

#### **SARANTIS GROUP**

#### **CONSOLIDATED FINANCIAL RESULTS 9M 2014**

Significant top line growth, profitability margins improvement, net cash position.

# Highlights: 9M 2014

- The total Group turnover was up by 6.00% compared to last year's nine months driven by both the foreign markets and the Greek market.
- The consolidated gross profit margin showed an improvement yoy settling at 49.73% versus 49.48% in 9M 2014, supported by better sourcing and lower production cost.
- EBITDA settled at €15.37 mil. in 9M 2014 from € 15.44 mil. same period last year and EBITDA margin stood at 8.44% from 8.99% in 9M 2013.
- The Group's foreign countries maintain their high participation in the consolidated Group sales. Their participation stands at 62%.
- The participation of own brands to the Group's turnover stands at 73%.
- Healthy balance sheet and net cash position support organic growth and acquisitions as well as dividend payments.

<b>P&amp;L</b> (€ mil.)	9M '14	%	9M '13
Turnover	182.15	6.00%	171.83
Gross Profit	90.58	6.54%	85.02
Gross Profit Margin	49.73%		49.48%
EBITDA	15.37	-0.50%	15.44
EBITDA Margin	8.44%		8.99%
EBIT	12.72	0.44%	12.66
EBIT Margin	6.98%		7.37%
EBT	12.74	-6.53%	13.63
EBT Margin	6.99%		7.93%
Тах	2.91	3.31%	2.82
Profit After Tax	9.83	-9.09%	10.81
Profit After Tax Margin	5.40%		6.29%
Net Profit	9.83	-9.09%	10.81
Net Profit Margin	5.40%		6.29%
EPS	0.2826	-9.09%	0.3109

#### 9M '14 CONSOLIDATED FINANCIAL RESULTS

#### **Turnover**

The consolidated turnover amounted to €182.15 mil. from €171.83 mil. in 9M 2013, up by 6%, supported by growth across the Group's territory. The foreign markets exhibited an increase of 6.79% (7.52% in local currency) and the Greek market, despite the negative economic environment, was up by 4.72% in the nine months of 2014, performing better than the market.

### **Gross Profit**

The Group's gross profit continues to improve in 9M 2014 growing by 6.54% to €90.58 mil., from €85.02 mil. same period last year. The gross profit margin reached 49.73% up from 49.48% during last year on the back of better sourcing and initiatives leading to lower production cost.

The Group's profitability was largely influenced by intense marketing support behind its main product categories as well as increased deferred tax by approximately €0.75 mil. that is related to the recent announcement of the Czech cosmetics trademarks company ASTRID TM.

It is worth to note that given 70% of the annual budgeted marketing support was allocated in the first half of 2014, the intensity of the marketing programs started to slow down moving into the second half of the year, therefore the profitability margins improved in the nine month period compared to the first half of 2014 and further improvement is expected in the last quarter of 2014.

# Specifically:

- **EBITDA** reached €15.37 mil. from €15.44 mil. in 9M 2013, with EBITDA margin at 8.44% from 8.99% in the 9M 2013 and 7.19% in the H1 2014.
- EBIT settled at €12.72 mil. from €12.66 mil. in 9M 2013, with EBIT margin at 6.98% from 7.37% in the 9M 2013 and 5.75% in H1 2014.
- EBT amounted to €12.74 mil. from €13.63 mil. in 9M 2013, with EBT margin at 6.99%. from 7.93% in 9M 2013 and 5.91% in H1 2014.
- Net Profit reached €9.83 mil. from €10.81 mil. in 9M 2013, with Net Profit margin at 5.40% from 6.29% in 9M 2013 and 4.18% in H1 2014.
- EPS stood at 0.2826 eur/share from 0.3109 eur/share.

# 9M '14 CONSOLIDATED BALANCE SHEET / CASHFLOW

Sarantis Group exhibits an exceptionally healthy financial position and capital structure that allows for investing behind initiatives to accelerate growth and returning value to its shareholders.

