



# JUMBO



September 2007



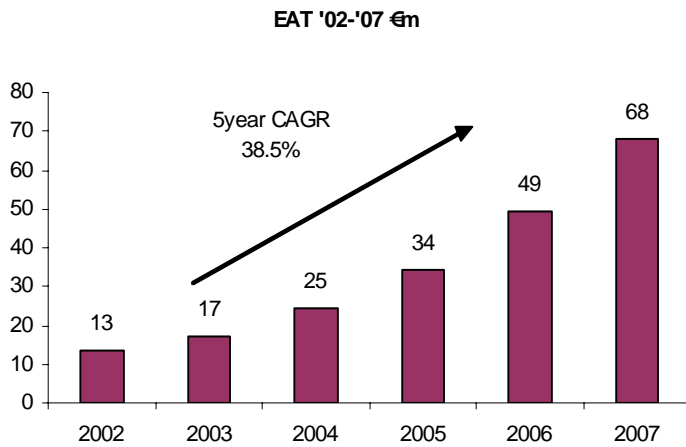
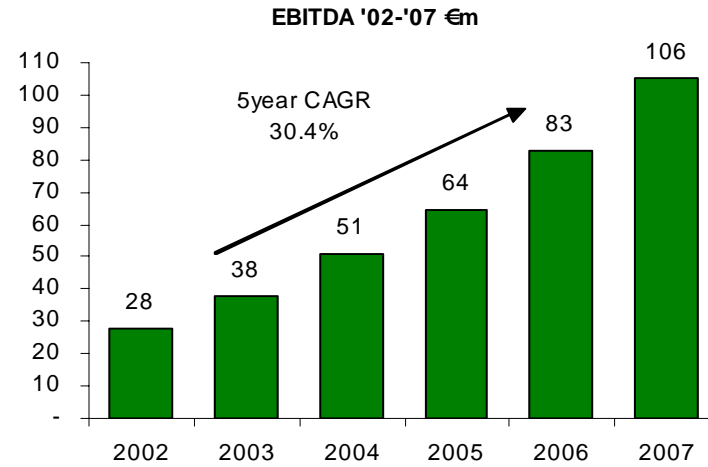
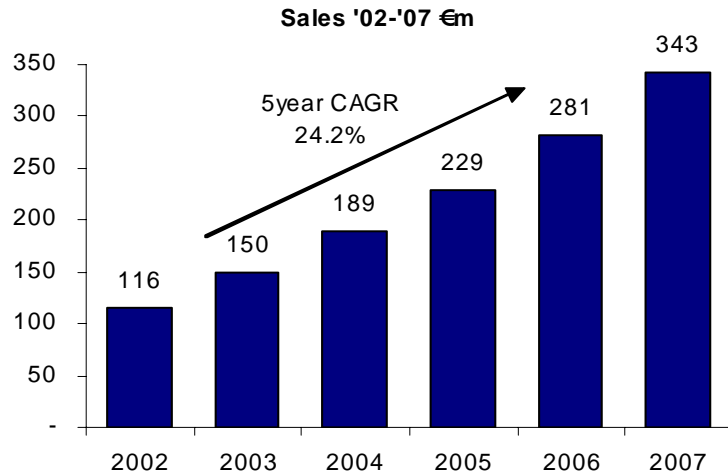
## Overview



- ❖ **The leading Toy Retailer in Greece**
- ❖ **“Jumbo” a very strong brand name**
- ❖ **A strong hyper store network especially outside of Attica region**
- ❖ **Consolidating a market comprising mostly of Mom and Pop shops**
- ❖ **Continuous increases in market share, margins, returns and cash flow**
- ❖ **Store network and Warehouses connected On Line/ Real Time**
- ❖ **The biggest ultra modern warehouses in Balkans (approx. 150.000sq m roofed area), aiming at the better management of the Group’s stocks**
- ❖ **Dynamic and young management**



