

PATTERN

Investor Presentation

September 2019

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Today's speakers

**Luca
Sburlati**



CEO

-  7 years in Pattern
-  13 years of Fashion & Luxury industry experience as a Top Manager
-  Education: Executive MBA Bocconi / Graduated International Political Sciences



**Innocenzo
Tamborrini**

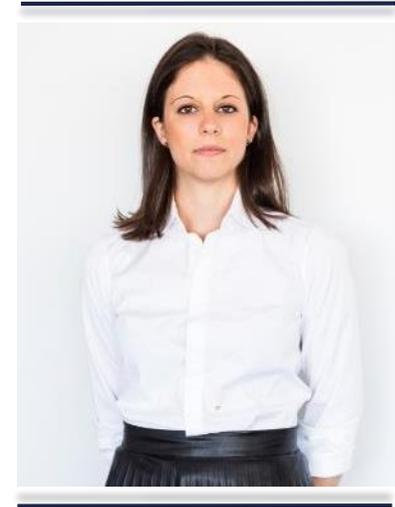


CFO

-  10 years in Pattern
-  18 years as CFO and Senior Controller
-  Education: Graduated in Economics



**Sara
De Benedetti**



Investor Relator

-  Joined Pattern in July 2018
-  9 years in communication, last 5 years focused on the International Fashion Industry
-  Education: MSc Bocconi in Economics



Index



Group Overview





PATTERN

is a

**landmark for top-end
Luxury Fashion
engineering**

in the *outerwear* and *sportswear*
segments, for the most prestigious
luxury fashion brands worldwide

Pattern in a Nutshell



Torino Plant (HQ)

Office space: ca. 3,800 sqm
Employees²: ca. 106



Spello Plant

Office space: ca. 4,100 sqm
Employees²: ca. 54

Pattern S.p.A is an Italian company among the most important operators in the field of **design, engineering, development, prototyping and production** of fashion lines for the most prestigious brands worldwide exclusively for the top luxury range, in the segment of fashion shows and main lines for men and women.

Pattern is characterized by:

-  Quality, Speed, Flexibility, and Reputation
-  A solid focus on **Research & Development**
-  A market leader in **technology and innovation**
-  A **highly experienced** task force
-  A business model based on **sustainability**
-  **2 operating plants** in Italy

Client Selection



Client Loyalty 2018 Pattern S.p.A.

Period	Share ¹
<3 Years	7%
3-10 Years	12%
>10 Years	81%

History of Continuous Growth



Set up of the **Collegno plant**

First Italian brand to obtain the SA8000 Social Accountability Certificate



First Sustainability Report (GRI index)



Acquisition of **Roscini – Spello plant**, reinforcing the women segment

Borsa Italiana **IPO**



Pattern was established in 2000 by Fulvio Botto and Francesco Martorella

Acquisition of the **tailoring production unit, Buble**, focused on handmade garments

Beginning of managerialization process with **Mr Sburlati joining the team**

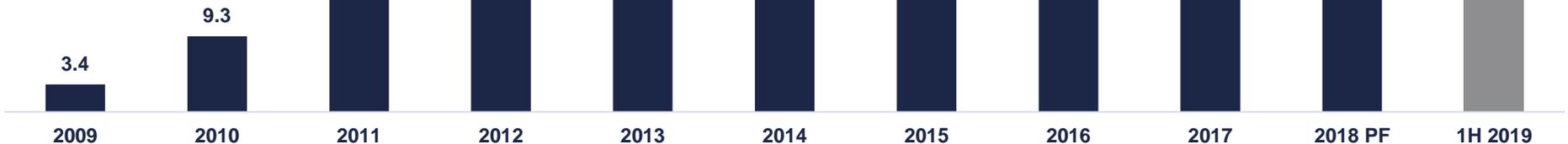
Acquisition of **Esemplare brand**, specialized in sport/urban collections

