



## RAPPORT ANNUEL 2012 2013

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**TFF**  
GROUP

[tff-group.com](http://tff-group.com)

# TFF GROUP

## COOPERAGE



## STAVE MILLING



## WOODEN PRODUCTS FOR OENOLOGY



## WHISKY COOPERAGE



## WINE COOPERAGE





## A NEW ERA FOR TFF GROUP A YEAR OF CHANGE

2012 / 2013

WILL HAVE PROVED AN IMPORTANT YEAR FOR TFF GROUP WITH:

- SUBSTANTIAL GAINS ACROSS THE GROUP'S MARKETS, HELPED BY STRONG FUNDAMENTALS
- A SIGNIFICANT CHANGE AND A BIG STEP : THE PASSING OF THE 160 M€ MILESTONE IN TURNOVER WITH CONTINUED LEVELS OF STRONG PROFITABILITY
- A NEW DIMENSION FOLLOWING THE SUCCESSFUL CONSOLIDATION OF RADOUX AND STAVIN AND THE OPTIMIZATION OF NUMEROUS COMPLEMENTARITIES AND SYNERGIES BOTH IN FRANCE AND ABROAD
- A NEW NAME AND A NEW LOGO TO UNITE THE MANY COMPANIES THAT HAVE CHOSEN TO PLACE THEMSELVES BENEATH THE BANNER OF THE WORLD LEADER IN WOOD PRODUCTS FOR THE MATURING OF WINE AND ALCOHOL

AN INTERVIEW WITH JÉRÔME FRANÇOIS, THE GROUP'S CEO AND THE FOURTH GENERATION OF ITS FOUNDING FAMILY.

#### TELL US ABOUT 2012/2013 FROM YOUR POINT OF VIEW...

JÉRÔME FRANÇOIS :

For me the year has been more about evolution than revolution.

There have been a number of significant changes but they are the result of a strategy, pursued by the Group for more than 20 years now, of ambitious but prudent expansion based on the following principals:

"Globalization, vertical diversification through organic and external growth, strong R&D, rigorous management and the maintaining of strong margins, an emphasis on performance, respect for the men and women who work to make our brands what they are, and high standards of quality for all our products."

All of which has allowed us in 2013 to surpass, and significantly, the 150M€ turnover forecast last year.

Overall we have grown by 42%, of which 11.7% was organic, like-for-like growth:

A strong showing on markets that seem to have turned a corner and returned to a growth cycle.

So there has been an important change in scale represented by:

- A turnover of more than 160M€ of which 85 % is achieved internationally
- A workforce more than 700 strong across the world
- A valuation of more than 260 M€

We believe that the family business spirit which is at the heart of all we do must be preserved.

Having said that, it is, of course, important to evolve.

The successful consolidations of Radoux and Stavin in under a year have led us to look again at our structures, our organization and our management in order to maintain our ability to look ahead to fresh challenges and acquisitions.

Which is why we believe that the passing of the 160 M€ turnover milestone is not so much an end as a means.

#### WHAT ABOUT THE NEW NAME ?

Once again it marks an evolution, but one that doesn't lose sight of our history.

Tonnellerie François Frères, the « mother company »,

has become part of a much bigger whole which is far more diverse and far more international.

Hence the natural evolution from « Tonnellerie François Frères » to « TFF Group »,

in order better to reflect our image in Asia, Australia, the United States and elsewhere;

and to create a banner under which all our brands can identify themselves.

A banner that is, as we are, more diversified and more global than before.

#### YOU CALL THE 160M€ MILESTONE A MEANS RATHER THAN AN END. A MEANS TO WHAT ?

I mentioned earlier a strategy that was ambitious yet prudent.

It is ambitious, because we do not intend to stop now.

There are a number of veins of potential growth that can be explored both in our traditional fields

and further afield, as part of a carefully thought through strategy of diversification and growth.

It is prudent, because any expansion will be carefully examined according to rigorous criteria,

without haste, in order that the right acquisitions be made.

Just consider the facts. The Group's fundamentals are solid,

our profitability is sustainably high, our debt levels are low, and we have yet to seek capital from the financial markets.

Add to this that our vision is international, our position as world leader undisputed

and that our know-how is universally recognized...

I believe that our ability to rise to any fresh challenge that might come along is stronger today than it ever has been.

Which is why growth, in all its forms, remains very much at the heart of what we do, as does transparency.

#### TELL US A LITTLE BIT ABOUT YOUR MARKETS...

An important point first of all: that all of our markets are on an upward trend that strikes us as sustainably strong. The wine market, after hitting a historical low in 2012, is overall on the up and seems to have entered a new cycle. The American market, in particular, has kept all its promises and has more than made up for a European market characterized by historically low harvests over the course of the last three years. The whisky market has lived up to its forecasts of strong growth and the Group now has an extremely efficient site in Edinburgh which will help us to keep up with the market's strong demand.

Two further points strike me as noteworthy:

- The visit, last September, of our cooperage and cask production site at Brive la Gaillarde by the French President François Hollande, which highlighted the technical innovation and dynamism of this important French site. It specializes in the production of large casks and has seen strong growth over the course of the financial year.
- The strength shown by the oenological products' market. The Group's presence in this important and promising sector has been strengthened over the course of the last year by the full consolidation of STAVIN in the United States on one hand, and, on the other, by the acquisition in France of PRONEKTAR, a subsidiary of RADOUX. A company that makes products that are perfectly complementary to those produced by our own subsidiary AROBOIS.

#### FINALLY WHAT DO YOU MAKE OF YOUR STOCK MARKET VALUATION ?

As always I will refrain from any substantial commentary as I believe that when you are a part of a regulated market, you must obey its rules.

But I will allow myself two small remarks:

- First of all our stock's value had been stable over the course of a number of years at around 30 €, a level that did not seem to take account of a number of important changes to our Group. That's now changed with the value of the stock rising to more than 50 €, a level at which it appears to have settled, for an overall valuation of more than 260 M€, a rise of 40% by July 2013. I'm clearly pleased about this vote of confidence, but again, I believe that this is but a step on the road to further progress.
- Over the same period our volumes of trade have virtually doubled proving both the liquidity of the stock and the interest of investors. Once again, I'm pleased about this and, in particular, that those investors who believed in us to begin with and over the course of choppy times should find themselves rewarded. They have all my gratitude.





## A NEW DIMENSION FOR THE GROUP

IT WAS IN THE CONTEXT OF A LACKLUSTER ECONOMIC CLIMATE AND AFTER THREE YEARS OF RELATIVE STAGNATION THAT TFF GROUP SOUGHT TO KICK START ACTIVITY BY STRENGTHENING ITS PRESENCE BOTH ON ITS TRADITIONAL MARKETS AND FURTHER AFIELD. ITS AIMS WERE THREE FOLD :

- TO ACQUIRE NEW PRODUCTION TOOLS IN ORDER TO KEEP UP WITH A DEMAND THAT SEEMED TO BE GROWING FAST
- TO OPEN UP NEW MARKETS AND TO ENLARGE OUR CLIENT BASE
- TO SEARCH FOR SYNERGIES AND COMPLEMENTARITIES THAT WOULD ALLOW THE GROUP TO OPTIMIZE ITS ORGANIZATION WHILE MAINTAINING HIGH MARGINS AND THE SPIRIT OF A FAMILY FIRM.