Despite having paid an interim dividend for FY 2013 in January 2014 of approximately €9.7 mil. and following the acquisition of the Czech cosmetics trademarks company ASTRID TM. of c. €6.5 mil., the Group maintains a net cash position of €6.7 mil.

As expected, the increase observed in the Group's working capital during the first half of 2014 started to gradually drop in the third quarter of 2014 due to the clearing of the seasonal sales. As the clearing of the seasonal sales is expected to continue till the end of 2014, the company is expected to further reduce its employed working capital. At the same time, the increased inventory is related to stock building due to the new subsidiary in Portugal, new product launches, ASTRID's products and xmas sets.

Specifically, the Group's working capital settled at €81.15 mil. in 9M 2014 compared to €68.19 mil. in FY 2013 and €85.54 mil in H1 2014, while operating working capital requirements over sales settled at 32.87% in 9M 2014 versus 28.82% in FY 2013 and 35.41% in H1 2014.

ASSETS	9M '14	%	FY '13
Tangible fixed assets	30.42	-7.98%	33.06
Investments in property	0.50	0.18%	0.50
Intangible Assets	22.21	36.85%	16.23
Goodwill	5.48	5.31%	5.20
Investments	15.57	12.56%	13.84
Financial assets available for sale	0.43	4.33%	0.42
Other Long Term Assets	0.36	-6.97%	0.38
Deffered Tax	1.65	19.31%	1.38
Total Non Current Assets	76.62	7.91%	71.01
Inventories	46.20	18.73%	38.91
Trade Receivables	73.48	5.68%	69.54
Other Receivables	4.71	-73.14%	17.54
Financial assets availabe at fair value through P&L	7.10	-25.26%	9.50
Cash & Banks	18.57	-36.43%	29.22
Other Short Term Receivables	3.42	147.66%	1.38
Total Current Assets	153.49	-7.59%	166.09
Total Assets	230.11	-2.95%	237.09
SHAREHOLDER'S EQUITY & LIABILITIES			
L-T Bank Loans	0.00		0.00
Deferred Tax Liabilities	1.43	138.12%	0.60
Retirement Benefit Obligations & Other Provisions	2.19	-32.14%	3.22
Total Non Current Liabilities	3.61	-5.48%	3.82
Trade Creditors	38.53	-4.28%	40.26
Other Liabilities	2.95	-79.31%	14.27
Income Taxes and other Taxes Payble	3.40	23.14%	2.76
S-T Bank Loans	19.45	14.40%	17.00
Other Short Term Liabilities	8.25	81.78%	4.54
Total Current Liabilities	72.58	-7.92%	78.83
Share Capital	53.90	0.65%	53.55
Share Premium	39.37	0.00%	39.37
Other Reserves	8.21	-55.39%	18.40
Minority Interest	0.00		0.00
Retained Earnings	52.44	22.58%	42.78
Amount allocated for share capital increase	0.00	-100.00%	0.35
Shareholders Equity	153.91	-0.34%	154.44
Total Liabilities & Equity	230.11	-2.95%	237.09
CASH FLOWS (€ mil.)	9M '14		9M' 13
Operating Activities	-3.44		5.51
Investment Activities	0.15		10.41
Financial Activities	-7.28		-16.10
Cash generated	-10.57		-0.18
Cash & Cash equivalents. beginning	29.19		40.48
Effect of foreign exchange differences on Cash	-0.05		-0.11
Cash & Cash equivalents. end	18.57		40.19

