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GLOBAL

**1Q15 RESULTS**

*São Paulo, May 14, 2015*

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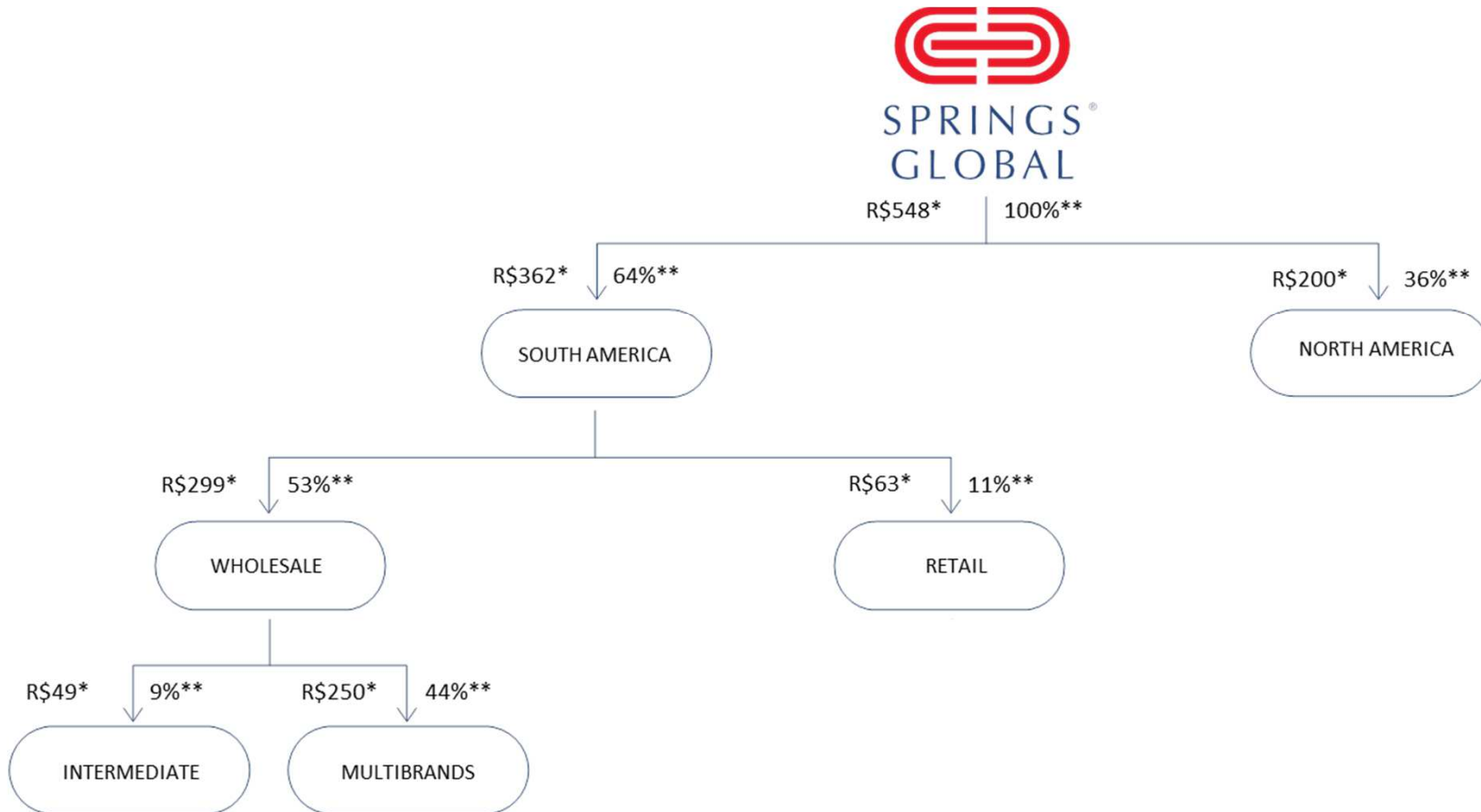
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# 1Q15 HIGHLIGHTS



- ✓ Net revenue of R\$548 million in the 1Q15, 8.4% increase when compared to the 1Q14.
- ✓ 64.6% growth in EBIT in the 1Q15 versus 1Q14.
- ✓ Operating cash flow measured by EBITDA increased by 22.8% when compared to the 1Q14, reaching R\$47 million in the 1Q15.
- ✓ 100 basis point increase in the consolidated EBITDA margin, reaching 8.6%.
- ✓ Realigning the number of stores in the retail operation, ending operations of unprofitable stores, and increasing the number of franchised stores versus owned stores.
- ✓ Celebration of 30 years of MMartan stores with the launching of the exhibit “Dreaming Awake” (*Sonhando Acordado*) during the São Paulo Fashion Week.