ESEMPLARE



Sales Revenues

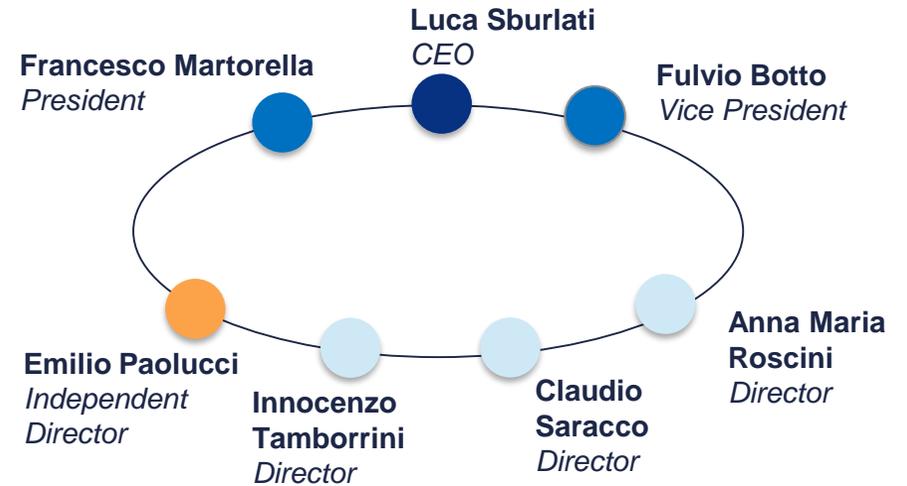
€ Mln



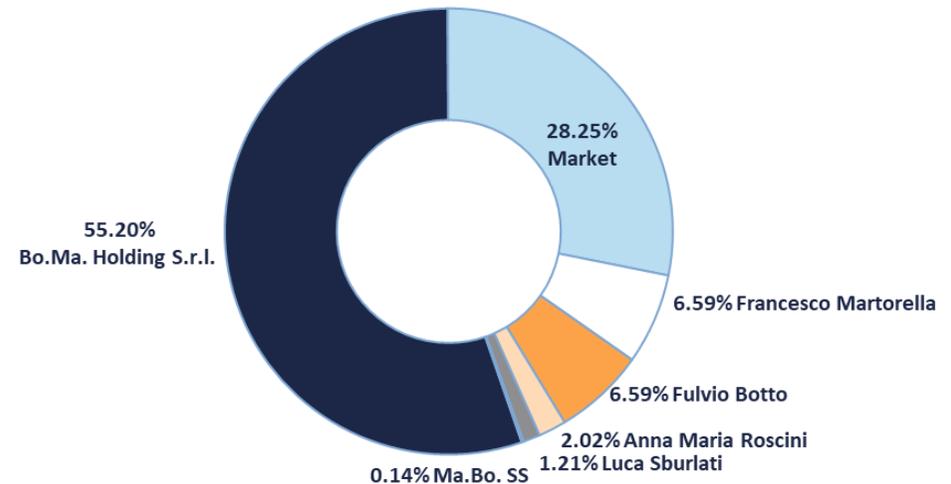
Corporate Governance



Board of Directors



Shareholder Structure



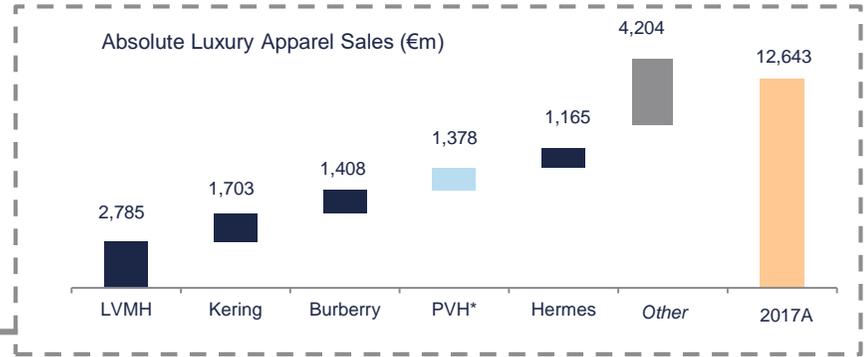
Share Details

Share Price (September 24, 2019)	€ 3.7
Market Cap (September 24, 2019)	€ 50.4 M
Market	AIM Italia
Ticker	PTR.MI
Performance from IPO	+ 13.8%

Market



Attractive Market Trends



Net of the multiplier factor of 12x charged into the final price of absolute luxury fashion products



Current competitive landscape

300 €m

Strategic Group: Pattern and its competitive arena currently cover approximately 300€m of the 1€B approachable market

Local and Small players: Highly fragmented market with a large number of small local players not in direct competition to Pattern