# **CONSOLIDATED SBU ANALYSIS**

# 9M '14 Turnover Breakdown per Business Activity

SBU Turnover (€ mil)	9M '14	%	9M '13
Cosmetics	79.44	10.88%	71.65
% of Total	43.62%		41.69%
Own	56.31	7.43%	52.41
% of SBU	70.88%		73.16%
Distributed	23.14	20.30%	19.23
% of SBU	29.12%		26.84%
Household Products	82.50	1.70%	81.12
% of Total	45.29%		47.21%
Own	76.31	-0.63%	76.80
% of SBU	92.50%		94.68%
Distributed	6.19	43.31%	4.32
% of SBU	7.50%		5.32%
Other Sales	20.20	5.94%	19.07
% of Total	11.09%		11.10%
Health Care Products	6.75	20.35%	5.61
% of SBU	33.40%		29.40%
Selective	13.46	-0.06%	13.46
% of SBU	66.60%		70.60%
Total Turnover	182.15	6.00%	171.83

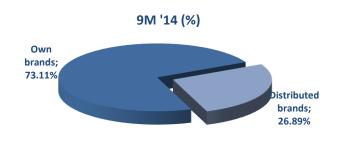
During 9M 2014 total Group sales up by 6.00% supported by all the Group's business categories.

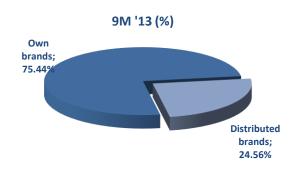
**Cosmetics** sales were up by 10.88% yoy, mainly supported by both new product launches in the own brands subcategory and distributed brands. Own brands contribution in this SBU's turnover settled at 70.88%.

Sales of **Household Products** increased by 1.70% amounting to € 82.50 million from €81.12 million same period last year. The positive trend maintained in the distributed brands subcategory is largely attributed to new additions in the Group's brand portfolio.

The category of **Other Sales** increased by 5.94% driven by the subcategory of health & care products which increased significantly by 20.35%, partly due to new additions in the portfolio.

# **Own versus Distributed Activity Turnover Breakdown**





During 9M 2014, consolidated revenues of **own** brands (cosmetics and household products) amounted to €133.17 million compared to €129.64 million in last year's nine months, up by 2.73%. Furthermore, their contribution to the total group turnover stood at 73.11% from 75.44% same period last year.

Consolidated revenues of **distributed** brands during 9M 2014 amounted to €48.98 million, from €42.20 million in 9M '13, up by 16.06%. Their participation to the total group sales settled at 26.89% from 24.56%.

### 9M '14 EBIT SBU Breakdown per Business Activity

SBU EBIT (€ mil)		9M '14	%	9M '13
Cosmetics		2.20	-2.48%	2.26
	Margin	2.77%		3.15%
	% of EBIT	17.32%		17.84%
Own		2.38	11.59%	2.13
	Margin	4.23%		4.07%
	% of EBIT	18.73%		16.85%
Distributed		-0.18	-244.33%	0.12
	Margin	-0.77%		0.65%
	% of EBIT	-1.41%		0.98%
Household Products		7.15	-5.19%	7.54
	Margin	8.66%		9.29%
	% of EBIT	56.19%		59.52%
Own		6.96	-6.77%	7.46
	Margin	9.12%		9.72%
	% of EBIT	54.70%		58.93%
Distributed		0.19	153.45%	0.07
	Margin	3.05%		1.73%
	% of EBIT	1.48%		0.59%
Other Sales		0.55	1.63%	0.54
	Margin	2.74%		2.85%
	% of EBIT	4.35%		4.30%
Health Care Products		0.58	48.78%	0.39
	Margin	8.57%		6.93%
	% of EBIT	4.54%		3.07%
Selective		-0.02	-115.84%	0.16
	Margin	-0.18%		1.16%
	% of EBIT	-0.19%		1.23%
Income from Associated Companies*		2.82	21.26%	2.32
	% of EBIT	22.15%		18.35%
Total EBIT		12.72	0.44%	12.66
	Margin	6.98%		7.37%

<sup>\*</sup>In 9M 2014 Income from Associated Companies includes income from the company Thrace-Sarantis that since the beginning of 2014 and according to IFRS is consolidated through the equity method.