# SPRINGS: BUSINESS SEGMENTS AND REVENUE BREAKDOWN



\* 1Q15 net revenue (R\$ million)

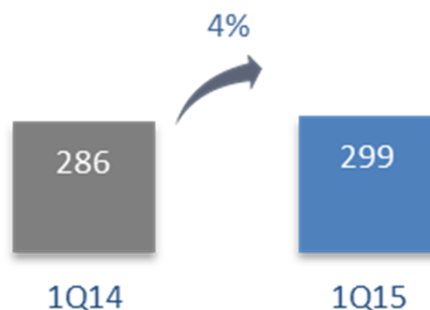
\*\* % of 1Q15 net revenue

# WHOLESALE SOUTH AMERICA: IMPROVEMENT IN OPERATING MARGINS

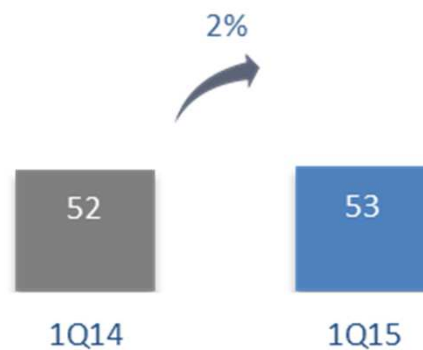


- ✓ 8% increase in CAMEBA net revenue, reaching R\$250 million in the 1Q15;
- ✓ Increase in EBITDA, presenting a 14% growth when compared to the 1Q14;
- ✓ Margin improvement due to sales of higher added value products.

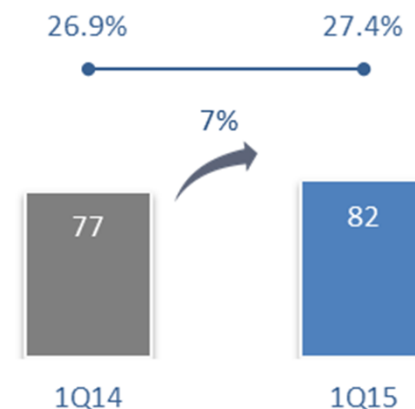
**Net Revenue Wholesale South America (R\$ million)**



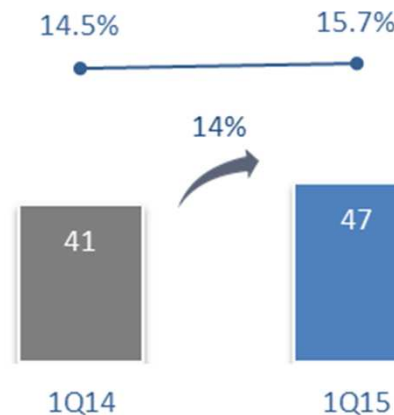
**SG&A Expenses - Wholesale South America (R\$ million)**



**Gross Profit (R\$ million) and Margin % Wholesale South America**



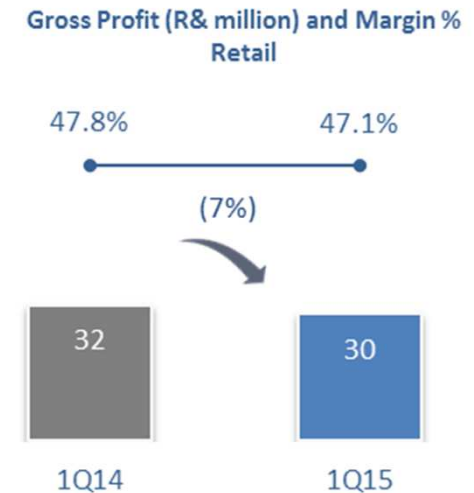
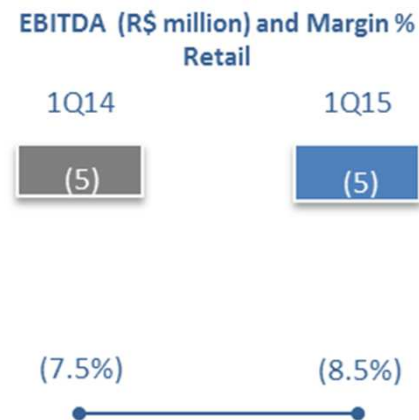
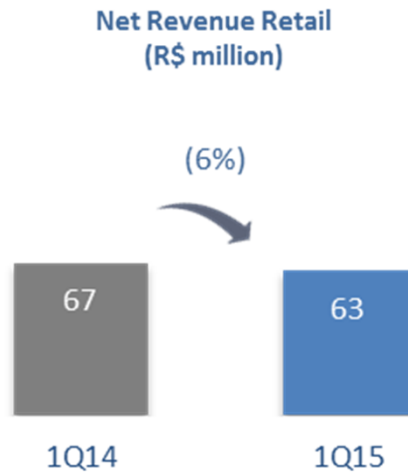
**EBITDA (R\$ million) and Margin % Wholesale South America**