IN THE FIELDS OF WINE COOPERING AND OF WOOD CHIP PRODUCTION, THE ACQUISITION OF STAVIN, NOW FULLY CONSOLIDATED, AND THAT OF RADOUX, HAVE LED TO BOTH AN INCREASE IN ACTIVITY AND MARGINS. ON THE WHISKY MARKET THE CONSTRUCTION OF A NEW COOPERAGE IN EDINBURG, ALLOA COOPERAGE, HAS STRENGTHENED THE GROUP'S PRODUCTION CAPACITY, ALLOWING IT TO KEEP UP WITH RISING DEMAND.

2013 : SUCCESSFUL CONSOLIDATIONS



### STAVIN IN 2013

Fully consolidated since October 2012, STAVIN, the American leader in wood products for the maturing of wine, has strengthened the Group's position in what are promising fields on an American market that is particularly dynamic.

After a gradual consolidation which began in 2009, STAVIN will continue to operate under the leadership of its own teams, thus ensuring continuity and, we believe, success. With a staff of some 40 people, STAVIN has a turnover of 12M\$ with operational profitability levels not only already significantly higher than those achieved by the rest of the Group's cooperages, but also on the rise.



### ALLOA : A NEW COOPERAGE IN SCOTLAND

Faced with a sharp acceleration in demand for barrels from Scottish distilleries, the Group decided to build a new high tech cooperage near Edinburgh. It will allow us better to meet the demands of a rapidly expanding market and one that is likely to enjoy strong visibility for the years to come.



## RADOUX IN 2013

Radoux was acquired by TFF Group in April 2012.

Previously Radoux, which is based in Charente but active internationally, had represented the jewel in the crown of OENEO.

As part of that group it had developed

both know-how and characteristics that were perfectly complementary with those of TFF Group, in terms of locations, markets, methods of production, brands and R & D:

- A turnover of nearly 30 M€
- More than 20 % in profit from income of operating activities
- More than 120 employees
- 6 legal entities: 3 cooperages, 1 cask maker, 1 stave mill, 1 distribution subsidiary
- 3 brands: Radoux, Victoria, Pronektar
- A presence in 5 countries
- Nearly 50 000 barrels sold in 2012/2013



## PROVEN SYNERGIES AND SUCCESSFUL CROSS POLLINATION THANKS TO

- Good quality professionals
- An elaborate and performing industrial process
- Complementary activities and products with strong value added
- Complementary locations, particularly with regards to coopering in South Africa
- A historic and important presence on the Cognac market
- Self-sufficiency in French oak supply
- High tech R&D ensuring innovation and quality: OakScan, Chauffe, X-Blend
- A complete range of recognized brands allowing us to enlarge our base of potential clients



## A STRATEGIC PROJECT AIMED AT FURTHER GROWTH THROUGH :

- A significant consolidation in the field of large vats
- ...as well as in the field of wood products through PRONEXTAR
- The rationalization of the Group's Spanish production site VICTORIA
- Shared know-how and best practice in purchasing and sourcing of raw materials
- ...and in their initial transformation
- Immediate and effective synergies in distribution, administration and financial costs with, as a result, a slight improvement in profitability.



## A CAREFULLY BALANCED INTERNATIONAL GROUP



TFF  
GROUP

### 2 PRINCIPAL MARKETS :

PREMIUM WINES  
WHISKY COGNAC ALCOHOLS

### 4 COMPLEMENTARY FIELDS :

COOPERAGES  
STAVE MILLS  
CASK PRODUCTION  
WOOD PRODUCTS FOR THE MATURING OF WINES



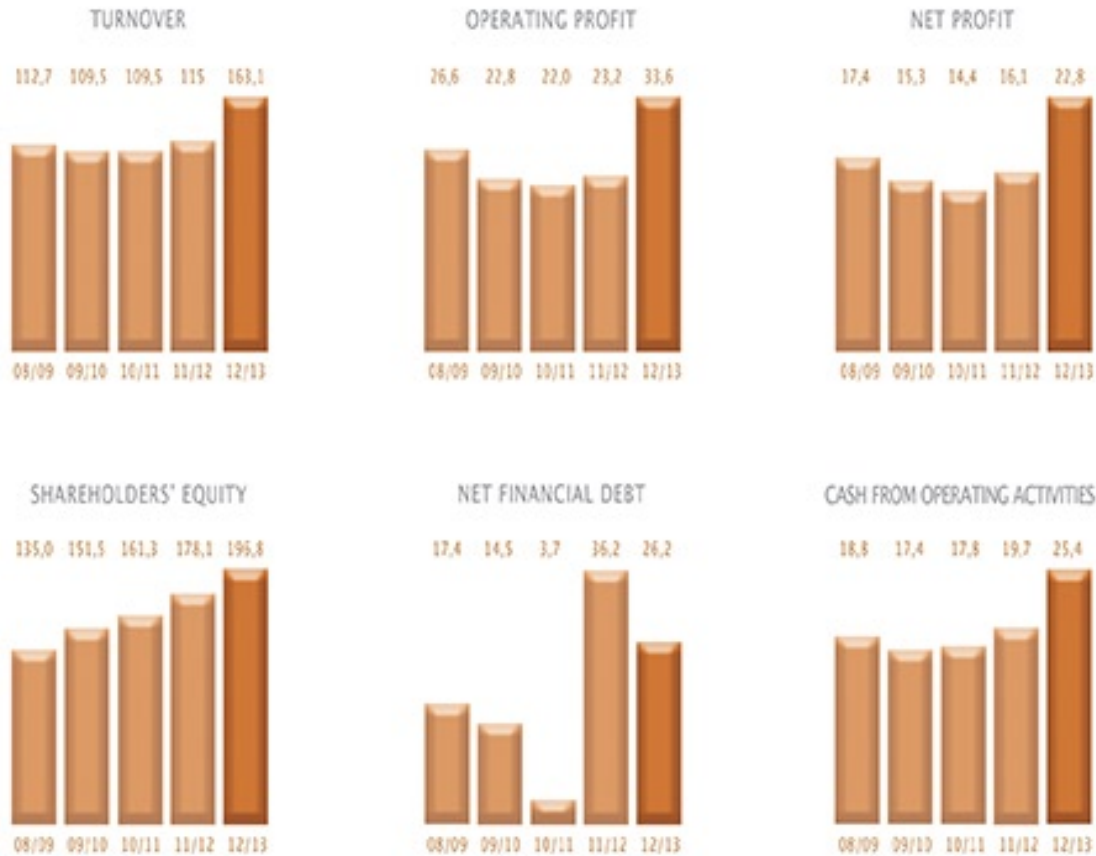


## THE RISING STRENGTH OF OUR ACTIVITY IN OUR TRADITIONAL FIELDS

- 63 % IN WINE BARRELS
- 26 % IN ALCOHOL BARRELS
- 9 % IN WOOD PRODUCTS FOR THE MATURING OF WINE
- 2% IN VATS

A presence on 5 continents  
 A commercial presence in nearly 80 countries  
 Export turnover: >87 %  
 World market share: > 25 %  
 Integrated distribution: > 80%  
 Self-sufficiency: 100 % in French oak  
 Staff: 774 including 375 in France