## Growth in Sales & Earnings





## Store Network



- ❖ **Hyper market stores with Parking Space- Destination Locations**

Average selling area above 6.850 sq m

- ❖ **39 stores in Greece and Cyprus**

16 in Attica region

21 in the rest of Greece

2 in Cyprus

- ❖ **4 new metropolitan stores (above 10.000 sq m )  
in Attica region in the next 3 years**

- ❖ **Expansion on the store network in the rest of Greece, 90%  
coverage now**

- ❖ **Greece & Cyprus could reach 50 stores**

- ❖ **Completion of the 1<sup>st</sup> store in Bulgaria (15.000 sq m) by the  
end of 2007**





## Purchasing – Merchandising - Advertising



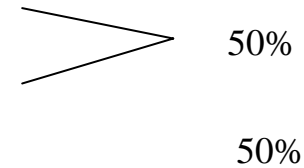
### ❖ 4 Main Product Categories

Children Toys

Baby Apparel & Products

Books & Stationery

Seasonal, House and Mother Opportunity



### ❖ Rich Offering at low prices

12,000 codes

Average selling price of 4.99 Euro

### ❖ 45/55 Branded / Non Branded

### ❖ More than 80% of Purchases imports from Asia

### ❖ Advertising 2% of Sales



## Logistics



- ❖ 2 large privately- owned ultra modern warehouses in the areas of Oinofita and Avlona (broader Athens)
- ❖ Employees: 1.638 permanent / 1604 seasonal (30-45 days)
- ❖ Store network and Warehouses connected  
On Line/ Real Time
- ❖ Outsourced Distribution



## The Market



- ❖ **Demographics:** Birthrates are following a decreasing trend in recent years
- ❖ **Age compression:** Today children from young age have access to video and computer games as well as to other product ranges such as mobile phones
- ❖ **Seasonal Business:** 28% Christmas  
10% Orthodox Easter  
10% School Opening
- ❖ **Strong Barriers to Entry:**  
Unique understanding of customer needs  
Infrastructure



## Market Size & Growth

	Total Market	Market Growth	Jumbo Sales	Market Share*
Children Toys	€290m	Stable	€5.7m	33%
Baby Products	€13m	Slow Growth	€6.0m	31%
Stationary	€156m	High Growth	€1.2m	20%
Seasonal, Home & Mother Opportunity	€56m	High Growth	€149.8m	23%
<b>TOTAL</b>	<b>€1,315m</b>		<b>€342.7m</b>	

\* 30.06. 2007

❖ **Market Share JUMBO : 33%**





## 2006/2007 Highlights



- ❖ **Successful restructuring of Jumbo network:  
Closure of 3 small stores in Attica area and 1 small store in Cyprus.  
Launch of the first metropolitan store in Attica**
- ❖ **Intensive efforts for the completion of the 1<sup>st</sup> store (15.000 sqm) in Sofia of Bulgaria by the end of 2007**
- ❖ **Establishment of the new subsidiary of the Group in Romania under the name of “Jumbo EC.R”. Purchase of a 46.000 sqm land in Bucharest through the Cypriot subsidiary**
- ❖ **Successfully completed the issuing of the company’s bond of €145.000.000**
- ❖ **Completion of tax audit up to the financial year of 2006**
- ❖ **Increase in turnover at the rate of 21.8%, and increase –after taxes- by 37% in profitability**



## Medium Term Targets



- ❖ **Greece:** Market Share to 38%
- ❖ **Bulgaria:** Opening of 1<sup>st</sup> Store in 2007
- ❖ **Romania:** After Bulgaria
- ❖ **3-years CAGR:** 15% top and bottom line
- ❖ **3-years CapEx:** €150m