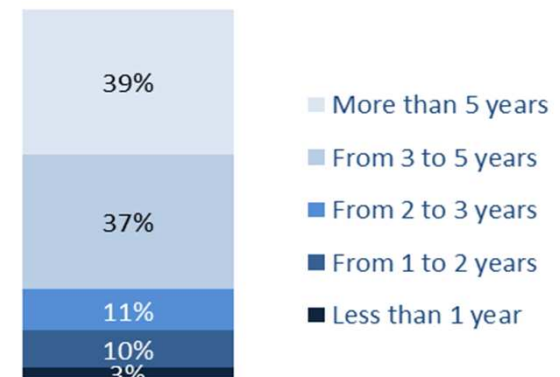
# RETAIL: REALIGNING THE NUMBER OF STORES



- ✓ Sell-out revenue of R\$111 million in the 1Q15;
- ✓ Realigning the number of stores in the retail operation, ending operations of unprofitable stores, and increasing the number of franchised stores versus owned stores;
- ✓ Size reduction of Artex stores with more than 200m<sup>2</sup>;
- ✓ 238 points of sales in the 1Q15 including MMartan and Artex stores.



**Age of the Stores - 1Q15**

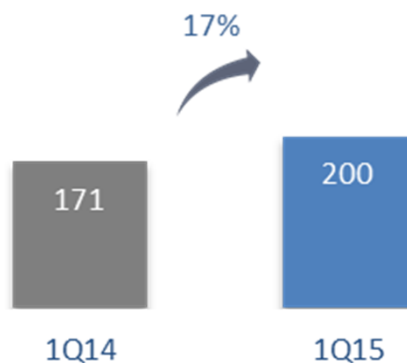


# NORTH AMERICA: OPERATIONAL IMPROVEMENT

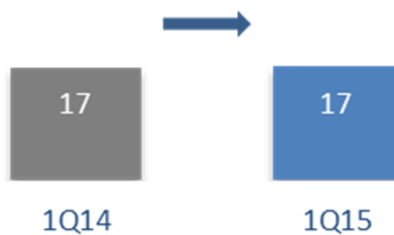


- ✓ Margin improvement due to the greater contribution of revenue from products with higher margins;
- ✓ Result positively impacted by the exchange rate depreciation.

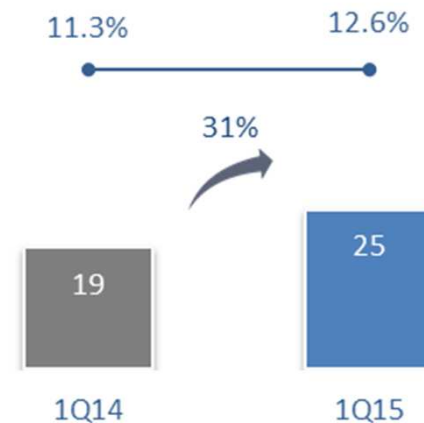
**Net Revenue North America (R\$ million)**



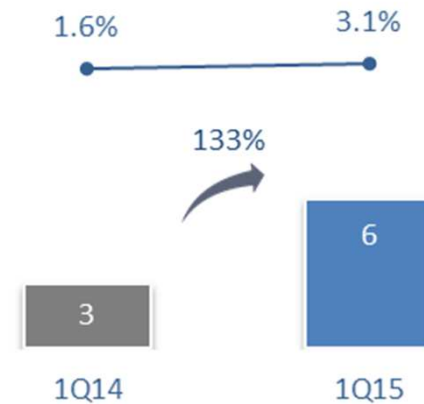
**SG&A Expenses - North America (R\$ million)**