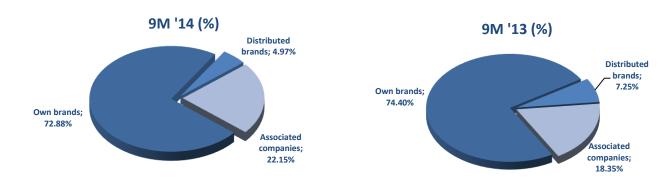
The Group's operating earnings are largely influenced by increased A&P expenses. However, as the intensity of the marketing programs slowed down moving into the second half of 2014, the profitability margins of the Group have improved compared to the first half of 2014 and are expected to improve further moving into the last quarter of 2014.

The EBIT of **Household Products** posted a reduction of 5.19% during 9M 2014 to €7.15 million from €7.54 million in 9M 2013. The EBIT margin of the household products stood at 8.66% during 9M 2014 from 9.29% in 9M 2013.

**Cosmetics** EBIT was down by 2.48% in 9M 2014 to €2.20 million from €2.26 million last year, with the own Cosmetics subcategory however exhibiting an increase of 11.59%.

The income from **Associated Companies** includes income of €-0.04 mil. from the company Thrace Sarantis that since the beginning of 2014 and according to IFRS, is consolidated through the equity method.

### **Own vs Distributed EBIT Breakdown**



**The Own brands** portfolio, generated income of €9.27 million in 9M 2014 versus €9.42 million in 9M 2013, down by 1.61%. The contribution of **own brands** (cosmetics and household products) to the total EBIT during 9M 2014 stood at 72.88%.

The EBIT of **distributed brands** during 9M 2014 amounted to €0.63 million, from € 0.92 million in last year's nine months.

In addition, income from Associated Companies presented income of € 2.82 million, up by 21.26%, corresponding to 22.15% of the Group's EBIT.

### **CONSOLIDATED REGIONAL ANALYSIS**

# 9M '14 Turnover Breakdown per Geographic Market

Country Turnover (€ mil)	9M '14	%	9M '13
Greece	68.57	4.72%	65.48
% of Total Turnover	37.64%		38.11%
Poland	49.64	1.02%	49.14
Romania	28.46	8.45%	26.24
Bulgaria	7.92	10.64%	7.16
Serbia	10.95	4.32%	10.49
Czech Republic	5.96	21.92%	4.89
Hungary	6.41	10.18%	5.82
FYROM	2.03	5.78%	1.92
Bosnia	1.22	74.35%	0.70
Portugal	0.99		-
Foreign Countries Subtotal	113.58	6.79%	106.36
% of Total Turnover	62.36%		61.89%
Total Turnover	182.15	6.00%	171.83

The Group's consolidated turnover presented an increase of 6.00% versus last year's nine months, supported by the positive performance of both the Foreign Countries and the Greek market.

Despite the negative macroeconomic environment, Greece, exhibited a sales increase of 4.72% (12.91% up in Q3 2014 vs Q3 2013), performing better than the total retail market.

The foreign markets of the Group showed a turnover increase of 6.79% yoy to €113.58 million from €106.36 mil in 9M 2013. The foreign countries presented an average sales growth in local currencies by 7.52%, while the average effect of the currencies devaluation was 0.73%.

### **Greek and Foreign Countries Turnover breakdown Analysis**



During 9M 2014 the foreign countries' contribution into the Group's sales stood at 62.36%, from 61.89% in 9M 2013.