## KEY FIGURES 2012/2013 A SHARP RISE IN ACTIVITY CONTINUED STRENGTH IN RESULTS





## TFF GROUP, A COMPANY BUILT AROUND PEOPLE

WITH SUSTAINABLE DEVELOPMENT, AT ONCE ENVIRONMENTAL, SOCIAL AND SOCIETAL, AT ITS HEART, THE GROUP HAS PURSUED A STRATEGY BUILT ON A NUMBER OF FUNDAMENTAL PRINCIPLES THAT HAVE PROVIDED THE FOUNDATION OF ITS DEVELOPMENT, GLOBALIZATION AND DIVERSIFICATION :

- GROWTH BUILT AROUND THE CORE ACTIVITY THAT IS WOOD FOR THE MATURING OF WINES AND ALCOHOLS ;
- PROXIMITY WITH PRODUCING REGIONS IN ORDER TO UNDERSTAND AND RESPECT REGIONAL AND LOCAL PARTICULARITIES ;
- THE ACQUISITION OR PARTIAL INTEGRATION OF COMPLEMENTARY BUSINESSES, AT THE RIGHT PRICE AND WITHOUT DISRUPTION TO THE TEAMS AND STRUCTURES IN PLACE;
- THE USE OF PARTICIPATIVE MANAGEMENT WITH A LARGE DEVOLUTION OF POWER AROUND A COMPACT CENTRAL "BACK OFFICE" AT THE SERVICE OF ALL THE COMPANIES THAT MAKE UP THE GROUP;
- THE PLACING OF RESEARCH AND INNOVATION AT THE HEART OF OUR DEVELOPMENT IN OUR TRADITIONAL FIELDS.

TFF GROUP AIMS, WHEREVER IT CAN, TO BUILD VALUE, WITH ITS CLIENTS AND ITS PARTNERS AND AROUND ITS STAFF.



## R&D: PERFORMANCE AND INNOVATION

The Group places a large emphasis on the need for research aimed at identifying the best paths for improvement. A few examples :

- The part of the oak used by stave mills remains relatively low, at around 20%.  
The search for optimization in the use of this rare and precious raw material has led us to improve on all the processes involved in its transformation. From the tree, to the barrel, via the stave milling process, optimization has been the goal in everything we do, from the techniques used in cutting the wood, to the left overs being recycled as wood products for the maturing of wine.
- The measuring and quantifying of the tannins brought to wine by the barrel remain key to our ability to improving the wine aging process and therefore to satisfying ever more precisely the specific and particular needs of wine makers. To that end we have perfected elaborate and precise heating processes that allow an effective degree of control in the pursuit of particular objectives.
- The use of wood products for wine maturing was, to begin with, a cost cutting alternative since it is far cheaper to put wood into wine than it is to put wine into wood.  
Research and innovation however have turned the field into a craft of its own. More than just a good use of surplus wood, the processes allow us to offer a good alternative to oak barrel wine aging and therefore to increase our potential client base.

## DEVELOPMENT BUILT AROUND PEOPLE

TFF Group was built on the foundation of time honored traditions in the fields of wood for wine aging and in close proximity to the wine makers and their land.

Such know-how is carried and passed on by people. Their techniques and traditions must therefore be respected and preserved even as the search for optimization, growth and cross-pollination continues.

That is why the Group has always preferred to operate with small structures that remain highly specialized, autonomous and concentrated on their particular fields of expertise.

A strategy also applied to external growth, through the federation of complementary companies with the structures and teams that have successfully built them, left intact. Companies that after joining the Group, continue to enjoy a large degree of autonomy through the devolution of power and delegation of responsibility.

## OUR COMMITMENT TO PHILANTHROPY



### • Bordeaux's Museum of Wine Civilization

Through its partnership with Bordeaux's "Cit  des Civilisations des Vins", devoted to wine and its culture, TFF Group wished to highlight the shared values that we believe the museum will represent:

- The protection of a way of life and culture
- The respect of the land and its sustainable cultivation
- An emphasis on quality
- Innovation
- ...



The museum's first stone was laid in June, during Bordeaux's Vinexpo exhibition.

*«...For our hundred year old company and its millennial tradition, this represents an opportunity to take part in the transmission of the culture of wine, as well as in its protection and in its promotion ; an opportunity to shine a light on its meaning and on its importance, a mission at the very heart of our company's philosophy...»* **J r me FRAN OIS - june 2013**

## THE BURGUNDY "CLIMATS"

With environmental concerns at the heart of everything we do, Tonnellerie Fran ois Fr eres, our hundred year old "mother company", is backing the bid of Burgundy's "climats" to become a UNESCO World Heritage site. Indeed the notion of a "climat" which in the world of wine making and, of course, in Burgundy, goes far beyond meteorology, extending to notions of know-how and tradition. The bid has already attracted nearly 50000 signatures.

## THE PRESIDENT'S VISIT TO CORR ZE

On September 14 2012, European Heritage Day Francois Hollande visited Brive Tonneliers - Foudrerie Fran ois in Brive la Gaillarde. The French President paid homage to what he described as a "100% French ancestral know how" by blowing out the candles lit to celebrate the cask maker's 10 year anniversary. He praised the creativity and innovation of a small, local company that has become one of the world leaders in its field through technological breakthroughs like « l'oeufO'Wine », an egg shaped cask, and « Rubicuve », the world's first cubic cask.

