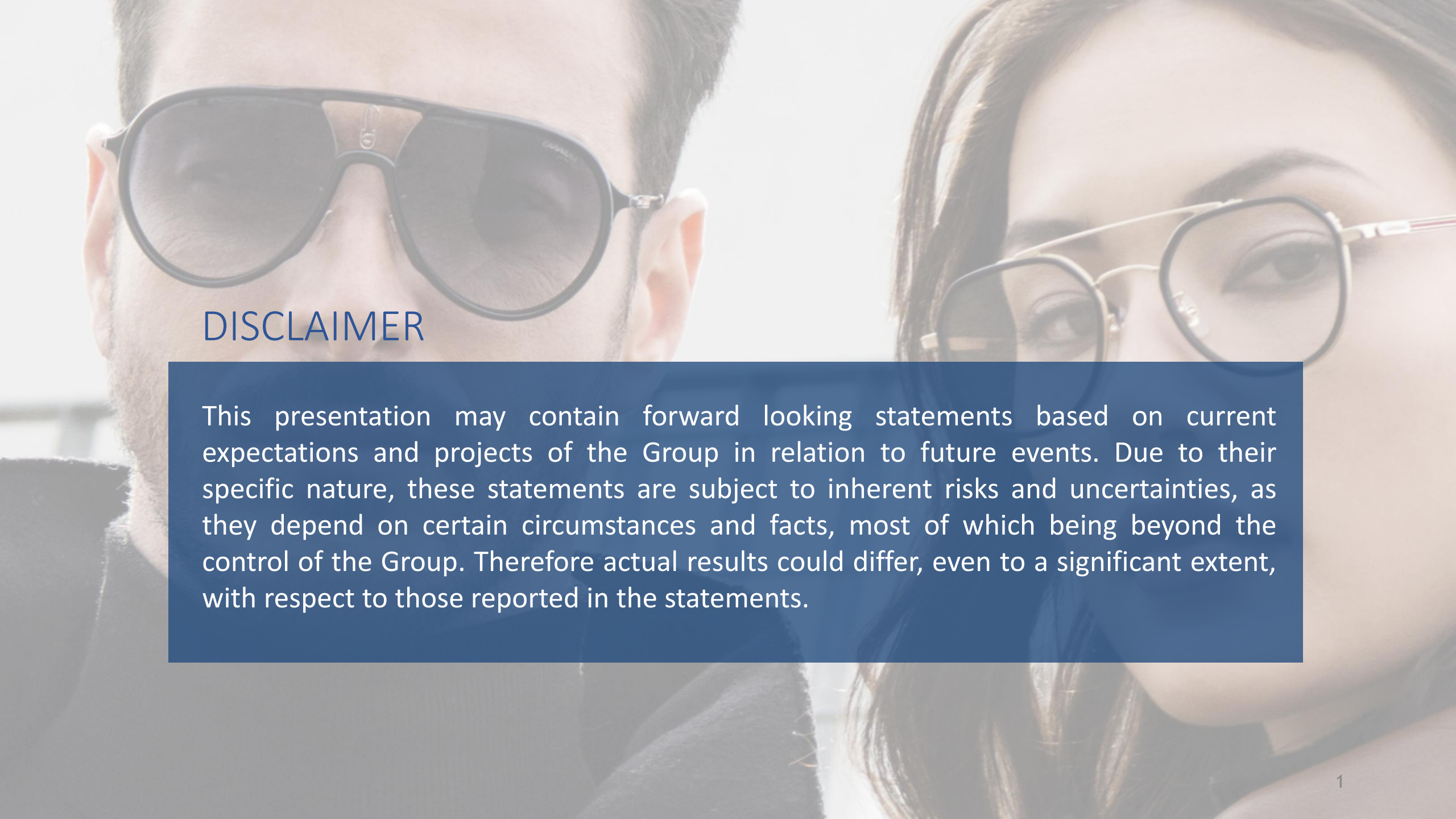