# 9M '14 EBIT Breakdown per Geographic Market

Country EBIT (€ mil)	9M '14	%	H1 '13
Greece	8.00	9.82%	7.28
% of Total Ebit	62.88%		57.51%
Poland	1.59	-23.04%	2.07
Romania	1.65	5.26%	1.57
Bulgaria	0.57	47.06%	0.39
Serbia	1.19	-18.90%	1.46
Czech Republic	-0.23	-1744.05%	0.01
Hungary	-0.36	-1.16%	-0.36
FYROM	0.36	1.11%	0.35
Bosnia	-0.05	59.61%	-0.12
Portugal	0.00		0.00
Foreign Countries Subtotal	4.72	-12.26%	5.38
% of Total Ebit	37.12%		42.49%
Total EBIT	12.72	0.44%	12.66

The **Greek** EBIT during 9M 2014 increased by 9.82% to €8.00 mil., from €7.28 mil. in 9M 2013.

Excluding the income from Associated companies, Greek EBIT during 9M 2014 amounted to €5.18 mil. increased by 4.47% compared to last year's nine months level of €4.96 mil.

Greek EBIT margin, excluding income from Associated Companies, stood at 7.56% during 9M 2014 from 7.58% in 9M 2013.

The **foreign countries** posted a reduction in EBIT of 12.26% during 9M 2014, amounting to €4.72 mil., from 5.38 mil. The foreign countries EBIT margin stood at 4.16% from 5.06% last year.

#### NEWS FLOW UP TO THE RELEASE DATE OF THE 9M 2014 CONSOLIDATED FINANCIAL RESULTS

- On 07/01/2014 Sarantis Group announced the establishment of the wholly owned subsidiary company in Portugal named SARANTIS PORTUGAL, located in Lisbon. Sarantis Group has already had export activity since 2009 in the Portuguese market through a sub-distributor that has been distributing the mass market fragrances and cosmetics BU, C-THRU, STR8 and BIOTEN. SARANTIS PORTUGAL has started operating on January 1st 2014 and invoices directly the Portuguese market. The creation of a subsidiary in Portugal will on the one hand strengthen the presence of fragrances and cosmetics in the Portuguese market, and, on the other hand, enable the Group's entrance into the Portuguese household products market through the brand FINO. Additionally, the establishment of this subsidiary will free up the working capital required to penetrate the Portuguese market, thus substantially affecting sales which are estimated to boost from 0.8 million euros currently to 4 million euros, on an annual basis.
- On 13/01/2014 Sarantis Group announced the new exclusive representation and distribution agreement of the brand STREP in Greece. STREP belongs to the company CONTER S.r.l. Having a market share of approximately 13%, STREP holds the second largest position in the depilatory market. SARANTIS Group already cooperates with CONTER S.r.l. in Greece, representing and distributing the brands DENIM, TESORI D'ORIENTE and VIDAL. Through this deal, SARANTIS GROUP strengthens its product portfolio in the Greek market, supporting further at the same time its turnover and profitability in the mass market distribution channel. It is noted that no cost was assumed by SARANTIS GROUP for this agreement.
- Following the Board of Directors resolution dated December 19th 2013, the company GR. SARANTIS S.A. announced the distribution of interim dividend payment for the fiscal year 2013 amounting to 0.30 euro per share. The aforementioned dividend amount is subject to a 10% withholding tax and therefore shareholders received a net amount of 0.27 euro per share. The interim dividend payment took place on Friday, January 24th 2014 via the National Bank of Greece.
- Sarantis Group annual corporate presentation for analysts was realized on April 3rd 2014 describing the management's strategy and estimates for 2014. Specifically, according to the Management's estimates, turnover will reach €250.00 mil. by the end of 2014 vs €236.59 mil in 2013. EBITDA is expected to increase to €25.15 mil. in 2014 from €23.07 mil. in 2013. EBIT is estimated to reach €21.35 mil. in 2014 from €19.38 mil. in 2013, while EBT is expected to reach €21.55 mil. in 2014. from €19.73 mil in 2013. Finally, Net Profit is expected to settle at €17.02 mil. in 2014, from €15.53 mil. in 2013.
- On 30/06/2014 Sarantis Group announced the completion of the acquisition of the Czech cosmetic trademarks company ASTRID T.M. More specifically, in the context of further strengthening its geographical footprint within the region of its operation and further enriching its own brand portfolio Sarantis Group signed an agreement for the acquisition of the 100% of the share capital of the company ASTRID T.M.