700 €m

300 €m

Knitwear

400 €m

Leather apparel & accessories

Significant portion of the market currently not served by Pattern

“Luxury Fashion” Market Drivers

GEN Z

The increasing interest of young generations in luxury fashion shines a bright light over future outlook of **Pattern**, pioneer in the luxury casualization trend



Considering the final end-markets of delivered products, **Pattern** is strongly exposed to **international growth**, both from emerging and mature markets



"Made in Italy" is one of **Pattern's** main competitive advantages. **Production and know-how** are "Made in Italy"



China represents a key driver to the luxury fashion industry, therefore a **positive country outlook** will indirectly benefit **Pattern's** industry segment

“Made in Italy” represents a key market driver in the luxury fashion industry and a crucial leverage for **Pattern** globally

Business and Process



Pattern's business model

*Fashion
Maison*



Insourcing level



● Full insourcing
○ Full outsourcing

BURBERRY
LONDON ENGLAND

LVMH

HERMÈS
PARIS

KSF

High degree of flexibility and rapidity of response,
through 40 Pattern makers equipped with the most modern technology

Control over the entire process
from plant to the fashion shows

Long-lasting established relationships
with contract manufacturers and *façonists*

Multiple levels of control
with extensive attention to detail to preserve reputation

FENDI

Dior

KERING

Unique balance between human craftsmanship and technology allows for superior flexibility in order execution

dunhill

Competitive Advantages

Quality

Highest quality through technology, human resources and control of the supply chain

Flexibility

Flexible organizational structure with vertical integration

Speed

Superior time-to-market, thanks to newest technologies and proven procedures

Reputation

20 years heritage of a fine-tuned business model for the luxury apparel industry

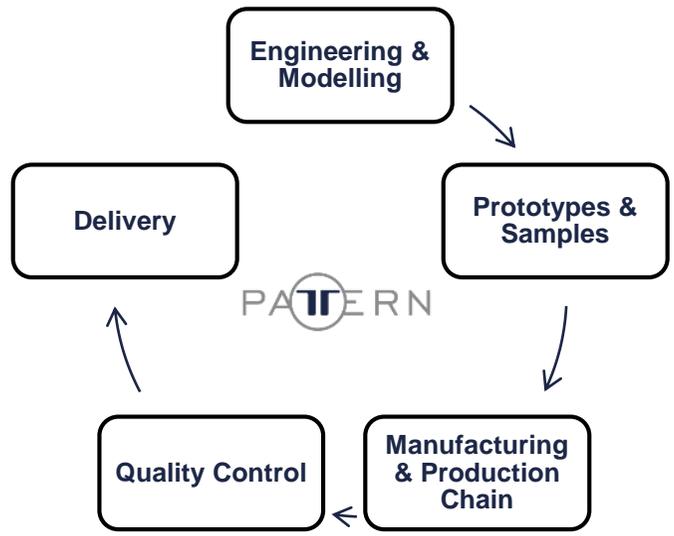
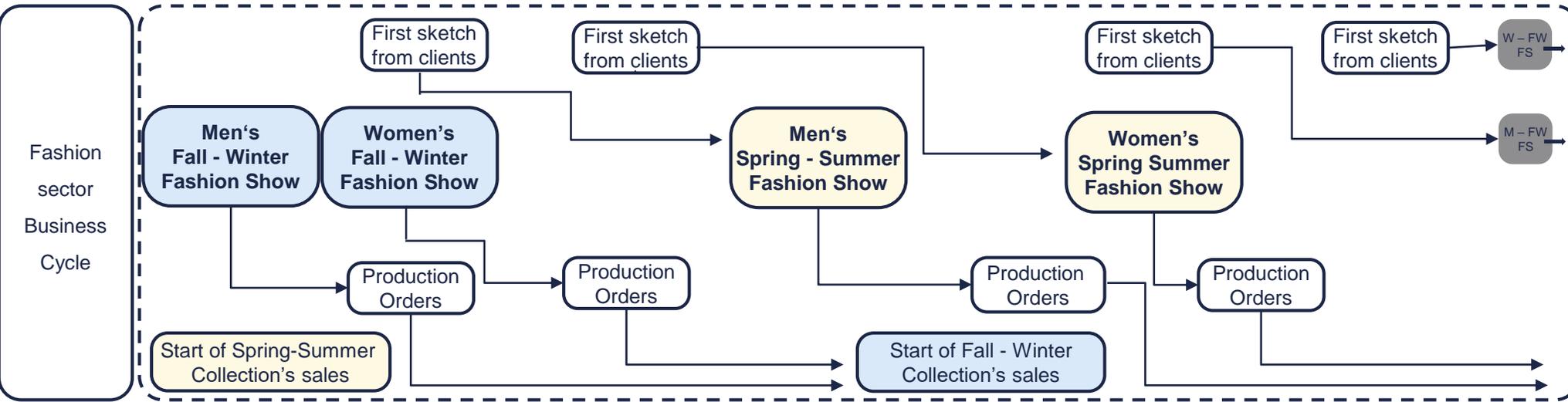
BOTTEGA VENETA