*"The Fran ois family welcomes Fran ois Hollande at Brive la Gaillarde"*



## 2012 / 2013, THE GROWTH AND DYNAMISM OF THE GROUP'S MAJOR MARKETS

THE NEW FINANCIAL YEAR IS OFF TO A GOOD START AND IS LOOKING SET TO BECOME ANOTHER YEAR OF GROWTH :

- HAVING CONSOLIDATED RADOUX IN FRANCE, CAMLACHIE IN SCOTLAND AND STAVIN IN THE UNITED STATES AND HAVING REINFORCED OUR PRODUCTION CAPACITIES IN SCOTLAND THROUGH THE CONSTRUCTION OF A NEW COOPERAGE, ALLOA, THE GROUP IS IN A STRONG POSITION TO LOOK TO THE FUTURE. ITS FINANCIAL SOLIDITY WILL GIVE IT THE FLEXIBILITY IT NEEDS TO SEEK OUT NEW PROJECTS BOTH TO CONSOLIDATE AND TO DIVERSIFY FURTHER, WHILE STICKING TO WHAT WE KNOW: THE TRADITIONAL HEART OF OUR BUSINESSES, THE AGEING OF WINE AND ALCOHOLS.
- ORGANIC GROWTH WILL ALSO CONTINUE GIVEN OUR AMBITIOUS TARGETS AND THE STRENGTH OF OUR CORE MARKETS.

THE COOPERAGE MARKET :  
on the rise



With a rise of 0.7% in 2011 and again in 2012, the global wine market seems to have returned to a "virtuous cycle", with global consumption set to rise by 5.6% between 2012 and 2016 (Vinexpo study). Growth in consumption has been driven by a number of key markets like the US, the new world and Asia, particularly China, which with nearly 18Mhl consumed in 2012, has seen a 9% rise year on year. The scene therefore seems set for a durable bull run for the cooperage market.



Some of the defining characteristics of the financial year have been:

- A sharp rise in consumption in the United States which, with nearly 29 Mhl consumed in 2012, has become the world's largest consumer after a rise, three times larger than the global average, of more than 3% since 2011.
- A steep decline in wine production in Europe as a result of poor weather conditions, with a historical low for 2012 in France and a solid base effect thus created for 2013/14.

It is in this mixed landscape that TFF Group has achieved strong organic growth of around 4.3%, a level well above the world average.

Such growth, considered extremely strong for what are mature markets, does however require some explanation :

- The United States with a harvest of 20,5 million hectoliters, up 7 %, has given the Group a boost of 18% like-for-like and now represents more than 27 % of its consolidated activity.
- In Europe, however, activity has been patchier: France, Spain and Italy represent 65 % of world production and have fallen by 18%, 9% and 6% respectively. As a result the activity of the Group on these markets has fallen, the European market representing 34% of its wine business.
- Australasia, South Africa and Latin America have shown mixed progress with strong growth particularly in Australia and in South Africa.

## CASK MAKING AND LARGE FORMATS : Two leading brands

In cask-making, Joseph François at Brive-la-Gaillarde and Radoux in Cognac represent the jewels in the crown of the Group on markets where it isn't so much growth that is valued but rather a well established reputation for quality and know-how. Indeed these are the characteristics sought by our most faithful clients who want an "all-round" service from their coooperation.

The market is by definition a stable one and TFF Group's strong growth in the field, a virtual doubling of business year on year, is down mainly to the acquisition of Radoux. An acquisition that yields:

- important complementarities in activity
- a window on the Cognac market
- an improvement of margins through carefully leveraged synergies

The combined effects of a well filled order book and a long cycle in this niche market, allow us to look with confidence to targets of 2.5 to 3 million annually for the coming years even before any further acquisitions.





## WOOD PRODUCTS FOR OENOLOGY : A MARKET ON THE RISE

**ON THIS STRONG GROWTH MARKET, BUSINESS FOR TTF GROUP HAS BEEN BOOMING. WITH TURNOVER AT 14,4 M€ AFTER A RISE OF 72 %, IT REPRESENTS AROUND 10 % OF THE GROUP'S CONSOLIDATED TURNOVER WITH MARGINS SUSTAINABLY HIGH.**

Indeed the field is in itself a veritable gold mine for growth and profitability. It is a sector that requires innovative R&D in its search for ever greater market share, but is also an activity that sits naturally within the wider Group's commitment to sustainable development by allowing:

- Greater efficiency in the use of the raw material
- Better recycling of the "waste" generated by other activities
- An enlargement of the Group's potential client base beyond wine makers who mature their wines in barrels to others who seek nonetheless to improve their wines in their search for new and different clients.

As a result of its close link to harvest volumes, the activity was marked by a slight fall of 1% like-for-like. That fall led us to seek out new complementarities and synergies between the Group's historic brand, Arobois, STAVIN in the United States, which is now fully consolidated and which has an annual turnover of 12M\$, and PRONEKTAR, « the fruit of the wood by Radoux » which has a turnover of more than 3.5 M€ and a profit margin of 25 %. Synergies were sought and found in research, production processes, clients and locations, and in brands. All of which allows us, despite the recent nature of the acquisitions, to look with serenity and confidence to the future.

# THE WHISKEY COOPERAGE MARKET : AT THE HEART OF A GROWTH CYCLE

FOR MORE THAN FOUR YEARS NOW TTF GROUP HAS OPERATED ON THIS MARKET WHICH HAS GROWN, OVER THE COURSE OF THE FINANCIAL YEAR, 3 TIMES FASTER THAN THE WINE COOPERAGE MARKET, UP 32% LIKE-FOR-LIKE AND 39% IN CONSOLIDATED FIGURES.

It is a sector that seems to be kicking off another "virtuous cycle":

- malt production which rose 27 % between 2007 and 2012, grew in 2012 by 12% ;
- forecasts suggest that production will rise by around 50 million liters over the course of the next five years, which would mean a rise in demand for an extra 400 000 barrels ;
- with appellation rules fixing a minimum three year maturing period in barrels , nearly 5 billion euros are likely to be invested over the next five year in distilleries, warehouses and barrels.
- ms expected the strong demand on the part of distilleries and whisky producers who have been increasing both their production and storage capacity, has boosted the business of the Group's five cooperages. turnover has quadrupled over 5 years, growing to more than 40 M€, confirming the Group's position as world leader on the independent whiskey cooperage market.
- the strengthening of activity at SPEYSIDE Kentucky in the USA (+20%)
- the strengthening of staff numbers at our Scottish and American sites,
- the construction of a new Scottish cooperage near Edinburgh, which will, thanks to its modern and state-of-the-art equipment, increase our production capacity by 25%, thus enabling us to meet consumption levels which are forecast to grow by 4 to 5% a year,
- the full consolidation of CAMLACHIE, all contribute to our expectation that we will rise to the challenge of the growth predicted for this market. Indeed by June, order books were full until the end of 2013.

The sector is made up of two important parts:

- the buying and selling of barrels and particularly bourbon barrels then recycled for other whiskeys.

All this in large volumes.

- the repairing and renovation of old, recycled barrels, which is a highly specialized field.

Each of these activities has its own and quite different margins levels, much higher for the latter than the former.

They are nonetheless closely linked, with each fuelling the other. It is their relative weighting that determines

the profitability of a sector in which the Group has invested heavily as it seeks

ever greater profit margins on this growth market.