ASTRID has a long history in the cosmetics market (founded in 1847) demonstrating high brand awareness levels and strong market shares, particularly in the lip care, sun care and foot care subcategories.

ASTRID's products are currently distributed by Henkel in the Czech and Slovakian market.

ASTRID's 2013 sales, in Czech Republic and Slovakia, amounted to c.7 mil. EUR.

In terms of the profitability, ASTRID's 2013 EBIT reached c. 0.6 mil. EUR, while c. 1.5 mil. EUR was the income allocated to the distributor, the largest part of which will benefit the Group at the EBIT line after the Group undertakes the distribution. The acquisition price amounted to 6.5 mil. Euro and represents the value of the trademarks whilst no assets or liabilities have been acquired.

Sarantis Group's management initial focus will be targeted on the optimization and support of ASTRID's product line as well as investments behind the Czech Republic operation, given that this acquisition will almost double the existing business in Czech Republic. What is more, by adding products homogeneous to the Group's brand portfolio, the Group will be able to utilize synergies across the Group's region and improve further the production cost. Finally, the Group will penetrate into new subcategories within the Czech cosmetics market, allowing for further future growth within the Group's territory.

- Following its announcement dated 15/10/2013 regarding the production transfer of face and body cream products ELMIPLANT, BIOTEN and KOLASTYNA from Romania to the Group's production plant at Oinofoita, Greece, Sarantis Group announced on 02/07/2014 that the production transfer was successfully completed within the first half of 2014. The total investment, which was mainly utilized for the preparation of the plant and the accommodation of the equipment, amounted to 1 million euro. Through this move, production capacity becomes further consolidated, while economies of scale are achieved, since approximately 5 million units are added in the production. The resulting project benefits the Group by greatly reducing costs, to the tune of 0.5 million euros on an annual basis, and improving efficiency on a Group level. At the same time, driven by the Group's need for strengthening further its Research & Development department in order to adapt to new product trends and developments and increase further product quality, SARANTIS ROMANIA will become the central base for the Research & Development of the Group. The new Group R&D function will design and invent new products that will cover the needs of the Group worldwide.
- On 18/07/2014, the company GR. SARANTIS S.A., in accordance with article 4.1.3.1. of the Athens Stock Exchange Regulation and article 10, par. 1 of L. 3340/2005, informed that the special tax audit for GR. SARANTIS S.A. for the fiscal year 2013 was completed by the certified auditors, in accordance with Article 82, par. 5 of L. 2238/1994, resulting to the issuance of a Tax Compliance Report with an unqualified opinion.
- On October 7th 2014 Sarantis Group signed an agreement to acquire the NOXZEMA business in Greece from Procter & Gamble. Subject to customary conditions, the closing of the deal is expected to occur on October 31st, 2014. This acquisition, completed within the context of the Group's strategic growth plan, further enriches the Group's own brand portfolio and reinforces its position as a leading consumer products company.
  - NOXZEMA is a well-established brand in Greece having a strong presence in the categories of deodorants/antiperspirants, shower gel/body wash and shave foam. NOXZEMA's products are highly recognizable in the Greek market, with its DEOs in particular, being the market leader for the past 11 years.

The acquisition price was agreed at 8.7 million €.

Sarantis Group management initial focus will be targeted on integrating this new brand into the Group's operation and investing in its support and expansion opportunities. This acquisition is a great fit for Sarantis Group, fully in line with its objectives and strategy to support its core business activities through both organic growth and acquisitions.

### **OBJECTIVES AND PROSPECTS**

The upward trend observed in Sarantis Group turnover accelerated during the third quarter of 2014 having posted a 9.4% growth, thus leading to total Group sales growth of 6% in the nine months period, reaching €182.15 mil. compared to €171.83 million in the nine months of 2013.

