euro 246.3m, +2.6%/ +3.0% @cFX
+3.3% wholesale business³

Glocal approach, digital strategies, focused investments in key geographies

ITALY



Fedez Brand Ambassador
Italian Rapper
8.4 M followers
Chiara Ferragni's husband

SPAIN



Sara Carbonero Brand Ambassador
Spanish Journalist
2.5 M followers

TURKEY



BRAND AMBASSADORS

Neslihana Atagul Dogulu
Turkish actress, 7.8M followers

Kadir Dogulu
Turkish actor, 2.8 M followers

UK



British dating reality show
broadcasted on iTV from June

RUSSIA



MUSIC ACTIVATION

Ivan Dorn Brand Ambassador
Russian singer
0.7 M Followers

GTR



DUFY EXCLUSIVE SKU



Q1-4

BRAND AMBASSADOR - ITALY



Q1-4

SARA CARBONERO BRAND AMBASSADOR- SPAIN



Endorsements of local celebrities, with high social exposure, which are relevant both for consumers and customers, to create contents, build brand awareness and support business development

GLOBAL TRAVEL RETAIL - BARCELONA EL PRAT AIRPORT | Q2

SPAIN



360° activation to create a unique Polaroid echo inside the airport, including: huge led walls with brand video, promotional area, communication of the exclusive sku.

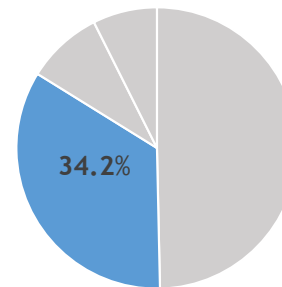
NET SALES OF THE CONTINUING OPERATIONS BY GEOGRAPHY

in millions of Euro and % change vs same periods of 2018

Sales in North America showing first signs of turnaround

- Q2 2019 at Euro 80.6m, +8.4%/ +2.7% @cFX

- +5.7% forex effect
- Strong performance of Smith and business in Canada boosted by Hugo Boss and Kate Spade
- Positive underlying sales trends in US supported by more business in chains and improving trading in department stores and the independent opticians' channel
- Carrera and Tommy Hilfiger outperforming in the contemporary segment, and rag&bone picking up



H1 2019

Euro 169.5m, +7.8%/ +1.0% @cFX

Global approach, digital strategies, focused investments in key geographies



Barcelona Airport



1 POP UP STORE AT THE RACE



2 ADVERTISING DOWNTOWN



3 EVENT AT HOLT RENFREW



4 WINDOW VISIBILITY



5 SELL OUT PROMOTION AT GREICHE & SCAFFPART

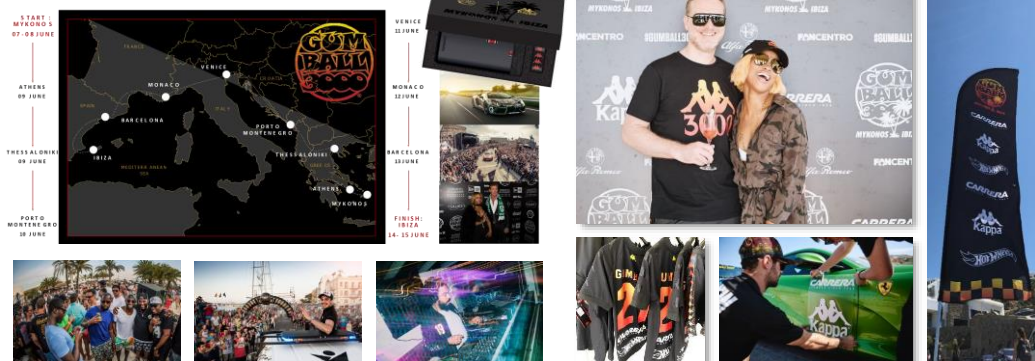


6 TOP CUSTOMERS VIP EXPERIENCE



Sponsoring, event, store and window visibility, trade engagement, limited editions

Known as the coolest private-supercars-rally touching this year multiple European cities.
2020 edition in the Americas from Toronto to Cuba!