TOM FORD

Berluti

Pattern operates in a strategic stage of the process, the "Formula 1"

How the fashion sector works



- The Group works all year round with two main collections: **fall-winter and spring-summer**
- Additionally, Pattern prepares a high number of **capsule collections**
- Unique know-how** and reputation in the outerwear segment
- Pattern serves 5 out of 5 of the top Absolute Luxury apparel groups worldwide

Pattern's Key Business Values

Technology and R&D



Unique laborations

Human Resources



Quality assurance

Sustainability



Circular economy

Technology and R&D



Technology

- ☎ For prototyping, Pattern has been investing for the last 8 years in the latest CAD technologies
- ☎ Introduction of a more advanced plotting machine, up to date with the latest machinery (heat-sealing, ultrasound)
- ☎ 3D CAD, advanced PDM and breakthrough production technologies allow for flexibility and superior response to clients



Innovation

- ☎ Experimentation on new fabric technologies and a recognized signature of eco-sustainability
- ☎ The Esemplare brand is a:
 - ☎ R&D tool for the experimentation of new fabrics and the use of the newest technologies
 - ☎ Marketing tool to show Pattern capabilities
- ☎ Continuous experimentation and process improvement to stay always ahead of market trends

ESEMPLARE

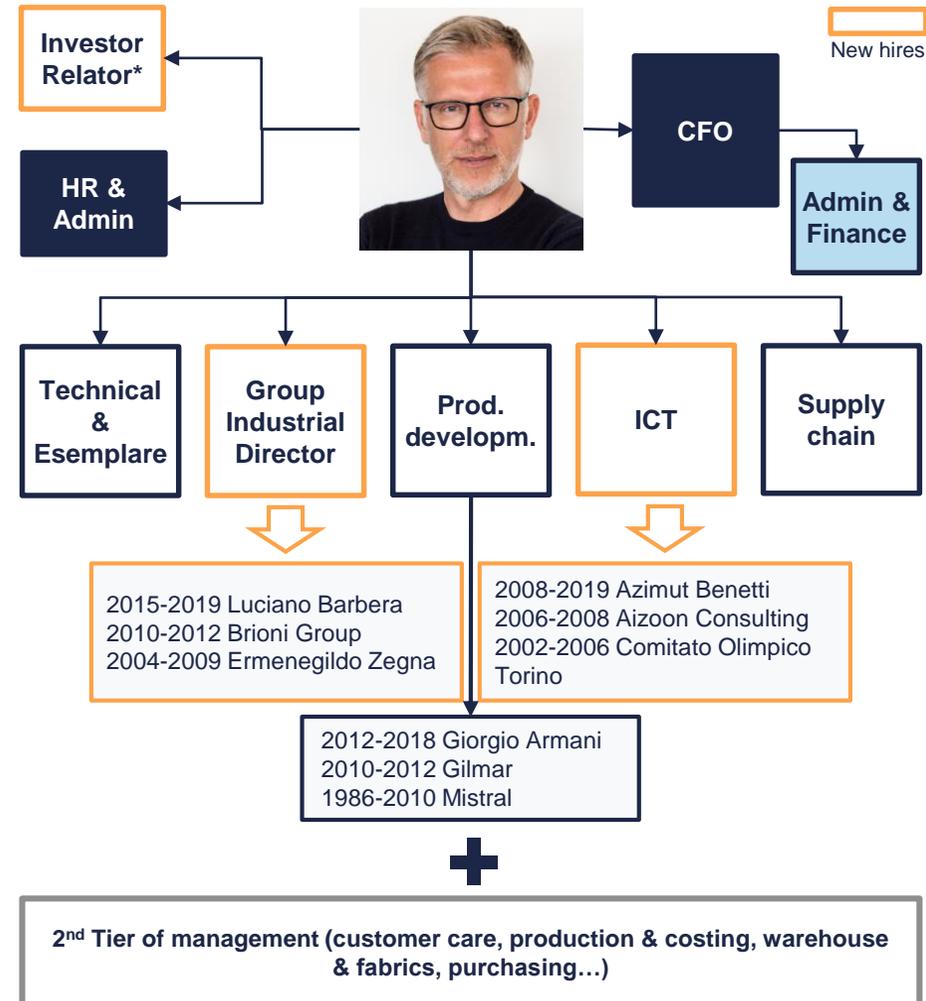


HR - Highly Experienced and Committed Management Team



F. Botto and F. Martorella are **recognized and valued professionals among industry designers**, having cooperated with some of the most **prestigious brands** (i.e. Armani, Valentino)

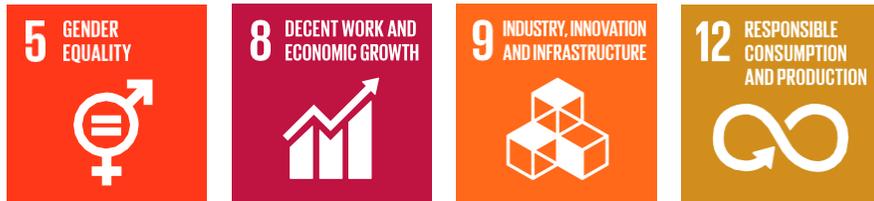
 The two have **rapidly built a team of highly skilled personnel** thanks to a constant knowledge sharing approach and internal training of staff which ensure protection and leverage of their heritage



Sole player, in its competitive arena, to have adopted a modern management structure as a key competitive advantage

Sustainability and Special Projects

Pattern meets the U.N. challenges with «From Red to Green Carpet» five-years plan



Pattern is the **first Italian company** to sign the **Fashion Climate Action Charter of U.N.**

