

## Kering

Price EUR148.05

Gucci transformation is underway...in a challenging environment!

Fair Value EUR174 (+18%)

BUY

Bloomberg	PP FP
Reuters	PRTP.PA
12-month High / Low (EUR)	181.5 / 139.1
Market Cap (EUR)	18,694
Ev (BG Estimates) (EUR)	21,494
Avg. 6m daily volume (000)	290.3
3y EPS CAGR	14.1%

On Friday, Kering hosted an Investor Day in London dedicated to the Gucci brand. Management highlighted its view and its strategy to rejuvenate and boost both sales and EBIT in the medium term. Beyond the mid-term targets given to investors, Gucci's CEO Marco Bizzari added also that in Q2, the brand's organic sales growth should be slightly positive, which could seem reassuring given tough comps. We reiterate our Buy recommendation with an unchanged EUR174 FV.

## ANALYSIS

	1 M	3 M	6 M	31/12/15
Absolute perf.	-1.1%	-8.3%	-7.6%	-6.3%
Pers & H/H Gds	3.4%	3.2%	-0.4%	1.1%
DJ Stoxx 600	1.7%	0.6%	-8.3%	-6.7%

YEnd Dec. (EURm)	2015	2016e	2017e	2018e
Sales	11,584	12,140	12,800	13,500
% change		4.8%	5.4%	5.5%
EBITDA	2,056	2,245	2,510	2,710
EBIT	1,646	1,825	2,070	2,270
% change		10.9%	13.4%	9.7%
Net income	1,017	1,158	1,363	1,534
% change		13.9%	17.7%	12.5%

	2015	2016e	2017e	2018e
Operating margin	14.2	15.0	16.2	16.8
Net margin	8.8	9.5	10.6	11.4
ROE	8.7	9.0	9.9	10.8
ROCE	5.8	6.4	7.2	7.9
Gearing	37.7	27.1	21.9	21.2

(EUR)	2015	2016e	2017e	2018e
EPS	8.05	9.16	10.70	11.95
% change	-	13.9%	16.8%	11.7%
P/E	18.4x	16.2x	13.8x	12.4x
FCF yield (%)	1.5%	3.3%	4.6%	5.4%
Dividends (EUR)	4.00	4.30	4.70	5.20
Div yield (%)	2.7%	2.9%	3.2%	3.5%
EV/Sales	1.9x	1.8x	1.6x	1.6x
EV/EBITDA	11.0x	9.6x	8.4x	7.7x
EV/EBIT	13.7x	11.8x	10.1x	9.2x

On Friday, Kering organised an investor day dedicated to the Gucci brand with, among others, François-Henri Pinault (the group's CEO) and Marco Bizzari (Gucci's CEO) as speakers. Gucci Artistic Director, Mr Alessandro Michele, was also present to give his view on Gucci's future. Management admitted that the brand had lost some market share over the recent period. Indeed, over 2011/ 2015, the CAGR in Gucci sales stood at 6% whereas for certain competitors, the figure was much higher, even reaching 14% in the best case. Furthermore, the luxury goods market has clearly slowed since 2014 and we expect no more than 2% organic sales growth on average for our luxury sample in 2016.

Gucci, whose sales reached EUR3.9bn in 2015 with a 26.5% EBIT margin, has the mid-term ambition to regain market share implying that it more than double's market average growth every year, i.e. at least 5-6% organic sales growth per year, and achieves EBIT margin of close to 30% (29% expected in 2018 by BG). This should be reached thanks to a higher like for like sales density. Sales per sqm is almost half of the best in class in the luxury sector and Marco Bizzari's target is to increase sales per sqm by 50% over the medium term. On our calculations, Gucci's sales per store is no more than EUR6m versus EUR16m for Louis Vuitton and even EUR19m for Hermes. e-commerce should also be a growth driver by tripling sales, partly thanks to the worldwide roll-out of the new website, particularly in Asia-Pacific. On the other hand, the Italian brand will not open a large number of stores (at the end of 2015, the brand operated 525 DOS, including around 60 in Mainland China where some stores have been closed) as management is happy with the current footprint. Gucci is also refurbishing its DOS network by implementing the new store concept that has been proved to be successful (sales at the Montnapoleone store in Milano have risen around 80% following the renovation). 34 stores were refurbished at end-2015 and 50 more stores are to adopt this concept in 2016, followed by 40-50 stores per year over the next four years. On the other hand, the brand will be very cautious in its store-openings strategy and this should help Capex to be under 5% of sales.