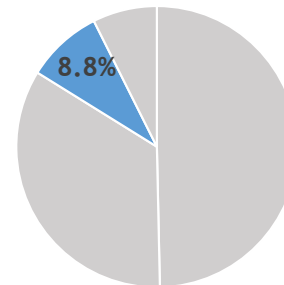


NET SALES OF THE CONTINUING OPERATIONS BY GEOGRAPHY

in millions of Euro and % change vs same periods of 2018

Sales in Asia Pacific confirming strong double-digit momentum

- Q2 2019 at Euro 25.7m, +41.6%/ +36.2% @cFX
 - +5.4% forex effect
 - Strong business trends continuing in the travel retail channel and positive performance of Greater China
 - Ongoing growth of Smith and Marc Jacobs in Australia



H1 2019

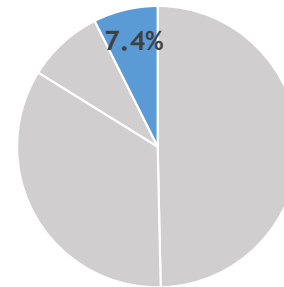
Euro 43.5m, +33.7%/ +27.9% @cFX

NET SALES OF THE CONTINUING OPERATIONS BY GEOGRAPHY

in millions of Euro and % change vs same periods of 2018

Sales in the Rest of World back to a slight growth in H1

- Q2 2019 at Euro 20.6m, +16.2%/ +14.0% @cFX
 - +2.2% forex effect
 - Broad based business recovery in Brazil and Mexico
 - Carrera, Hugo Boss and Tommy Hilfiger top performers



H1 2019

Euro 36.7m, +2.0%/ +0.8% @cFX

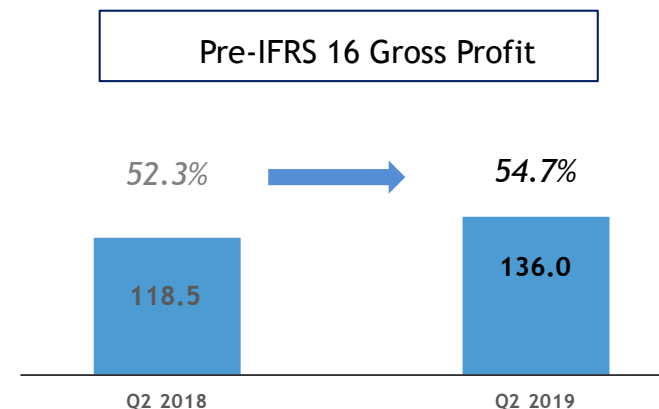
GROSS PROFIT PERFORMANCE OF CONTINUING OPERATIONS

in millions of Euro, % change vs same periods of 2018 and % on sales

Continuing positive industrial performance supported by volumes

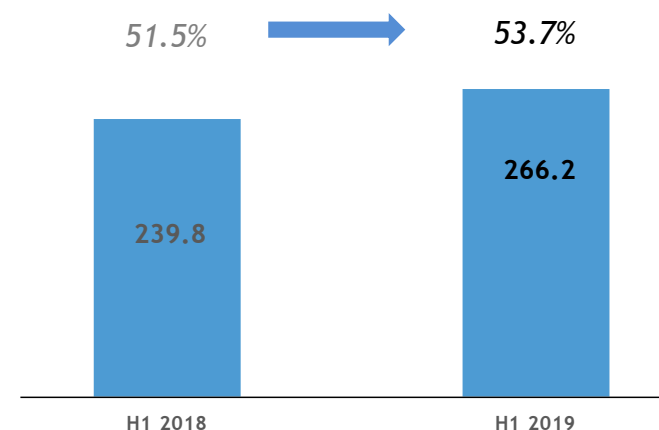
- Q2 gross profit of Euro 136.0m, +14.7%

- Gross margin +240 bps thanks to higher plant efficiencies and positive sales mix
- -30 bps forex impact



- H1 gross profit of Euro 266.2m, +11.0%

- Gross margin +220 bps
- -20 bps forex impact



- H1 2019 non-recurring items of the Continuing Operations, excluded from the Group adjusted results, equaled Euro 255.4 million:
 - Non-cash impairment of Euro 227.1 million, removing the entire goodwill allocated to the Group's CGUs
 - Non-cash write-down of deferred tax assets of Euro 23.3 million
 - Non-recurring costs of Euro 5.0 million mainly related to restructuring expenses due to cost saving projects