Global Climate Action

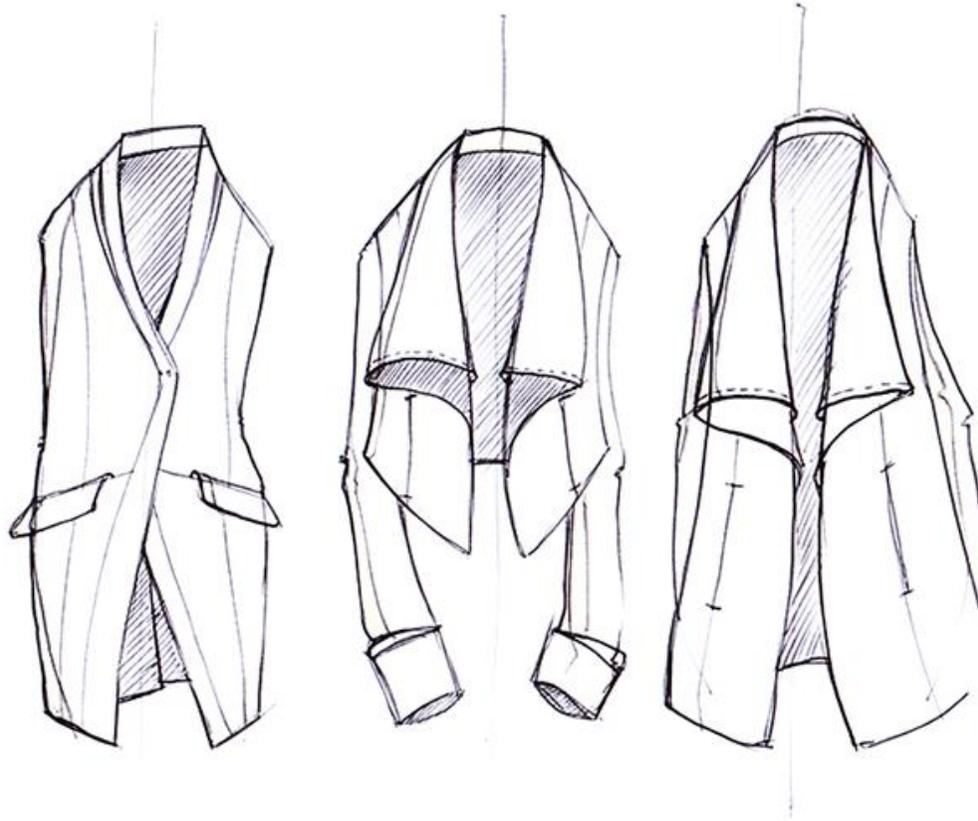
United Nations Climate Change



👉 On 19 July 2019 Pattern officially joined the UNFCCC Fashion for Global Climate Action initiative as a signatory of the Fashion Industry Charter for Climate Action. The objective of the initiative is to support the fashion industry in identifying the possible actions to be taken to achieve climate neutrality.

👉 On September 3, 2019 Pattern received from the United Nations Climate Action Secretariat Executive Secretary, as the first Italian company to have joined the initiative, an important thank you letter that attests to the active role of Pattern in achieving climate neutrality. The letter is published on the institutional website of Pattern.

Group Strategy



M&A as a Key Lever to Acquire New Business



Organic Growth

- ❑ Strengthening relationships with **existing clients**
- ❑ Building new partnerships, **scouting for compatible valuable brands**



External Growth

- ❑ Take advantage of the rapidly **evolving, fragmented market**
- ❑ Acquisition of targets in **different product categories**



Creating a national champion covering every segment of Made in Italy Absolute Luxury engineering

H1 2019 Results



H1 2019 Highlights



€ mln