The other clear sales growth driver for the medium term is the new product identity and particularly Alessandro Michele's new collections. The first decision the group has made is to reduce the number of sku's par 30% in order to simplify the brand image and also to reorganise the supply chain and reduce the inventories level (right product in the right place at the right time). The other target is to balance the pricing offer by streamlining entry prices (Dionysus chain wallet at EUR650) and exploiting opportunities in the super-high range. Lastly, the roll-out of the new Alessandro collection is underway. Whereas at the end of 2015, 30% of sales was generated by AM collections, this figure stand at 70% at the end of Q2 and almost 100% at the end of 2016. This successful roll-out explains why management is confident in sales momentum with an anticipation of "slight sales growth in Q2" despite demanding comps (+5% in Q2 2015 vs -8% in nQ1 2015). This figure is, in our view, reassuring.

## VALUATION

The Kering share price has lost 6% YTD and is trading at 11.8x 2016 EV/EBIT, in line with our luxury sample average. We reiterate our Buy recommendation with an unchanged 174 EUR FV.

## NEXT CATALYSTS

H1 results to be released on 28th July.

[Click here to download document](#)



**Analyst :**  
Loïc Morvan  
33(0) 1 70 36 57 24  
lmorvan@bryangarnier.com

**Sector Team :**  
Nikolaas Faes  
Antoine Parison  
Cédric Rossi  
Virginie Roumage

# Bryan Garnier stock rating system

For the purposes of this Report, the Bryan Garnier stock rating system is defined as follows:

## Stock rating

BUY	Positive opinion for a stock where we expect a favourable performance in absolute terms over a period of 6 months from the publication of a recommendation. This opinion is based not only on the FV (the potential upside based on valuation), but also takes into account a number of elements that could include a SWOT analysis, momentum, technical aspects or the sector backdrop. Every subsequent published update on the stock will feature an introduction outlining the key reasons behind the opinion.
NEUTRAL	Opinion recommending not to trade in a stock short-term, neither as a BUYER or a SELLER, due to a specific set of factors. This view is intended to be temporary. It may reflect different situations, but in particular those where a fair value shows no significant potential or where an upcoming binary event constitutes a high-risk that is difficult to quantify. Every subsequent published update on the stock will feature an introduction outlining the key reasons behind the opinion.
SELL	Negative opinion for a stock where we expect an unfavourable performance in absolute terms over a period of 6 months from the publication of a recommendation. This opinion is based not only on the FV (the potential downside based on valuation), but also takes into account a number of elements that could include a SWOT analysis, momentum, technical aspects or the sector backdrop. Every subsequent published update on the stock will feature an introduction outlining the key reasons behind the opinion.

