



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

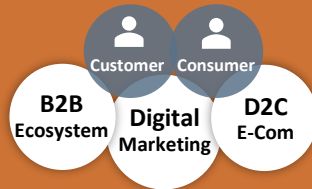
Financial Targets

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

Strong DIGITAL MARKETING STRATEGY

Focus skills and investments into
DIGITAL AND SOCIAL MARKETING
to build BRAND AWARENESS and
increase INTENTION TO BUY

TO STEP CHANGE
CUSTOMER EXPERIENCE
ENGAGEMENT &
INSTORE
PRODUCTIVITY



TO REACH OUT
MORE FREQUENTLY,
MORE EFFECTIVELY
CONSUMERS



- 60-70% OF CARRERA & POLAROID MEDIA INVESTMENTS ARE DIGITAL
- KEY OPPORTUNITY FOR SMITH TO EXPAND BRAND AWARENESS TO NEW CONSUMER SEGMENTS
- EXPAND BEST DIGITAL PRACTICES AMONG OUR KEY LICENSES
- CONTINUE SUCCESSFUL BLENDERS BUSINESS MODEL AND DRIVE RE-APPLICATION TO SAFILO OCB

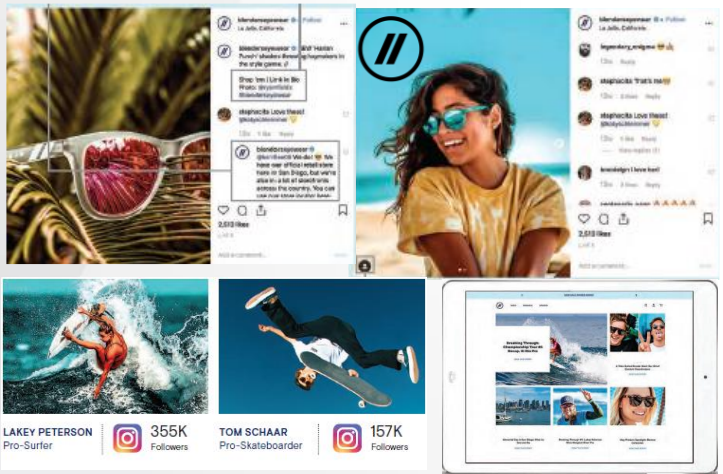
OUR ROADMAP TO 2024

SALES
GROWTH

- Our priorities in DIGITAL & SOCIAL MARKETING



- Build on brand lifestyle and product stories across social media



- Increase relevance of digital contents in all main touchpoints
- Increase digital instore solutions and “drive to store” actions
- Enhance social media engagement (Facebook, Instagram), introducing the brand to new customers and engaging with current ones.