Revenues
€21.6
 (+17%)¹

Value of Production
€25.1
 (+18%)

EBITDA
€2.0
 (+21%)

EBITDA margin
9.5%
 (+ 29 pp)

EBIT
€1.8
 (+23%)

Net Income
€1.2
 (+17%)

Net Cash
€4.1
 (+ €0.2 m)

Shareholders' Equity
€6.3
 (- €0.6 m)

Net Invested Capital
€2.3
 (- € 0.7 m)

“ We are pleased to formalize the **revenue growth in the first half of the year of about 17%** and **EBITDA growth of 21%**. These results make us optimistic about our company's future development plans.”

- Luca Sburlati, Pattern S.p.A. CEO

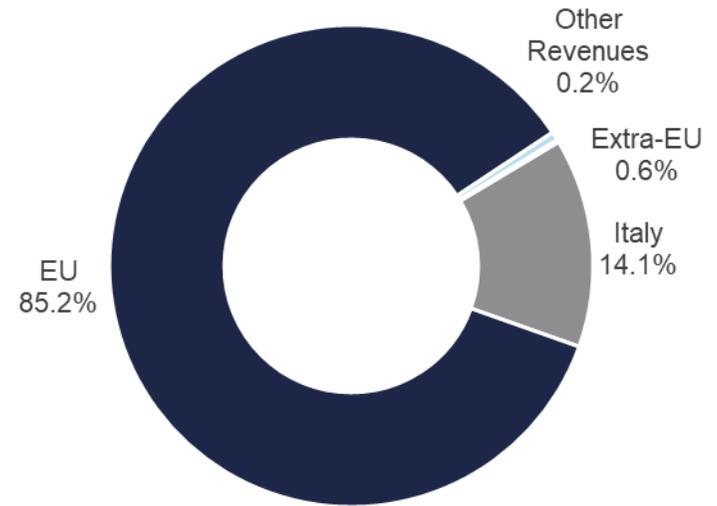
H1 2019 Income Statement

(€ 000)	H1 2019	H1 2018 Pro-forma	%
Sales revenues	21,520	18,322	17%
Other revenues	33	124	-73%
Total Revenues	21,554	18,446	17%
Change in inventories	3,566	2,816	27%
Value of production	25,119	21,262	18%
Raw materials	(8,620)	(7,556)	14%
Cost of services	(9,846)	(8,028)	23%
Leases and rentals	(260)	(300)	-13%
Personnel Expenses	(4,289)	(3,651)	17%
Other operating expenses	(67)	(37)	80%
EBITDA	2,038	1,690	21%
<i>EBITDA margin</i>	<i>9.5%</i>	<i>9.2%</i>	
D&A	(215)	(214)	1%
EBIT	1,823	1,476	23%
<i>EBIT margin</i>	<i>8.5%</i>	<i>8.0%</i>	
Net financial income	(37)	(13)	190%
EBT	1,785	1,464	22%
Taxes	(544)	(401)	36%
Net income	1,241	1,062	17%
<i>Net income margin</i>	<i>5.8%</i>	<i>5.8%</i>	

