



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. They are both looking towards the camera.

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

MARGINS EXPANSION

- Industrial footprint
- Cost Productivity plan

**NEW INDUSTRIAL PLAN & ONGOING COSTS OPTIMIZATION TO ENABLE
ECONOMIC & FINANCIAL SOLIDITY AND ONGOING RECOVERY OF HIGHER MARGINS**

OUR ROADMAP TO 2024

MARGINS
EXPANSION

NEW INDUSTRIAL PLAN
TO ENABLE GROUP ECONOMIC AND FINANCIAL SOLIDITY

REALIGN INDUSTRIAL FOOTPRINT TO THE NEW PRODUCTION SCENARIO SAFILO WILL BE FACING

Italian production volumes will approximately halve over the next 2 years due to the exit of LVMH licenses

KEY ACTIONS

- Downsizing of Longarone and Padua HQ
- Closure of Martignacco starting from Jan 2020

KEY IMPLICATIONS

~700 expected redundancies in Italy

The plan under discussion with the trade unions and workers’ representatives, foresees the activation of available social tools for restructuring, with the aim of minimizing the social impact

OUR ROADMAP TO 2024

MARGINS
EXPANSION

ONGOING COSTS OPTIMIZATION
TO CONTINUE RECOVERING HIGHER MARGINS

 CONTINUE COST PRODUCTIVITY PLAN TO INCREASE COGS AND OPEX EFFICIENCIES

KEY INITIATIVES

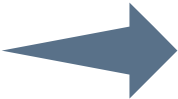
COGS

- Rationalization of suppliers/new sourcing geographies
- Simplification of components and materials
- Efficiencies in plants fixed costs
- Reduction of lead times
- Improvement of forecast accuracy
- Clean-up of inventory

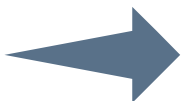
OVERHEADS

- HQ and Global functions
- General expenses
- Completion of Eyeway roadmap

SAVING TARGETS (2020-2024 in Euro million)



25M



20M

45M