## SHAREHOLDER'S NOTEBOOK

FLOATED ON THE PARIS STOCK EXCHANGE IN JANUARY 1999

Eurolist - B - code ISIN FR 0000071904  
Euroclear : 7190  
Reuters : TFE.PA  
Bloomberg : TFF.FP



### SCHEDULE OF FINANCIAL COMMUNICATION 2013 / 2014

#### 2013

- SEPTEMBER** Shareholder's meeting
- OCTOBER** First quarter turnover
- DECEMBER** Second semester turnover  
Half yearly results

#### 2014

- 1/15 MARCH** Third trimester turnover
- 1/15 JUNE** Fourth quarter turnover
- 1/7 JULY** Annual results
- 15/30  
OCTOBER** Shareholders meeting



## DISTRIBUTION OF CAPITAL AT APRIL 30TH 2013

Public 29%  
Family FRANCOIS 71%



## DIVIDEND GROWTH FROM DE 2003/2004 À 2012/2013 (10 YEARS)

0,31€ 0,35€ 0,38€ 0,50€ 0,60€ 0,60€ 0,60€ 0,60€ 0,60€ 0,60€



03/04 04/05 05/06 06/07 07/08 08/09 09/10 10/11 11/12 12/13

## STOCK MARKET VALUATIONS FROM 2002 TO JULY 2013

EUROS



AVR 02  
JUN 02  
SEP 02  
DEC 02  
MAR 03  
JUN 03  
SEP 03  
DEC 03  
MAR 04  
JUN 04  
SEP 04  
DEC 04  
MAR 05  
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MAR 13  
JUN 13

VOLUMES



JAN 02  
MAR 02  
MAY 02  
JUL 02  
SEP 02  
NOV 02  
JAN 03  
MAR 03  
MAY 03  
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SEP 03  
NOV 03  
JAN 04  
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JAN 13  
MAR 13



## FINANCIAL REPORT 2012 2013

### ADMINISTRATION AND MANAGEMENT

#### SUPERVISORY BOARD AND EXECUTIVE BOARD

MONSIEUR JEAN FRANÇOIS  
CHAIRMAN OF THE SUPERVISORY BOARD

MONSIEUR JÉRÔME FRANÇOIS  
CHAIRMAN OF THE MANAGEMENT BOARD

MADAME OMBLINE FRANÇOIS  
MEMBER OF THE MANAGEMENT BOARD

MADAME NATHALIE MÉO  
SUPERVISORY BOARD MEMBER

MONSIEUR PATRICK FENAL  
SUPERVISORY BOARD MEMBER



# C O N T E N T S

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CONSOLIDATED FINANCIAL STATEMENTS  
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CONSOLIDATED BALANCE SHEET  
CONSOLIDATED INCOME STATEMENT

# BOARD MANAGEMENT REPORT, PRESENTED TO THE GENERAL ASSEMBLY MEETING October 25th, 2013

Ladies and Gentlemen,

The General Assembly was convened to deliberate on the accounts for the year ended April 30, 2013, to distribute the profit of the year and to decide on regulated agreements entered into or continued over its course.

The meeting will also provide us with the opportunity to set out the position of the Company and the wider Group over the course of the year, its predicted evolution, its activities in research and development, the significant events that occurred between the year's end and the date of preparation of this report, and the social and environmental consequences of the company's activities.

Please note that the comments are made in relation to figures that remain subject to the approval of the accounts.

## CONSOLIDATED FINANCIAL STATEMENTS AS OF APRIL 30TH (IN € THOUSANDS)

	04/30/13	04/30/12
Turnover	163,104	115,022
Current operating income	33,657	23,236
Profit before tax	32,642	23,398
Net income	22,761	16,086
Income Group share	22,499	15,910

## BALANCE SHEET (IN € THOUSANDS)

Shareholders' equity	194,698	176,122
Net bank indebtedness	26,165	36,194
Bank debt / equity	0.13	0.20
Net inventories	129,180	127,857

BOARD MANAGEMENT  
PRESENTED TO THE  
GENERAL ASSEMBLY  
MEETING  
OCTOBER 25, 2013



## I CHANGES IN CAPITAL

The capital has remained unchanged during the year ended April 30th, 2013, and amounts to 8.672 million euros, divided into 5,420,000 shares, valued at 1.60 euros each.

In line with article L. 225-184 of the Commercial Code, we inform you that there is no current plan relating to stock options and share purchase.

## II ACQUISITIONS OF THE YEAR - TRANSFERS OF INTERESTS

The Group, of which the company François Frères Cooperage is the parent holding company, has completed one acquisition over the course financial year:

- With effect from October 1st of 2012, the Group's equity interest in the US company Stavin, specializing in the manufacture of wood products for the ageing of wine, was increased to 100% (against 50% previously).

## III CONSOLIDATED FINANCIAL PERFORMANCE RATIOS AND STRUCTURE

1 - THE CONSOLIDATED FINANCIAL DATA  
CAN BE SUMMARIZED AS (IFRS):

## 2. EVOLUTION OF BUSINESS RESULTS - PROGRESS AND CHALLENGES

For the fiscal year 2013, consolidated sales amounted to EUR 163.1 million, up 41.8% compared to the previous year, and up 11.7% like-for-like (excluding foreign exchange and consolidation effects).

That growth is largely explained by the impact of the change in the scope of consolidation. An impact of 26.3%, which includes:

- The activity of RADOUX Group over twelve months against one month in 2012,
- The activity of Stavin up 100% since October 2012 against 50% previously
- The activity of QUERCUS (joint subsidiary Stavin and INTERNATIONAL TRUST) up 75% since October 2012 against 50% previously

On a comparable basis, sales grew by 4.4% in the wine business and 32.1% in the whisky business, through:

- A dynamic American business which more than offset nuanced performance especially in Europe,
- A strong cycle of growth in the whisky business, buoyed by strong demand from Asian and Scottish distilleries.

Current operating income rose by +44.8% to € 33.7 million against € 23.2 million in 2012, rising to 20.6% of turnover against 20.2% in 2012.

The improvement in operating margins was mainly due to:

- The integration of Radoux with a level of profitability better than expected and beneficial to the Group's overall profitability,
- Strong margins in whisky as a result of strong growth.

The level of financial costs for the purchase of RADOUX and STAVIN amounts to € 546K.

Despite the purchase of funding for the acquisition of Staviv this year, the decline in net debt has accelerated. It stood at € 26.2 million against € 36.2 million in 2012.

Net profit amounted to 22.8 million euros (14.0% of sales, the same level of profitability as in 2012.).

### 3. DESCRIPTION OF THE MAIN RISKS AND UNCERTAINTIES AHEAD

#### Financial risks and Market risks

Market risk is the risk of adverse changes in the value of a financial instrument caused by changes in exchange rates, interest rates or market price rates. The company is subject to market risk arising only from variations in exchange rates or interest rates.

The Group considers that it is not to be subject to liquidity risks.

The detailed management of these risks is provided in the consolidated financial statements.