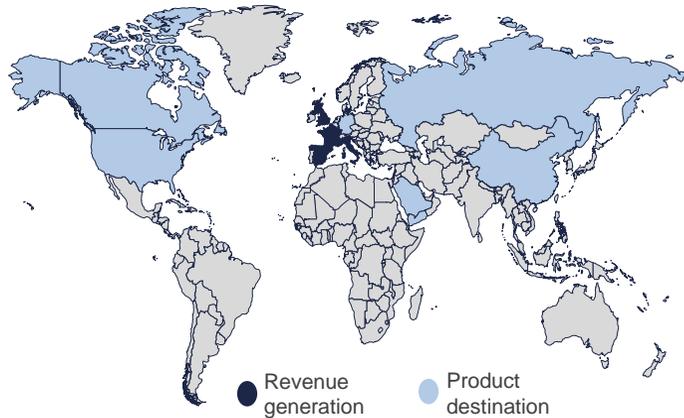
- **Revenues** at 30 June 2019 amount to € 21.6 million compared to € 18.4 million at 30 June 2018, showing an increase of around 17%. The value of production also rose from € 21.3 million to € 25.1 million at 30 June 2019, with an increase of around 18%.
- **EBITDA**, amounted to € 2.0 million compared to € 1.7 million in the first half of 2018, showing a significant increase of around 21%
- **EBITDA margin** at 9.5% compared to 9.2%. These are the results of the marginality consolidation resulting from the containment of fixed costs, synergies and economies of scale generated with the acquisition of Studio Roscini, which allowed to improve the profitability more than proportionally.
- Depreciation, provisions and write-downs remained in line with those of the previous year.
- **Net income for the period** at € 1.2 million compared to € 1.1 million at 30 June 2018, showing an increase of 17% despite a greater weight of current taxation.

Revenues Breakdown

(€ 000)	H1 2019	H1 2018 Pro-forma	%
Italy	3,029	4,332	-30%
EU	18,366	13,725	34%
Extra-EU	125	265	-53%
Other Revenues	33	124	-73%
Total	21,554	18,446	17%



Geographic footprint



The geographical breakdown of sales shows a further increase in foreign sales. Italy's revenue share has decreased from 24% to 14%. This is also due to the increase in revenues from the abroad production of Spello, very concentrated in Italy in the first half of 2018.

H1 2019 Balance Sheet (Use and Sources)

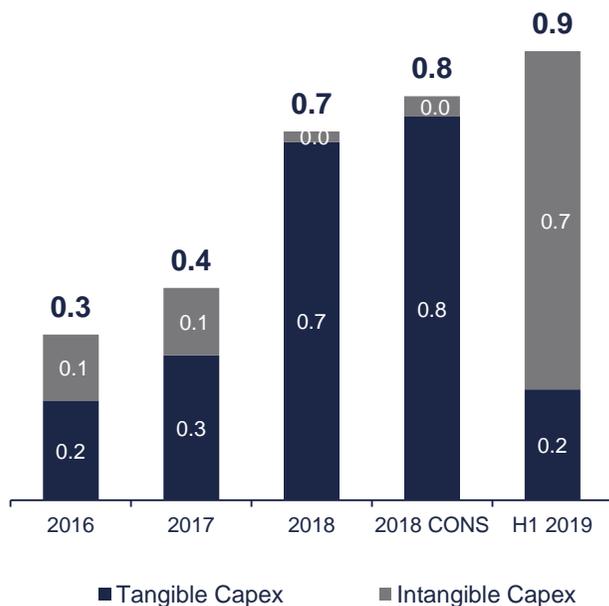
(€ 000)	30-Jun-19	31-Dec-18
Fixed Assets	2,767	1,808
Warehouse	8,685	3,278
Trade Receivables	6,360	3,861
Other Receivables	660	1,191
Prepayments and accrued income	532	270
Working Capital	16,237	8,600
Trade Payables	(12,746)	(4,413)
Other Payables	(3,157)	(2,157)
Accrued expenses and deferred income	(16)	(14)
Net Working Capital	319	2,016
Funds	(826)	(828)
Net Invested Capital	2,260	2,996