ADJUSTED¹ EBITDA OF THE CONTINUING OPERATIONS

in millions of Euro, % change vs same periods of 2018 and % on sales

Progress in overheads cost savings supporting recovery of operating performance

Positive sales dynamics and COGS/OPEX efficiencies exceeded the income of Euro

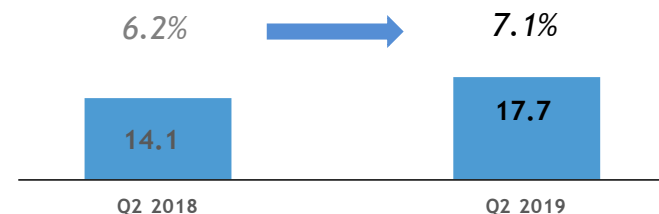
9.8/19.5 million booked in Q2/H1 2018 for Gucci accounting compensation

■ Q2 2019 adjusted¹ EBITDA of Euro 17.7m, +25.0%

- Significant improvement at the Opex level mainly thanks to overheads cost savings
- higher marketing investments in own core brands

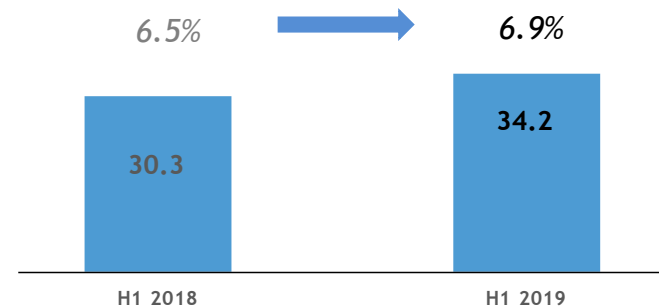


Pre-IFRS 16 adjusted¹ EBITDA



■ H1 2019 adjusted¹ EBITDA of Euro 34.2m, +12.9%

- ca. Euro 9 million overheads cost savings



ADJUSTED¹ NET RESULT OF THE CONTINUING OPERATIONS

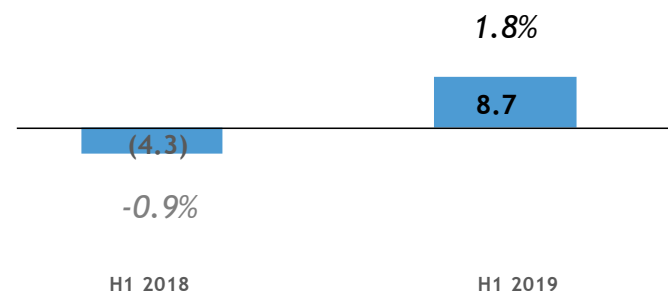


in millions of Euro and % on sales

Back to a positive net result

- H1 2019 adjusted¹ net profit of Euro 8.7m :
 - Stable D&A
 - -40.8% net interest expenses to Euro 2.5 million due to the significantly lower average debt
 - Flattish exchange rate differences

Pre-IFRS 16 adjusted¹ net result



FINANCIAL HIGHLIGHTS OF THE TOTAL OPERATIONS (pre-IFRS 16)

FREE CASH FLOW

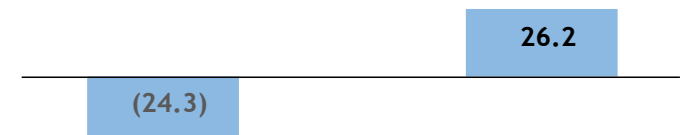
in millions of Euro

Back to a positive Free Cash Flow generation

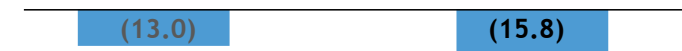
- H1 2019 Free Cash Flow of Euro 10.4 million:
 - significant improvement of the underlying economic performance
 - favorable working capital dynamics
 - Investments of Euro 15.8 million in product supply and roll-out of new IT