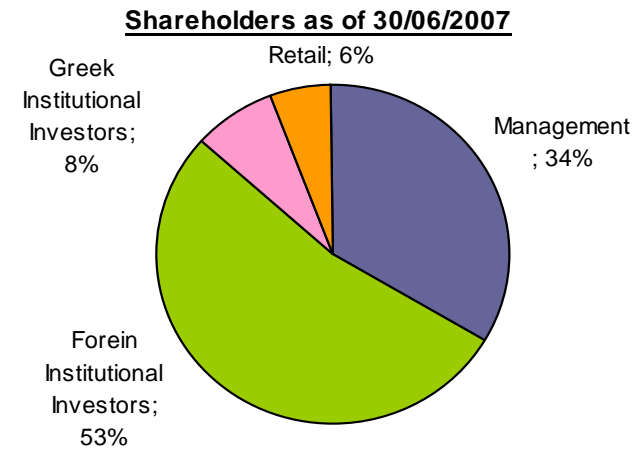
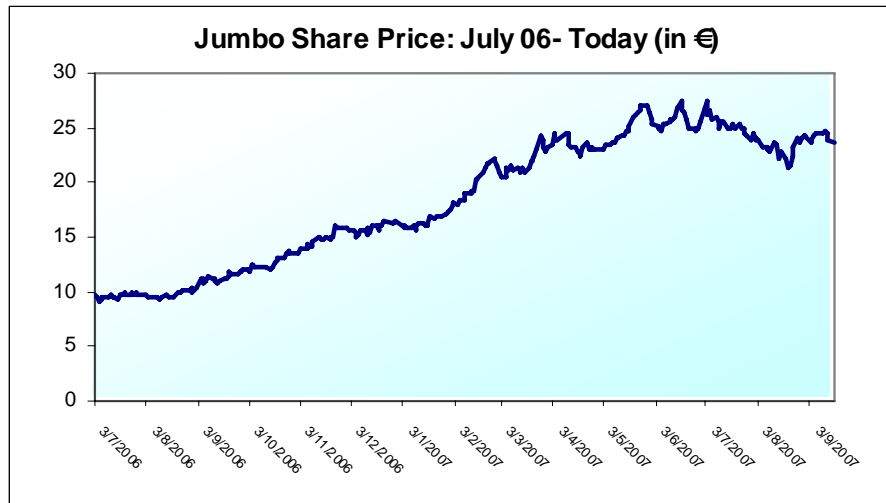


### FY 08 Guidance

- ❖ **Top-Line growth:** 10% - 12%
- ❖ **Bottom-Line growth:** 12% - 15%



## Share Info



### Share Info

Reuters Code	BABr.AT	Yr High	27,50
Bloomberg Code	BABY GA	Yr Low	11
<b>Market Cap (€m)</b>	<b>1.434,2</b>	Y-t-D Performance %	42,7%
<b>Share Price (Sep 17,07)</b>	<b>23,66</b>	Daily Volume (Shares)	115.375
		<b>Daily Turnover (€)</b>	<b>2.203.237</b>



## Appendix- P&L account 2002-2007

Jumbo (€m) Summary P&L Account												
	2002		2003		2004		2005		2006		2007	
Turnover	116,1	8,3%	149,6	28,8%	188,7	26,1%	229,1	21,4%	281,3	22,8%	342,7	21,82%
COGS	(61,8)		(77,9)		(96,3)		(112,8)		(133,2)		(160,2)	
Gross Profit	54,4	24,8%	71,7	31,8%	92,3	28,9%	116,2	25,9%	148,1	27,4%	182,4	23,2%
Gross Margin	46,8%		47,9%		48,9%		50,7%		52,6%		53,2%	
Other operating income	1,2		1,0		1,3		1,6		3,2		3,0	
General & Administrative Expenses	(27,6)		(34,6)		(43,0)		(53,5)		(68,5)		(79,9)	
EBITDA	28,0	33,4%	38,1	35,9%	50,7	33,3%	64,2	26,7%	82,8	28,9%	105,6	27,4%
EBITDA Margin	24,1%		25,4%		26,9%		28,0%		29,4%		30,8%	
Depreciation and amortization	(6,2)		(8,2)		(9,0)		(7,5)		(8,5)		(8,8)	
Operating profit	21,8	31,3%	29,9	37,3%	41,7	39,6%	56,7	36,0%	74,4	31,1%	96,7	30,1%
EBIT Margin	18,7%		20,0%		22,1%		24,8%		26,4%		28,2%	
Net financials	(2,8)		(4,2)		(5,5)		(5,8)		(4,9)		(4,9)	
Pre-tax profit	20,8		25,2		35,0		51,0		69,5		91,8	
Income tax	(7,2)		(8,0)		(10,4)		(16,8)		(20,0)		(23,9)	
Net Profit	13,3	6,5%	16,9	27,1%	24,6	45,5%	34,1	38,7%	49,4	44,9%	67,9	37,4%
Net Profit Margin	11,5%		11,3%		13,0%		14,9%		17,6%		19,8%	
Dividend Per Share (in €)	0,10	42,9%	0,12	20,0%	0,17	41,7%	0,22	29,4%	0,23	4,5%	0,32	39,1%



