



GROUP BUSINESS PLAN 2020-2024

December 11, 2019

A close-up, slightly blurred background image of a man and a woman. The man on the left is wearing dark sunglasses and has a beard. The woman on the right is wearing thin-rimmed glasses and has long dark hair. The image is overlaid with a semi-transparent blue rectangle containing text.

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

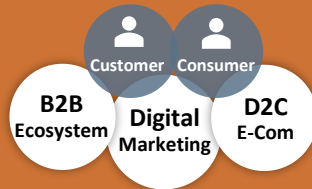
Financial Targets

OUR ROADMAP TO 2024

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

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

Strategic renewal to align all European markets, enhancing user experience

New CRM

Reshape Customer Care activities for higher automation, more information, better interaction

New Sale Force Automation

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