Pre-IFRS 16 Free Cash Flow

Cash Flow for/from operating activities



Cash Flow for investment activities



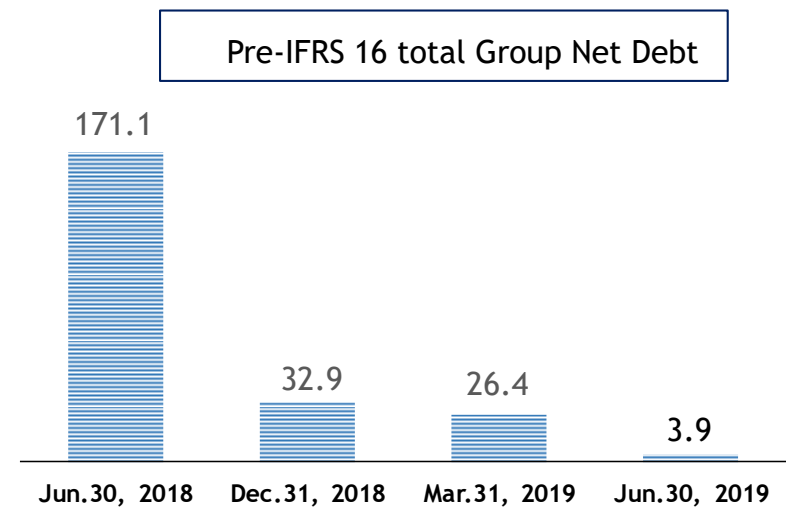
H1 2018

H1 2019

Record low Group net debt and financial leverage

- Group net debt of Euro 3.9 million

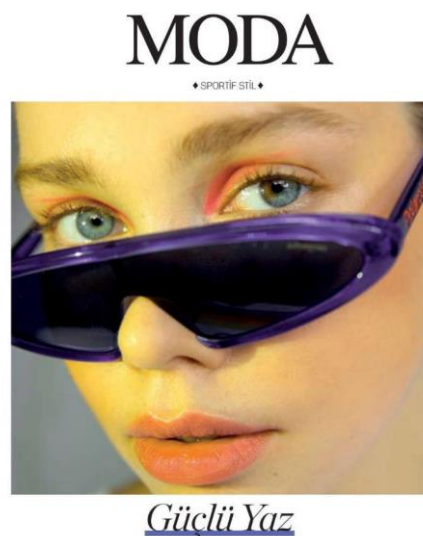
- remaining proceeds of Euro 17.7 million from the share capital increase executed in 2018
- free cash flow of Euro 10.4 million
- Adjusted¹ Financial leverage at 0.1x



AMONG THE MOST FEATURED EYEWEAR WORLDWIDE

Safilo
GROUP

CREATIVE
KIM RÄIKÖNEN: L'ÉTOILE DU MOIS
ALFA ROMEO



Appendices

¹ In H1 2019, the adjusted economic results of the Continuing Operations exclude: (i) the impairment of the entire goodwill allocated to the Group's cash generating units for Euro 227.1 million, (ii) non-recurring costs for Euro 5 million (Euro 3.8 million in Q2 2019) due to restructuring expenses related to the ongoing cost saving program, and (iii) a write-down of deferred tax assets of Euro 23.3 million.

In H1 2018, the adjusted economic results excluded non-recurring costs for Euro 3.5 million (Euro 1.8 million in Q2 2018), mainly related to the CEO succession plan and reorganization costs in North America.

² In H1 2019, the adjusted economic results of the Total Operations also exclude non-recurring items related to the discontinued retail operations: (i) Euro 17.0 million for the loss on disposal and (ii) non-recurring costs for Euro 1.3 million.

³ The wholesale business excludes the business of the production agreement with Kering, reported within the geographical area of Europe.

Net Sales by geographic area of the Continuing operations

(Euro in millions)	H1 2019	%	H1 2018	%	Change % reported	Change % at constant forex
Europe	246.3	49.7%	239.9	51.5%	+2.6%	+3.0%
North America	169.5	34.2%	157.3	33.8%	+7.8%	+1.0%
Asia Pacific	43.5	8.8%	32.5	7.0%	+33.7%	+27.9%
Rest of the world	36.7	7.4%	36.0	7.7%	+2.0%	+0.8%
Total	495.9	100.0%	465.7	100.0%	+6.5%	+3.9%

(Euro in millions)	Q2 2019	%	Q2 2018	%	Change % reported	Change % at constant forex
Europe	121.7	48.9%	116.4	51.4%	+4.5%	+4.8%
North America	80.6	32.4%	74.3	32.8%	+8.4%	+2.7%
Asia Pacific	25.7	10.3%	18.2	8.0%	+41.6%	+36.2%
Rest of the world	20.6	8.3%	17.7	7.8%	+16.2%	+14.0%
Total	248.6	100.0%	226.6	100.0%	+9.7%	+7.4%