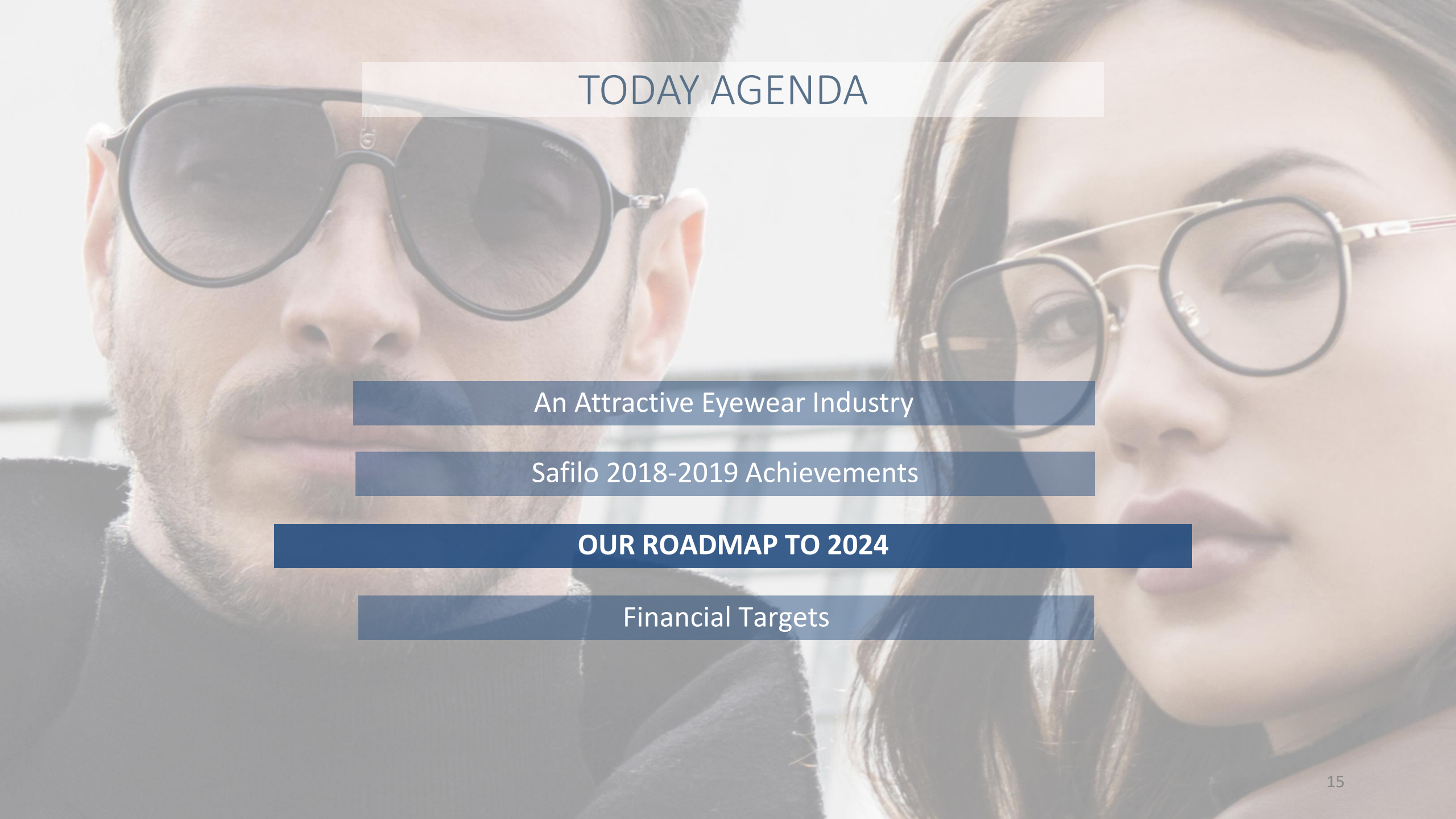
GROUP BUSINESS PLAN 2020-2024