#### Legal risks

The company operates manufacturing and / or distribution worldwide through subsidiaries or through contracts with third parties in the field of cooperage, stave, cask making and wood products for the ageing of wine. In this regard, it is subject to a complex regulatory environment associated with areas and / or locations of activity. The risks are typical ones for companies involved in the same activities: defective products, marketing and sales methods and relations within suppliers and / or distribution networks.

In the normal course of business, the Company can, of course, face litigation. With the exception of its franchises, the group considers that the François Group has a Civil Liability insurance that covers it efficiently against any material financial loss resulting from its civil liability.

#### Insurance

At April 30th, 2013, TFF Group continues to consolidate under a single contract the various insurance policies that cover its French subsidiaries.

Liability insurance is in place to cover all risks arising from the normal production activities of all of the Group's entities. In addition, the Group has a product liability insurance that protects it from potential claims as a result of the use of the Group's products.

The list of the various insurances taken out by the Group is set out in note 2.3.3 of the report of the Chairman of the Supervisory Board on the company's internal control procedures.

### 4. INFORMATION ON THE USE OF FINANCIAL INSTRUMENTS

Please see the consolidated financial statements.

## IV ACTIVITIES OF THE PARENT COMPANY, ITS SUBSIDIARIES AND AFFILIATES

### 1. PARENT

The annual accounts for the year ending April 30th, 2013, which are subject to shareholder approval, have been prepared in accordance with the rules of presentation and the methods of valuation set out in the regulations.

Indeed both the presentation rules and valuation methods used are identical to those of last year.

Sales excluding VAT amounted to 27,736 K€ 27,277 K€ against the previous year.

The operating result showed a profit of 6.330 K € against 5.316 K € last year.

The financial result is in profit to the tune of 2,631 K €.

The current beneficiary income amounted to € 8,961 K against 6,961 K € last year.

The exceptional profit stood at 347 K €.

The net result shows a profit of € 6,953 K against 4,804 K € last year, due to a corporate tax of € 2,144 K and profit-sharing of 211 K €.

### SUBSIDIARIES AND AFFILIATES

#### FRENCH SUBSIDIARIES

The French cooperage business suffered from a low harvest in France that the strength of the market in the United States has more or less offset, depending on the subsidiaries and the businesses involved. The activity of Radoux Group, consolidated for the full year for the first time, has significantly increased the volume of business done by French entities.

French stave mills have increased their activity levels, all aimed at supplying the Group's cooperages. They now include the "Sciage du Berry", the stave milling business of Radoux Group.

The cask-making sector recorded strong organic growth. Radoux's activity now represents one third of the sector's turnover.

The wood products for oenology sector has consolidated its business levels, while Pronektar brand (Radoux) has significantly strengthened its sales.

#### FOREIGN SUBSIDIARIES

On the wine market, the continued growth momentum in the United States has been the key characteristic of the financial period:

- U.S. companies continued to benefit from this growth, improving their levels of activity and profitability,
- Australian subsidiaries have registered growth, although the New Zealand subsidiary has occasionally stalled,
- The Hungarian subsidiary (50%) has experienced a sharp increase in activity on all its markets,
- The Spanish subsidiary saw its level of activity fall on the back of a more difficult domestic market.
- The Chinese subsidiary activity has been in a break in an unfavorable context.

On the whisky market, Scottish and American cooperages have enjoyed strong demand from Asian and Scottish distilleries in a very buoyant market. In addition, a new plant was built in Scotland (Alloa) replacing an old one, to better support the growing demand.

In the wood products for oenology sector Stavin, fully consolidated since October 2012, has expanded its sales and improved profitability.

The activity of all the direct subsidiaries is summarized in the attached table.

## V SHARE

In order to meet the requirement by law to make public the identity of the natural or legal persons with more than one twentieth, one tenth, one fifth, one third or half of the share capital, we inform you that at April 30th, 2013 the share of capital and voting rights of the company were as follows:

Situation at April 30, 2013

	Number of shares	Number of voting rights	% of capital	% of voting rights
SAS La Demignière (François family)	2,345,200	2,345,200	43,27%	43,27%
Family SARL François (François family)	983,710	983,710	18,15%	18,15%
Mir et Mrs Jean François	331,760	331,760	6,12%	6,12%
Others (including Public)	1,759,330	1,759,330	32,46%	32,46%
<b>TOTAL</b>	<b>5,420,000</b>	<b>5,420,000</b>	<b>100,00</b>	<b>100,00</b>

## VI LIST OF RESPONSIBILITIES AND DUTIES OF EACH OFFICER

Please see the attached table.

## VII STATEMENT OF EMPLOYEE EQUITY PARTICIPATION IN THE COMPANY'S CAPITAL AT THE LAST DAY OF THE YEAR

None

## VIII ANNUAL REMUNERATION OF OFFICERS IN THE COMPANY AND IN ITS SUBSIDIARIES (IN EUROS)

Functions performed	Gross remuneration (including benefits in kind received by the Company or its subsidiaries) (€)	Benefits in kind (in €)	Directors fees (in €)	Total euros	Reminder of total euros (N-1)
Jean FRANCOIS Chairman of the Supervisory Board	68.856		1.000	69.856	67.575
Jérôme FRANCOIS ceo	747.282	Car		747.282	557.326
Ombline FRANCOIS Board Member	NONE				
Nathalie MEO Board Member			1.000	1.000	
Jean MEO Resigning Bord member					1.000
Patrick FENAL Member of the Supervisory Board			1.000	1.000	1.000
<b>Total</b>	<b>816.138</b>		<b>3.000</b>	<b>819.138</b>	<b>626.901</b>

It is further stated on this point:

- That the officers do not receive any variable or exceptional remuneration, except in the case of occasional bonuses,
- That no post-appointment commitments have been made by the company to its officers in respect of remuneration, allowances or benefits due or likely to be due at the assumption, termination or change of duties,
- That there are no current plans for the allocation of options or shares in favor of the management.

BOARD MANAGEMENT  
PRESENTED TO THE  
GENERAL ASSEMBLY  
MEETING  
OCTOBER 25, 2013

**TFF**  
GROUP

## IX INFORMATION CONCERNING THE TRANSACTIONS MADE BY SENIOR OFFICERS OR THEIR FAMILIES OF THE SHARES OF A LISTED COMPANY

Annexed to this report a summary of the operations carried out by management and their families over the course of the last year (AMF General Reg., Art. 222-15-3).

## X SOCIAL AND ENVIRONMENTAL ACTIVITY

Pursuant to Article L.225-102-1, paragraph 4 of the Commercial Code, we give you the following information for consideration with regard to the social and environmental impacts of our business.

## XI ACTIVITY IN RESEARCH AND DEVELOPMENT

The Group has a research and development department working in partnership with the laboratories and scientific and technical staff of the Faculty of Oenology of Bordeaux and CESAMO (Center for Structural Studies and Analysis of Organic Molecules). The work of our team of four researchers includes research, fact-finding missions, wine consulting and training, all in collaboration with a number of different organizations.