Economic highlights of the Continuing Operations

(Euro in millions)	H1 2019 reported	H1 2019 pre-IFRS 16	H1 2018	% Change pre-IFRS 16
Net sales	495.9	495.9	465.7	+6.5%
Gross profit	266.2	266.2	239.8	+11.0%
% on net sales	53.7%	53.7%	51.5%	
EBITDA	36.3	29.2	26.8	+9.1%
% on net sales	7.3%	5.9%	5.8%	
Adjusted¹ EBITDA	41.2	34.2	30.3	+12.9%
% on net sales	8.3%	6.9%	6.5%	
Operating result	(218.8)	(219.2)	5.5	n.s.
% on net sales	-44.1%	-44.2%	1.2%	
Adjusted¹ operating result	13.3	12.9	9.1	+42.7%
% on net sales	2.7%	2.6%	1.9%	
Group net result	(246.9)	(246.7)	(7.9)	n.s.
% on net sales	-49.8%	-49.7%	-1.7%	
Adjusted¹ Group net result	8.5	8.7	(4.3)	n.s.
% on net sales	1.7%	1.8%	-0.9%	

(Euro in millions)	Q2 2019 reported	Q2 2019 pre-IFRS 16	Q2 2018	% Change pre-IFRS 16
Net sales	248.6	248.6	226.6	+9.7%
Gross profit	135.9	136.0	118.5	+14.7%
% on net sales	54.7%	54.7%	52.3%	
EBITDA	17.4	13.8	12.3	+11.9%
% on net sales	7.0%	5.6%	5.4%	
Adjusted EBITDA¹	21.2	17.7	14.1	+25.0%
% on net sales	8.5%	7.1%	6.2%	

Economic highlights of the Total Operations

(Euro in millions)	H1 2019 reported	H1 2019 pre-IFRS 16	H1 2018	% Change pre-IFRS 16
Net sales	521.6	521.6	492.2	+6.0%
Gross profit	276.6	276.6	254.1	+8.9%
<i>% on net sales</i>	53.0%	53.0%	51.6%	
EBITDA	33.0	20.2	21.7	-7.0%
<i>% on net sales</i>	6.3%	3.9%	4.4%	
Adjusted^{1,2} EBITDA	39.3	26.5	25.1	+5.2%
<i>% on net sales</i>	7.5%	5.1%	5.1%	
Operating result	(241.4)	(242.1)	(0.4)	n.s.
<i>% on net sales</i>	-46.3%	-46.4%	-0.1%	
Adjusted^{1,2} operating result	5.3	4.6	3.1	+44.7%
<i>% on net sales</i>	1.0%	0.9%	0.6%	
Group net result	(273.2)	(272.6)	(13.9)	n.s.
<i>% on net sales</i>	-52.4%	-52.3%	-2.8%	
Adjusted^{1,2} Group net result	0.6	1.1	(10.4)	n.s.
<i>% on net sales</i>	0.1%	0.2%	-2.1%	

(Euro in millions)	Q2 2019 reported	Q2 2019 pre-IFRS 16	Q2 2018	% Change pre-IFRS 16
Net sales	263.4	263.4	241.3	+9.2%
Gross profit	140.8	140.9	126.6	+11.2%
<i>% on net sales</i>	53.5%	53.5%	52.5%	
EBITDA	14.7	8.3	10.3	-19.8%
<i>% on net sales</i>	5.6%	3.1%	4.3%	
Adjusted EBITDA^{1,2}	19.9	13.5	12.1	+11.3%
<i>% on net sales</i>	7.5%	5.1%	5.0%	

Balance Sheet

	June 30, 2019 reported	June 30, 2019 pre-IFRS 16	December 31, 2018	Change pre-IFRS 16
Net working capital	257.4	257.4	251.3	6.1
Tangible and intangible fixed assets	297.7	229.1	461.6	(232.6)
Financial fixed assets	0.0	0.0	0.0	0.0
Non-current assets held for sale	0.5	0.5	0.0	0.5
Other assets / (liabilities), net	(83.4)	(87.7)	(33.7)	(53.9)
Net invested capital	472.2	399.3	679.2	(279.9)
Net financial position	(77.4)	(3.9)	(32.9)	29.0
Group Shareholders' equity	(394.8)	(395.4)	(646.3)	251.0
Non-controlling interests	(0.0)	(0.0)	0.0	(0.0)