## Distribution of stock ratings

BUY ratings 56,2%

NEUTRAL ratings 34%

SELL ratings 9,7%

# Research Disclosure Legend

1	Bryan Garnier shareholding in Issuer	Bryan Garnier & Co Limited or another company in its group (together, the "Bryan Garnier Group") has a shareholding that, individually or combined, exceeds 5% of the paid up and issued share capital of a company that is the subject of this Report (the "Issuer").	No
2	Issuer shareholding in Bryan Garnier	The Issuer has a shareholding that exceeds 5% of the paid up and issued share capital of one or more members of the Bryan Garnier Group.	No
3	Financial interest	A member of the Bryan Garnier Group holds one or more financial interests in relation to the Issuer which are significant in relation to this report	No
4	Market maker or liquidity provider	A member of the Bryan Garnier Group is a market maker or liquidity provider in the securities of the Issuer or in any related derivatives.	No
5	Lead/co-lead manager	In the past twelve months, a member of the Bryan Garnier Group has been lead manager or co-lead manager of one or more publicly disclosed offers of securities of the Issuer or in any related derivatives.	No
6	Investment banking agreement	A member of the Bryan Garnier Group is or has in the past twelve months been party to an agreement with the Issuer relating to the provision of investment banking services, or has in that period received payment or been promised payment in respect of such services.	No
7	Research agreement	A member of the Bryan Garnier Group is party to an agreement with the Issuer relating to the production of this Report.	No
8	Analyst receipt or purchase of shares in Issuer	The investment analyst or another person involved in the preparation of this Report has received or purchased shares of the Issuer prior to a public offering of those shares.	No
9	Remuneration of analyst	The remuneration of the investment analyst or other persons involved in the preparation of this Report is tied to investment banking transactions performed by the Bryan Garnier Group.	No
10	Corporate finance client	In the past twelve months a member of the Bryan Garnier Group has been remunerated for providing corporate finance services to the issuer or may expect to receive or intend to seek remuneration for corporate finance services from the Issuer in the next six months.	No
11	Analyst has short position	The investment analyst or another person involved in the preparation of this Report has a short position in the securities or derivatives of the Issuer.	No
12	Analyst has long position	The investment analyst or another person involved in the preparation of this Report has a long position in the securities or derivatives of the Issuer.	No
13	Bryan Garnier executive is an officer	A partner, director, officer, employee or agent of the Bryan Garnier Group, or a member of such person's household, is a partner, director, officer or an employee of, or adviser to, the Issuer or one of its parents or subsidiaries. The name of such person or persons is disclosed above.	No
14	Analyst disclosure	The analyst hereby certifies that neither the views expressed in the research, nor the timing of the publication of the research has been influenced by any knowledge of clients positions and that the views expressed in the report accurately reflect his/her personal views about the investment and issuer to which the report relates and that no part of his/her remuneration was, is or will be, directly or indirectly, related to the specific recommendations or views expressed in the report.	Yes
15	Other disclosures	Other specific disclosures: Report sent to Issuer to verify factual accuracy (with the recommendation/rating, price target/spread and summary of conclusions removed).	No

A copy of the Bryan Garnier & Co Limited conflicts policy in relation to the production of research is available at [www.bryangarnier.com](http://www.bryangarnier.com)

<b>London</b>	<b>Paris</b>	<b>New York</b>	<b>Munich</b>	<b>New Delhi</b>
Beaufort House	26 Avenue des Champs Elysées	750 Lexington Avenue	Widenmayerstrasse 29	The Imperial Hotel Janpath
15 St. Botolph Street	75008 Paris	New York, NY 10022	80538 Munich	New Delhi 110 001
London EC3A 7BB	Tel: +33 (0) 1 56 68 75 00	Tel: +1 (0) 212 337 7000	Germany	Tel +91 11 4132 6062
Tel: +44 (0) 207 332 2500	Fax: +33 (0) 1 56 68 75 01	Fax: +1 (0) 212 337 7002	+49 89 2422 62 11	+91 98 1111 5119
Fax: +44 (0) 207 332 2559	Regulated by the	FINRA and SIPC member		Fax +91 11 2621 9062
Authorised and regulated by the	Financial Conduct Authority (FCA) and the			<b>Geneva</b>
Financial Conduct Authority (FCA)	Autorité de Contrôle prudentiel et de			rue de Grenus 7
	resolution (ACPR)			CP 2113
				Genève 1, CH 1211
				Tel +4122 731 3263
				Fax+4122731 3243
				Regulated by the FINMA

#### **Important information**

This document is classified under the FCA Handbook as being investment research (independent research). Bryan Garnier & Co Limited has in place the measures and arrangements required for investment research as set out in the FCA's Conduct of Business Sourcebook.