The Group's significant turnover growth is a result of the Group's strong market share in the market and continuous initiatives supporting its brands across the whole region of its operation.

The Group's foreign countries, being the largest contributor in terms of total sales amounting to 62% of the group's turnover, continue to drive the Group's growth having posted a 6.8% increase yoy, which corresponds to a 7.5% average growth in local currency.

Adding to the above is the remarkable growth of the Greek operation that is performing ahead of the market, exhibiting a 4.7% increase in the nine months of 2014 (12.9% growth in the third quarter of 2014).

Better sourcing and continuous projects aiming to lower production cost, continue to benefit the Group's Gross Profit, resulting in further Group's Gross Profit margin improvement to 49.73% during 9M 2014 from 49.48% during last year's nine months.

According to the Group's annual plan, the intensity of the marketing programs initiated in the beginning of the year in order to support the group's top line growth started to slow down moving into the second half of the year, given that 70% of the annual budgeted marketing support was allocated in the first half of 2014.

This resulted in improved profitability margins in the nine month period of 2014 compared to previous quarters, while, according to the budget, further improvement is expected in the last quarter of 2014, which will lead to increased profitability margins year on year.

At the same time, the management is focused on operating leverage and controlling non-value added costs, which will lead to further improvement of operating margins and profitability.

# Specifically:

- EBITDA settled at € 15.37 mil. from €15.44 mil, with an EBITDA margin of 8.44% from 8.99% in 9M 2013 and 7.19% in the H1 2014.
- Earnings Before Interest and Tax (EBIT) reached € 12.72 mil. from €12.66 mil. and EBIT margin settled at 6.98% from 7.37% in 9M 2013 and 5.75% in H1 2014.
- Earnings Before Tax (EBT) stood at €12.74 mil. from €13.63 mil. with the EBT margin reaching 6.99% from 7.93% in last year's nine months and 5.91% in H1 2014.
- Net Profit\* settled at €9.83 mil. from €10.81 mil. same period last year, while Net Profit margin reached 5.40% from 6.29% in 9M 2013 and 4.18% in H1 2014.
- Earnings Per Share (EPS) stood at €0.2826 from €0.3109 in 9M 2013.

\*It is noted that the Group's Net Profit is affected by an additional deferred tax of 0.75 mil. eur due to the recent acquisition of the Czech cosmetics trademarks company ASTRID TM.

On the balance sheet front, exhibiting its healthy financial position, Sarantis Group is able to invest behind initiatives to accelerate growth and return value to its shareholders.

Despite having paid an interim dividend for FY 2013 in January 2014 of approximately €9.7 mil. and following the acquisition of the Czech cosmetics trademarks company ASTRID TM. of c. €6.5 mil., the Group maintains a net cash position of €6.7 mil.

Furthermore, the increase observed in the Group's working capital during the first half of 2014 started to gradually drop in the third quarter of 2014 due to the clearing of the seasonal sales. As the clearing of the seasonal sales is expected to continue till the end of 2014, the company is expected to further reduce its employed working capital. At the same time, the increased inventory is related to stock building due to the new subsidiary in Portugal, new product launches, ASTRID's products and xmas sets.

Specifically, the Group's working capital settled at €81.15 mil. in 9M 2014 compared to €68.19 mil. in FY 2013 and

€85.54 mil in H1 2014, while operating working capital requirements over sales settled at 32.87% in 9M 2014 versus 28.82% in FY 2013 and 35.41% in H1 2014.

Going forward the management will stay focused on maintaining a cost structure that best fits the expected revenues and continuously adjusting the brand portfolio according to the consumer trends.

At the same time, as always, emphasis will be given to the efficient management of working capital needs, the containment of operating cost, the generation of free cashflows and the maintenance of a net cash position.

Finally, the support and expansion of our brand portfolio, through either organic growth or acquisitions, will remain one of the management's top priorities.