## Appendix- Balance Sheet 2002-2007

<b>2002-07 Balance Sheet (€m)</b>						
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Cash and cash equivalents	1,2	2,8	8,6	31,5	21,8	52,1
Trade receivables	11,0	12,8	23,4	18,9	19,2	19,2
Inventories	71,8	78,6	82,2	74,6	100,7	121,7
Other Receivables	0,0	0,0	0,0	22,6	29,4	34,6
Other Current assets	0,6	0,7	0,9	2,6	1,4	3,1
Net PP&E	84,1	99,9	112,6	134,7	158,1	194,8
Other Assets	0,3	0,3	2,8	2,8	2,9	2,7
Net intangible assets	0,0	0,1	0,1	9,5	9,2	9,1
<b>Total Assets</b>	<b>168,9</b>	<b>195,2</b>	<b>230,6</b>	<b>297,3</b>	<b>342,7</b>	<b>437,4</b>
Accounts payable	32,9	26,9	32,8	39,4	44,2	50,0
Current tax liabilities	8,4	8,9	12,1	20,1	24,9	28,6
Other current liabilities	6,8	8,8	12,1	9,6	8,3	13,8
Short-term debt	9,9	4,8	1,9	2,0	16,9	22,4
Long-term debt	59,9	82,9	96,3	106,3	75,1	96,0
Other long term liabilities	1,9	2,5	0,0	4,6	5,1	4,9
Shareholders' Equity	49,1	60,5	75,4	115,2	168,2	221,8
<b>Total Liabilities &amp; Equity</b>	<b>168,9</b>	<b>195,2</b>	<b>230,6</b>	<b>297,3</b>	<b>342,7</b>	<b>437,4</b>
Net Debt (Net cash)	68,6	85,0	89,6	76,8	70,2	66,3





## Appendix- Cash Flow 2002-2007

<b>2002-07 Cash Flow (€m)</b>						
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Cash generated	20,3	25,8	37,0	50,4	63,0	79,8
Changes in current assets	-22,8	-8,9	-14,4	-11,1	-31,9	-27,7
Changes in current liabilities	2,1	-5,1	7,0	13,4	3,1	14,0
<b>Net cash from operations</b>	<b>-0,5</b>	<b>11,9</b>	<b>29,6</b>	<b>52,6</b>	<b>34,1</b>	<b>66,1</b>
Investing Activity	-39,1	-24,1	-28,7	-22,5	-30,9	-44,3
<b>Free Cash Flow</b>	<b>-39,6</b>	<b>-12,2</b>	<b>0,8</b>	<b>30,1</b>	<b>3,2</b>	<b>21,7</b>
Issuance of common shares	-	0,4	-	-	3,9	0,0
Bank Loans	34,4	17,9	10,5	0,3	-5,6	22,6
Dividends paid out	-3,0	-4,5	-5,5	-7,7	-11,1	-13,9
<b>Net increase in cash</b>	<b>-8,1</b>	<b>1,6</b>	<b>5,9</b>	<b>22,7</b>	<b>-9,6</b>	<b>30,4</b>

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