This report is prepared by Bryan Garnier & Co Limited, registered in England Number 03034095 and its MIFID branch registered in France Number 452 605 512. Bryan Garnier & Co Limited is authorised and regulated by the Financial Conduct Authority (Firm Reference Number 178733) and is a member of the London Stock Exchange. Registered address: Beaufort House 15 St. Botolph Street, London EC3A 7BB, United Kingdom

This Report is provided for information purposes only and does not constitute an offer, or a solicitation of an offer, to buy or sell relevant securities, including securities mentioned in this Report and options, warrants or rights to or interests in any such securities. This Report is for general circulation to clients of the Firm and as such is not, and should not be construed as, investment advice or a personal recommendation. No account is taken of the investment objectives, financial situation or particular needs of any person.

The information and opinions contained in this Report have been compiled from and are based upon generally available information which the Firm believes to be reliable but the accuracy of which cannot be guaranteed. All components and estimates given are statements of the Firm, or an associated company's, opinion only and no express representation or warranty is given or should be implied from such statements. All opinions expressed in this Report are subject to change without notice. To the fullest extent permitted by law neither the Firm nor any associated company accept any liability whatsoever for any direct or consequential loss arising from the use of this Report. Information may be available to the Firm and/or associated companies which are not reflected in this Report. The Firm or an associated company may have a consulting relationship with a company which is the subject of this Report.

This Report may not be reproduced, distributed or published by you for any purpose except with the Firm's prior written permission. The Firm reserves all rights in relation to this Report.

Past performance information contained in this Report is not an indication of future performance. The information in this report has not been audited or verified by an independent party and should not be seen as an indication of returns which might be received by investors. Similarly, where projections, forecasts, targeted or illustrative returns or related statements or expressions of opinion are given ("Forward Looking Information") they should not be regarded as a guarantee, prediction or definitive statement of fact or probability. Actual events and circumstances are difficult or impossible to predict and will differ from assumptions. A number of factors, in addition to the risk factors stated in this Report, could cause actual results to differ materially from those in any Forward Looking Information.

Disclosures specific to clients in the United Kingdom

This Report has not been approved by Bryan Garnier & Co Limited for the purposes of section 21 of the Financial Services and Markets Act 2000 because it is being distributed in the United Kingdom only to persons who have been classified by Bryan Garnier & Co Limited as professional clients or eligible counterparties. Any recipient who is not such a person should return the Report to Bryan Garnier & Co Limited immediately and should not rely on it for any purposes whatsoever.

Notice to US investors

This research report (the "Report") was prepared by Bryan Garnier & Co Limited for information purposes only. The Report is intended for distribution in the United States to "Major US Institutional Investors" as defined in SEC Rule 15a-6 and may not be furnished to any other person in the United States. Each Major US Institutional Investor which receives a copy of this Report by its acceptance hereof represents and agrees that it shall not distribute or provide this Report to any other person. Any US person that desires to effect transactions in any security discussed in this Report should call or write to our US affiliated broker, Bryan Garnier Securities, LLC, 750 Lexington Avenue, New York NY 10022. Telephone: 1-212-337-7000.

This Report is based on information obtained from sources that Bryan Garnier & Co Limited believes to be reliable and, to the best of its knowledge, contains no misleading, untrue or false statements but which it has not independently verified. Neither Bryan Garnier & Co Limited and/or Bryan Garnier Securities LLC make no guarantee, representation or warranty as to its accuracy or completeness. Expressions of opinion herein are subject to change without notice. This Report is not an offer to buy or sell any security.

Bryan Garnier Securities, LLC and/or its affiliate, Bryan Garnier & Co Limited may own more than 1% of the securities of the company(ies) which is (are) the subject matter of this Report, may act as a market maker in the securities of the company(ies) discussed herein, may manage or co-manage a public offering of securities for the subject company(ies), may sell such securities to or buy them from customers on a principal basis and may also perform or seek to perform investment banking services for the company(ies).

Bryan Garnier Securities, LLC and/or Bryan Garnier & Co Limited are unaware of any actual, material conflict of interest of the research analyst who prepared this Report and are also not aware that the research analyst knew or had reason to know of any actual, material conflict of interest at the time this Report is distributed or made available.