The results of this research are regularly shared with our network of clients via group newsletters, enabling us to: share news of technological innovations, highlight the interactions between wood and wine, adapt our range of products to the needs of winemakers, improve the quality of our products and offer wine advice and support to customers.

## XII SIGNIFICANT EVENTS SINCE THE END OF THE YEAR

Nothing special to report on this point.

## XIII INFORMATION ON THE TERMS OF PAYMENT

In accordance with Articles L. 441-6-1 and D. 441-4 of the Commercial Code, the breakdown by deadline of the amounts owed to our suppliers as of April 30 2013 and April 30, 2012 is provided below. In their report on the annual accounts for the year ended April 30, 2013, the auditors confirmed the accuracy and consistency of the information provided.

Euros	April 30, 2013	April 30, 2012
Bills overdue	NI	NI
Bills due less than 30 days	2,55,534 euros	2,03,099 euros
Bills due 30 days to 60 days	88 euros	399 euros
Bills due in more than 60 days	363,486 euros	170,280 euros
TOTAL	2,59,900 euros	2,83,888 euros

## XIV COMBINED SHAREHOLDERS' MEETING OF OCTOBER 19, 2012

I - IN ITS USUAL FORM

- The first resolution aims to submit for your approval the financial statements at April 30th, 2013, and the discharge of the members of the Executive Board and the Supervisory Board for the performance of their duties for the year.

- Under the second resolution, the General Assembly will deliberate on the date of November 8th, 2013 for the payment of a dividend of € 0.60 per share of the share capital.

By way of a reminder, under the current law for individual shareholders, in accordance with Article 243, part 2 of the General Tax Code, all of the proposed dividends are subject to a progressive rate of income tax, beyond the application of the 40% rebate for individuals resident for tax purposes in France and provided for in Article 158-3 2° of the General Tax Code. A compulsory and non-standard deduction at the rate of 21% of the gross amount will be charged and will be creditable against income tax due for the year in which the dividend is paid.

Thus, the profit of the parent company, or € 6,952,976 will be allocated as follows:

- The distribution of a dividend to the amount of 3,252 million euros
  - and to the balance of the account "Other reserves" 3,700,976 euros
- Equal to the total profit to be allocated 6,952,976 euros

A reminder of the dividends distributed for the last three years:

FISCAL YEAR	2009/2010	2010/2011	2011/2012
Number of shares	5,420,000	5,420,000	5,420,000
Net dividends per shares (euros)	0.60	0.60	0.60
Dividend eligible for the tax allowance	0,60	0,60	0,60

- The third resolution concerns the approval of the special report of the Statutory Auditors on the regulated agreements made during the year ended April 30th, 2013. There are two points to be made in relation to this:

- 1) The special report of the Statutory Auditors mentions agreements previously approved by the shareholders, and which have continued during the year.



2) New agreements reached during the year and approved by the Supervisory Board, such agreements being subject to a vote of the general assembly:

None.

- The fourth resolution is to submit for your approval the consolidated financial statements as of April 30th 2013.

- Under the fifth resolution, a decision will have to be made on the award of fees to the Supervisory Board, the total amount being 6,000 euros.

- Under the sixth resolution, a decision will be required on an authorization to the Management Board to implement a program to repurchase shares of the Company in accordance with article L.225-209 of the Commercial Code. To enable our company to improve the financial management of its own funds, we propose, in accordance with Article L.225-209 of the Commercial Code, to authorize the Management Board to acquire a number shares representing up to 10% of the number of shares that make up the share capital of the Company.

2 - In its extraordinary form

Implementation of new delegations

The Management Board asks the assembly, after hearing the special reports of the auditors, and using the legal system of the overall delegation, to give the following authorizations:

- to allow the Management Board to reduce the share capital by cancelling shares held by the company

We ask that you authorize the Management Board to cancel all or part of the shares acquired within the limit of 10% of the capital, and for a maximum period of eighteen months.

## XV INFORMATION ITEMS THAT MAY HAVE AN IMPACT IN THE EVENT OF A PUBLIC OFFERING (ARTICLE L.225-100-3 COMMERCIAL CODE)

Nothing special to report on this point.

## XVI OUTLOOK

2013/2014 will be a new stage of growth for the Group.

Indeed, the visibility in the whisky market, a strong U.S. market and a favorable base effect in the wine business are all factors conducive to new growth.

We will now read to you the text of the draft resolutions that are to be submitted for your approval, in the hope that you will consider them favorably.

### The Management

BOARD MANAGEMENT  
PRESENTED TO THE  
GENERAL ASSEMBLY  
MEETING  
OCTOBER 25, 2013

**TFF**  
GROUP

# NOTES TO THE MANAGEMENT REPORT

## LIST OF OFFICES OF OFFICERS

### JEAN FRANÇOIS

COMPANY NAME	FORM SOCIAL	FUNCTIONS PERFORMED
TONNELLERIE FRANCOIS FRERES	SA	Chairman of the Board
AP JOHN (AUSTRALIA)	LTD	ADMINISTRATOR
FRANCOIS FRERES INC (USA)	LTD	ADMINISTRATOR
STAVIN (USA)	LTD	DIRECTOR

### JEROME FRANÇOIS

COMPANY NAME	FORM SOCIAL	FUNCTIONS PERFORMED
TONNELLERIE FRANCOIS FRERES	SA (PUBLIC LIMITED COMPANY)	Chairman of the Supervisory Board
AP JOHN (AUSTRALIA)	LTD	ADMINISTRATOR
CLASSIC OAK AUSTRALIA (AUSTRALIA)	LTD	ADMINISTRATOR
CLASSIC OAK NEW ZEALAND (NEW ZEALAND)	LTD	ADMINISTRATOR
SOGIBOIS	SASU (SINGLE MEMBER PRIVATE STOCK COMPANY)	PRESIDENT
TRUST INTERNATIONAL CORPORATION (USA)	LTD	CHAIRMAN
DEMPTOS NAPA COOPERAGE (USA)	LTD	PRESIDENT
TONNELLERIE LAGREZE	SARL (LIMITED LIABILITY COMPANY)	MANAGER
TONNELERIA DEMPTOS ESPANA	SA (PUBLIC LIMITED COMPANY)	DIRECTOR
LA GAILLARDE	SCI (NON-TRADING REAL ESTATE COMPANY)	MANAGER
FAMILIALE FRANCOIS	SARL (LIMITED LIABILITY COMPANY)	MANAGER
DEMPTOS SOUTH AFRICA	LTD	CHAIRMAN
DEMPTOS LIMITED	LTD	DIRECTOR
SPEYSIDE COOPERAGE	LTD	DIRECTOR
ISLA COOPERAGE	LTD	DIRECTOR
LA DEMIGNIERE	SAS	PRESIDENT
FRANCOIS FRERES MANAGEMENT	SARL (LIMITED LIABILITY COMPANY)	MANAGER
STAVIN (USA)	LTD	DIRECTOR
TONNELLERIE FRANCOIS FRERES LTD	LTD	DIRECTOR
SPEYSIDE KENTUCKY	LTD	DIRECTOR
TONNELLERIE RADOUX USA INC.	LTD	DIRECTOR
RADOUX AUSTRALASIA	LTD	DIRECTOR