**Gross Profit (R\$ million) and Margin % North America**



**EBITDA (R\$ million) and Margin % North America**

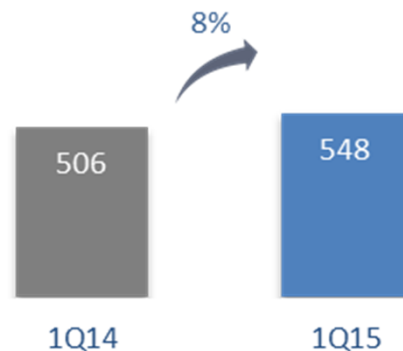


# CONSOLIDATED: CONSISTENT GROWTH IN OPERATIONAL PERFORMANCE

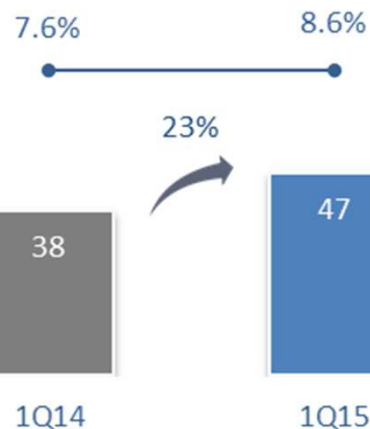


- ✓ 8% Increase in net revenue;
- ✓ 65% increase in EBIT in the 1Q15 versus 1Q14;
- ✓ EBITDA growth.
  - ✓ 23% EBITDA increase against the 1Q14;
  - ✓ 100 basis point increase in EBITDA margin when compared to the 1Q14;
- ✓ Net income of R\$7 million in the 1Q15.

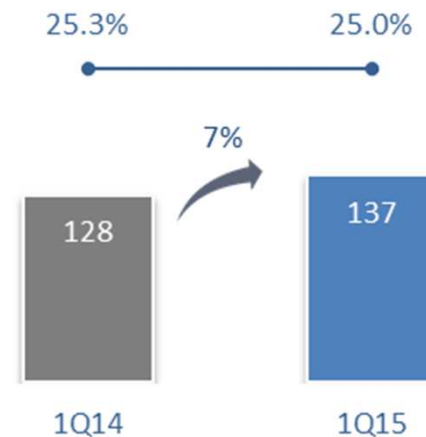
**Net Revenue Consolidated (R\$ million)**



**EBITDA (R\$ million) and Margin % Consolidated**



**Gross Profit (R\$ million) and Margin % Consolidated**



**Net Income (loss) (R\$ million)**

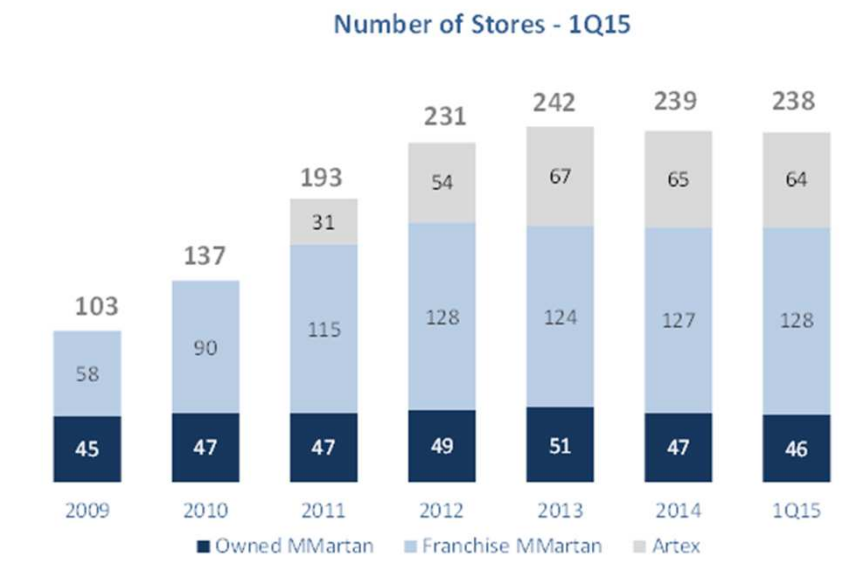




# CAPEX: EXPANSION IN RETAIL WILL BE ASSET LIGHT



- ✓ Retail expansion will be through franchises;
- ✓ CAPEX of manufacturing facilities reflects, mainly, asset modernization;
- ✓ Investments in retail are associated with the restructuring and improvement of owned stores.



Investment (R\$ million)	1Q15	1Q14	Var % 15-14
Manufacturing facilities	12.1	13.7	(11.7%)
Retail	0.9	2.5	(64.0%)
<b>Total</b>	<b>13.0</b>	<b>16.2</b>	<b>(19.8%)</b>

# GUIDANCE



## ✓ Our assumptions

- ✓ Annual;
- ✓ In line with the Budget and in challenging basis.

Business Units	Amount (R\$ million)	
Wholesale - South America	1,150 - 1,260	●
Retail	260 - 300	●
Wholesale - North America	740 - 790	●
<b>Total Net Revenue</b>	<b>2,150 - 2,350</b>	●
EBIT	110 - 140	●
EBITDA	200 - 230	●
CAPEX	40 - 50	●

## Investor Relations

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