(€ 000)	30-Jun-19	31-Dec-18
Shareholders' Equity	6,342	6,915
Cash and Cash equivalents	(8,091)	(6,392)
Short term bank debt	794	1,144
Medium term financial debt	2,815	1,328
Bank Debt	3,609	2,473
Other medium term financial debt	400	-
Net Debt/(Cash)	(4,082)	(3,919)
Total Sources	2,260	2,996

- The amount of **fixed assets**, € 2.8 million, increased 53% compared to € 1.8 million at December 31, 2018. The investments concerned intangible and tangible fixed assets related to operating activities, the listing process and the purchase of the Modalis Srl business unit. In more detail, the sum of the acquisitions for intangible assets amounted to € 0.7 million, while that for tangible assets was € 0.2 million.
- **Working capital** of € 16.2 million is improving compared to € 8.6 million at 31 December 2018, essentially due to the dynamics linked to the seasonality of production and sales that characterizes Pattern, therefore a structural part of the business. That also explains the high level of the warehouse, equal to € 8.7 million, against the € 3.3 million recorded at 31 December 2018, as well as the receivables from customers, amounting to € 6.4 million against € 3.9 million at December 31, 2018, and trade payables, up to € 12.7 million compared to € 4.4 million at December 31, 2018. The item "other payables" is instead increasing, from € 2.2 million to € 3.2 million, mainly due to the taxes for the period
- The trend in working capital did not have an impact on **net invested capital**, which actually decreased from € 3 million to € 2.3 million. This figure means that there was no cash absorption, despite the increase in volumes and a distribution of almost € 1.8 million.
- The **net financial position** improved slightly from positive € 3.9 million at December 31, 2018 to positive € 4.1 million at June 30, 2019.

Asset-light Business Model

2016-2019 Capex trend



Low Capex levels even in 2018, which saw expansionary investments for the Turin plant expansion

2016-2019 Working Capital trend



Inventory Trade receivables Trade payables Other receivables/payables Provisions

	2016	2017	2018	2018 Cons
DOI	26	38	28	27
DSO	32	79	27	32
DPO	48	77	44	51

Favorable contractual conditions with clients and suppliers

Working Capital cycle near zero, in terms of days outstanding, paired with low Capex needs

Investment Case



Investment Highlights

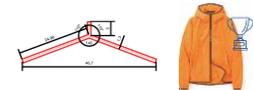
1 Attractive market trend and strong positioning



2 Unique combination of “Made in Italy” craftsmanship and avant-garde technologies



3 Innovation leadership in processes & manufacturing



4 Continuous strong cash generation



5 Highly experienced and committed management team



6 Asset-light business model



Appendix



Pattern is fully integrated with Italy's Best Suppliers and *Façonists*

Suppliers

Selection of suppliers

Lanificio **TEXCO**

LIMONTA | ...

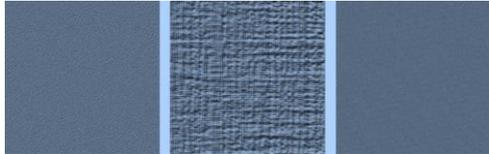


BURBERRY
LONDON ENGLAND

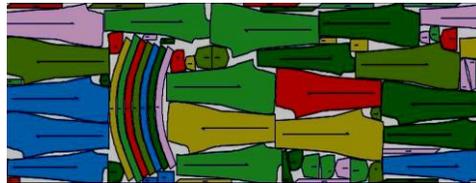
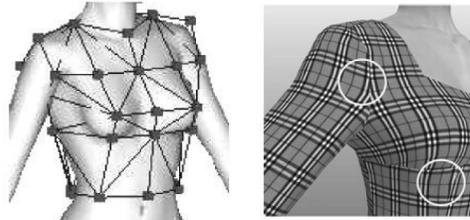
officina MODA
italia s.r.l.



i cotone
di **Alini**



Pattern / Project Engineering



Façonist / Contract Manufacturer

Pre-production samples are prepared internally to allow clients to pre-verify



The majority of production is carried out externally by *façonists*



- High fragmentation of minor suppliers
- Full control over the value chain by dictating own standards

Established partnerships with suppliers of certified raw materials, mainly located in Italy

Full control over the value chain through established long-term partnership with the key players of a highly polarized industry