### OMBLINE FRANCOIS

COMPANY NAME	FORM SOCIAL	FUNCTIONS PERFORMED
TONNELLERIE FRANCOIS FRERES	SA	MEMBER OF THE BOARD

### NATHALIE MEO

COMPANY NAME	FORM SOCIAL	FUNCTIONS PERFORMED
TONNELLERIE FRANCOIS FRERES	SA	MEMBER OF SUPERVISORY BOARD
FESTIVE FRANCE EVENEMENTS DE BOURGOGNE	SARL	MANAGER

### PATRICK FENAL

COMPANY NAME	FORM SOCIAL	FUNCTIONS PERFORMED
TONNELLERIE FRANCOIS FRERES	SA	MEMBER OF SUPERVISORY BOARD
UNIGESTION ASSET MANAGEMENT	SA	DIRECTOR
UNIGESTION ASSET MANAGEMENT LTD.	SA	DIRECTOR

STATE OF DELEGATION OF AUTHORITY AND POWERS VALID GRANTED BY THE SHAREHOLDERS IN MANAGEMENT IN THE FIELD OF CAPITAL INCREASES ASSEMBLY, AND THE USE MADE OF SAID AUTHORITY DURING THE YEAR

Nature of the delegation	date of the General Meeting of Shareholders	Time Using the delegation on the day of the report
None		

BOARD MANAGEMENT  
PRESENTED TO THE  
GENERAL ASSEMBLY  
MEETING  
OCTOBER 25, 2013



SUMMARY STATEMENT OF TRANSACTIONS BY THOSE RESPONSIBLE AND THEIR FAMILIES IN THE LAST YEAR (AMF SET. GENERAL ART. 222-15-3 NEW)

Person	Type of transaction	Date of Transaction	Amount operation
None			

# CONSOLIDATED FINANCIAL STATEMENTS

## CONSOLIDATED BALANCE SHEET

ASSETS (THOUSANDS OF EUROS)	04/30/2013	04/30/2012
	IFRS	IFRS
<b>NON CURRENT ASSETS</b>		
Intangible fixed assets	1 832	1 669
Goodwill	52 868	43 567
Intangible fixed assets	54 700	45 236
Tangible assets	28 021	26 881
Deferred tax assets	3 546	3 105
Financial assets	899	689
<b>Total non current assets</b>	<b>87 166</b>	<b>75 911</b>
<b>CURRENT ASSETS</b>		
Raw material, intermediate and finished products	129 180	127 857
Trade receivables	34 001	35 154
Other receivables	4 739	4 590
Cash	35 428	23 959
<b>Total current assets</b>	<b>203 348</b>	<b>191 560</b>
Non current assets to be discontinued	0	0
<b>TOTAL ASSETS</b>	<b>290 514</b>	<b>267 471</b>

EQUITY AND LIABILITIES (thousands of euros)	04 / 30 / 2013	04 / 30 / 2012
	IFRS	IFRS
<b>SHAREHOLDERS' EQUITY</b>		
Common stock	8 672	8 672
Retained earnings	163 943	151 094
Translation adjustment - shareholders' equity	(231)	255
Consolidated income of the year	22 499	15 910
Translation adjustment - income	(185)	191
<b>Total Group shareholders' equity</b>	<b>194 698</b>	<b>176 122</b>
Minority interests / reserves	1 850	1 826
Minority interests / income	255	184
<b>Total shareholders' equity</b>	<b>196 803</b>	<b>178 132</b>
<b>Non current liabilities</b>		
Long term provisions	389	378
Deferred tax liabilities	2 492	2 683
Long term interest-bearing loans and borrowings	21 789	22 952
Retirement benefit obligation	1 315	999
<b>Total non current liabilities</b>	<b>25 985</b>	<b>27 012</b>
<b>Current liabilities</b>		
Trade payables and equivalent	15 509	13 786
Other liabilities	12 413	11 340
Short term loans and borrowings	39 804	37 201
Short term provisions		
<b>Total current liabilities</b>	<b>67 726</b>	<b>62 327</b>
Non current liabilities to be discontinued	0	0
<b>Total current and non current liabilities</b>	<b>93 711</b>	<b>89 339</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>290 514</b>	<b>267 471</b>

## INCOME STATEMENT

THOUSANDS EUROS

	04/30/2013 12months IFRS	04/30/2012 12months IFRS
Revenue	163 104	115 022
Inventories	[265]	683
<b>OPERATING INCOME</b>	<b>162 839</b>	<b>115 705</b>
Purchase of raw materials and goods	[71 258]	[50 821]
Change in goods	[1 777]	[1 416]
<b>GROSS PROFIT</b>	<b>89 804</b>	<b>63 468</b>
Other purchases and external charges	[19 452]	[13 042]
<b>VALUE-ADDED</b>	<b>70 352</b>	<b>50 426</b>
Operating grants	0	0
Taxes and similar payments	[1 996]	[1 416]
Personnel expenses	[32 052]	[23 632]
<b>EBITDA</b>	<b>36 304</b>	<b>25 378</b>
Reserves written back to income and internal transfers	1 543	1 326
Other income	239	274
Allowances for amortizations	[2 928 ]	[2 261]
Allowances for reserves	[1 296]	[1 321]
Other operating expenses	[205]	[160]
<b>INCOME OF OPERATING ACTIVITIES</b>	<b>33 657</b>	<b>23 236</b>
Other income	[469]	[755]
<b>INCOME FROM CONTINUING OPERATIONS</b>	<b>33 188</b>	<b>22 481</b>
Financial income	1 094	2 483
Financial expense	[1 640]	[1 566]
Net Financial Expense	[546]	917
<b>EARNINGS BEFORE TAX</b>	<b>32 642</b>	<b>23 398</b>
Income tax	[9 881]	[7 312]
<b>NET INCOME FROM CONTINUING OPERATIONS</b>	<b>22 761</b>	<b>16 086</b>
<b>NET INCOME FROM DISCONTINUED OPERATIONS</b>	<b>0</b>	<b>0</b>
<b>NET INCOME</b>	<b>22 761</b>	<b>16 086</b>
Group share	22 499	15 910
Minority interests	262	176
Earnings per share		
net income	4,15	2,94
net income from continuing activities	4,15	2,94

CONSOLIDATED  
BALANCE  
SHEET

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GROUP