Net Working Capital

	June 30, 2019	June 30, 2018	Change
Trade receivables	199.5	185.8	13.7
Inventories	236.1	245.2	(9.1)
Trade payables	(178.3)	(179.3)	1.0
Net working capital	257.4	251.7	5.6
<i>% on net sales LTM</i>	<i>25.9%</i>	<i>25.7%</i>	

Free Cash Flow

(Euro in millions)	H1 2019 reported	H1 2019 pre-IFRS 16	H1 2018
Cash flow from operating activities before changes in working capital	26.5	15.0	13.4
Changes in working capital	11.4	11.2	(37.7)
Cash flow from operating activities	37.9	26.2	(24.3)
Cash flow for investment activities	(17.3)	(15.8)	(13.0)
Free Cash Flow	20.6	10.4	(37.3)

Exchange Rates

Currency	Code	As of		(Appreciation)/ Depreciation	Average for		(Appreciation)/ Depreciation
		June 30, 2019	December 31, 2018	%	June 30, 2019	June 30, 2018	%
US Dollar	USD	1.1380	1.1450	-0.6%	1.1298	1.2104	-6.7%
Hong-Kong Dollar	HKD	8.8866	8.9675	-0.9%	8.8611	9.4863	-6.6%
Swiss Franc	CHF	1.1105	1.1269	-1.5%	1.1295	1.1698	-3.4%
Canadian Dollar	CAD	1.4893	1.5605	-4.6%	1.5069	1.5458	-2.5%
Japanese Yen	YEN	122.6000	125.8500	-2.6%	124.2836	131.6057	-5.6%
British Pound	GBP	0.8966	0.8945	0.2%	0.8736	0.8798	-0.7%
Swedish Krown	SEK	10.5633	10.2548	3.0%	10.5181	10.1508	3.6%
Australian Dollar	AUD	1.6244	1.6220	0.1%	1.6003	1.5688	2.0%
South-African Rand	ZAR	16.1218	16.4594	-2.1%	16.0434	14.8913	7.7%
Russian Ruble	RUB	71.5975	79.7153	-10.2%	73.7444	71.9601	2.5%
Brasilian Real	BRL	4.3511	4.4440	-2.1%	4.3417	4.1415	4.8%
Indian Rupee	INR	78.5240	79.7298	-1.5%	79.1240	79.4903	-0.5%
Singapore Dollar	SGD	1.5395	1.5591	-1.3%	1.5356	1.6054	-4.4%
Malaysian Ringgit	MYR	4.7082	4.7317	-0.5%	4.6545	4.7670	-2.4%
Chinese Renminbi	CNY	7.8185	7.8751	-0.7%	7.6678	7.7086	-0.5%
Korean Won	KRW	1,315.3500	1,277.9300	2.9%	1,295.1984	1,302.3752	-0.6%
Mexican Peso	MXN	21.8201	22.4921	-3.0%	21.6543	23.0850	-6.2%
Turkish Lira	TRY	6.5655	6.0588	8.4%	6.35616	4.95655	28.2%
Dirham UAE	AED	4.1793	4.205	-0.6%	4.14913	4.44502	-6.7%

Brand Portfolio

SAFILO
MADE IN ITALY DAL 1934

DIOR

ELIE SAAB

BOSS
HUGO BOSS

havaianas®

GIVENCHY
PARIS

kate spade
NEW YORK

MARC JACOBS

BANANA REPUBLIC

CARRERA
EYEWEAR SINCE 1958

DIOR HOMME

FOSSIL

MOSCHINO

rag & bone
NEW YORK

FENDI

TOMMY HILF  **HILFIGER**

LOVE
MOSCHINO

Juicy Couture®

 **Polaroid**

REBECCA MINKOFF

MISSONI*

swatch
the eyes

LIZ CLAIBORNE

MaxMara

Levi's®*

MAX&Co.

State of Mind
Genius

SMITH

JIMMY CHOO

M*
MISSONI

pierre cardin
PARIS

HUGO
HUGO BOSS

DB*

EYEWEAR BY
DAVID BECKHAM

* From 2020