December 11, 2019



DISCLAIMER

This presentation may contain forward looking statements based on current expectations and projects of the Group in relation to future events. Due to their specific nature, these statements are subject to inherent risks and uncertainties, as they depend on certain circumstances and facts, most of which being beyond the control of the Group. Therefore actual results could differ, even to a significant extent, with respect to those reported in the statements.



TODAY AGENDA

An Attractive Eyewear Industry

Safilo 2018-2019 Achievements

OUR ROADMAP TO 2024

Financial Targets

OUR ROADMAP TO 2024

for a modern and successful customer-centric and consumer-oriented business model

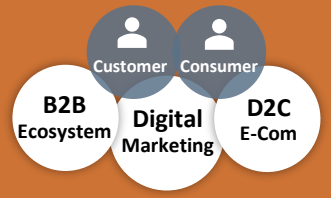
KEY OBJECTIVES	KEY ENABLERS	DRIVERS BY 2024
SALES GROWTH • Core brands focus • Market opportunities • Product and Channel balance	Customer, Consumer, B2B Ecosystem, Digital Marketing, D2C E-Com **NEW DIGITAL TRANSFORMATION STRATEGY**	**BRAND PORTFOLIOS** Licensed/Owned: 50% / 50% **PRODUCTS** Sun/Optical: 55% / 45% **MARKETS** Developed/Emerging: 80% / 20% **CHANNELS** Offline/Online: 85% / 15%
MARGINS EXPANSION • Industrial footprint • Cost Productivity plan	**NEW INDUSTRIAL PLAN & ONGOING COSTS OPTIMIZATION**	**COGS** % on sales: 41%-42% **SELLING** % on sales: 41% **G&A** % on sales: 8%-9%

OUR ROADMAP TO 2024

for a modern and successful customer-centric and consumer-oriented business model

SALES GROWTH

- Core brands focus
- Market opportunity
- Product and Channel balance



NEW DIGITAL TRANSFORMATION STRATEGY

TO ENABLE A MODERN AND SUCCESSFUL CUSTOMER-CENTRIC AND CONSUMER-ORIENTED BUSINESS MODEL

while we continue leveraging our strongholds

LEADERSHIP IN DESIGN, PRODUCT DEVELOPMENT AND INNOVATION

GLOBAL COMMERCIAL FOOTPRINT

KNOW-HOW IN BRAND MANAGEMENT

OUR ROADMAP TO 2024

SALES GROWTH

NEW DIGITAL TRANSFORMATION STRATEGY

FOR A MODERN AND SUCCESSFUL CUSTOMER-CENTRIC-CONSUMER-ORIENTED BUSINESS MODEL

New

B2B ECOSYSTEM

Redesign of our Sales, Customer Service and Customer Care processes to take them to the next level

TO STEP CHANGE CUSTOMER EXPERIENCE ENGAGEMENT & INSTORE PRODUCTIVITY

- MULTIPLE INITIATIVES AND EXECUTION WAVES TO BECOME THE BEST BUSINESS PARTNER FOR OUR MANY EXISTING CLIENTS AND TO ATTRACT NEW
- NEW BUSINESS OPPORTUNITIES AND HIGHER IN-STORE PRODUCTIVITY

OUR ROADMAP TO 2024

SALES GROWTH

Our priorities for a NEW B2B ECOSYSTEM

3YR INVESTMENTS INTO THE LATEST DIGITAL TECHNOLOGIES

to redesign the full B2B journey for our Customers

Starting with Europe in 2020, US to follow

New B2B Portal	New CRM	New Sale Force Automation
Strategic renewal to align all European markets, enhancing user experience	Reshape Customer Care activities for higher automation, more information, better interaction	State of the art platform for efficient order taking and new back office functionalities

BUSINESS CASE 'AR COLORS'

EXAMPLE OF NEW ENABLING DIGITAL TOOL

Visualization of samples with AUGMENTED REALITY (AR), enhancing one of the main touchpoints we have with our customers