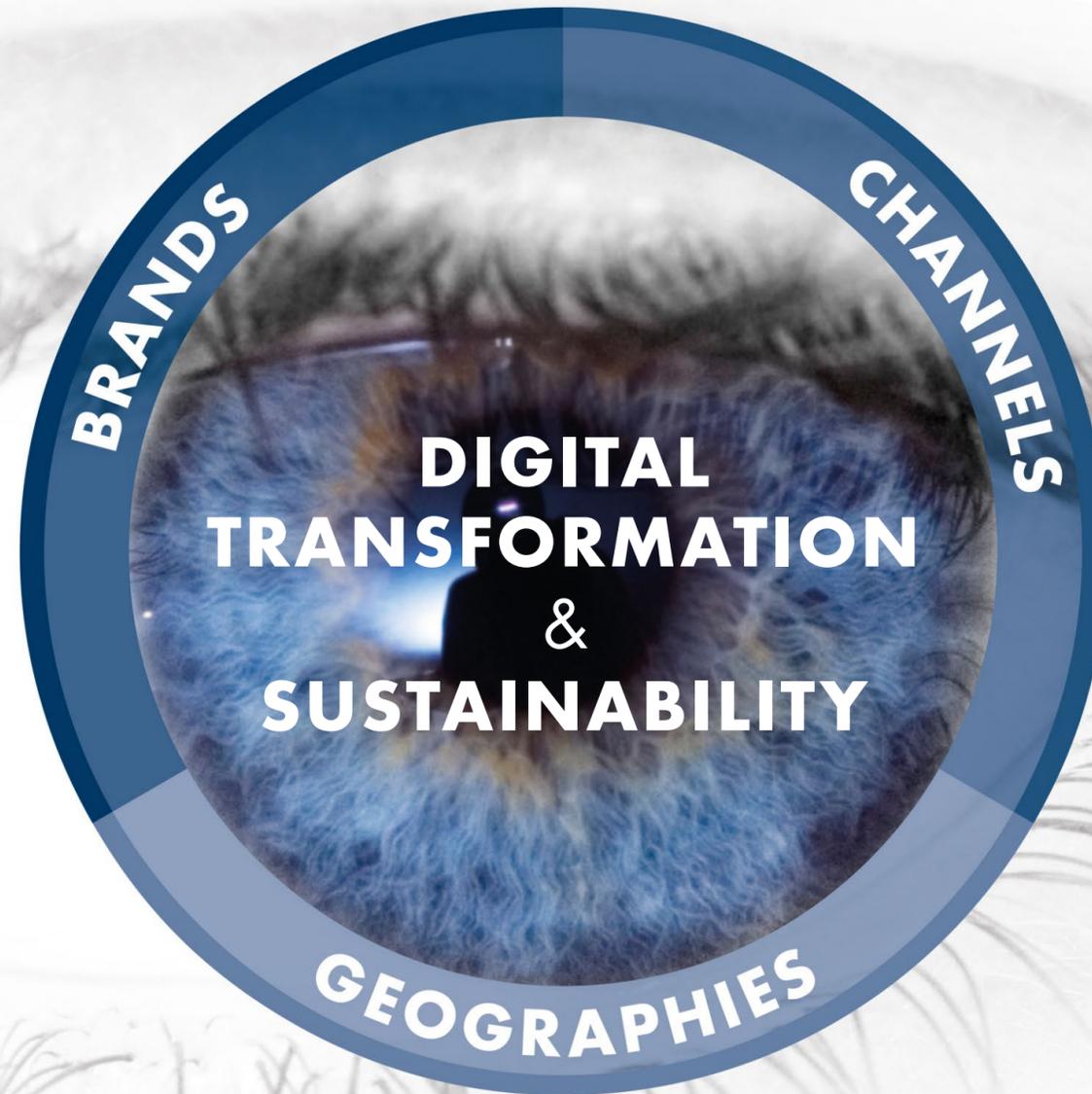


Our strategy

FOR A BALANCED PORTFOLIO

OUR STRATEGY FOR A BALANCED PORTFOLIO

OUR STRATEGY FOR A BALANCED PORTFOLIO



STRONG OMNI-CHANNEL BUSINESS MODEL

ONGOING FOCUS ON OUR MAIN CHANNELS,
WHILE ACCELERATING ON:

- **Online channel** ~20%
- **B2B digital channel** ~12%
- **Sport channel** ~12%

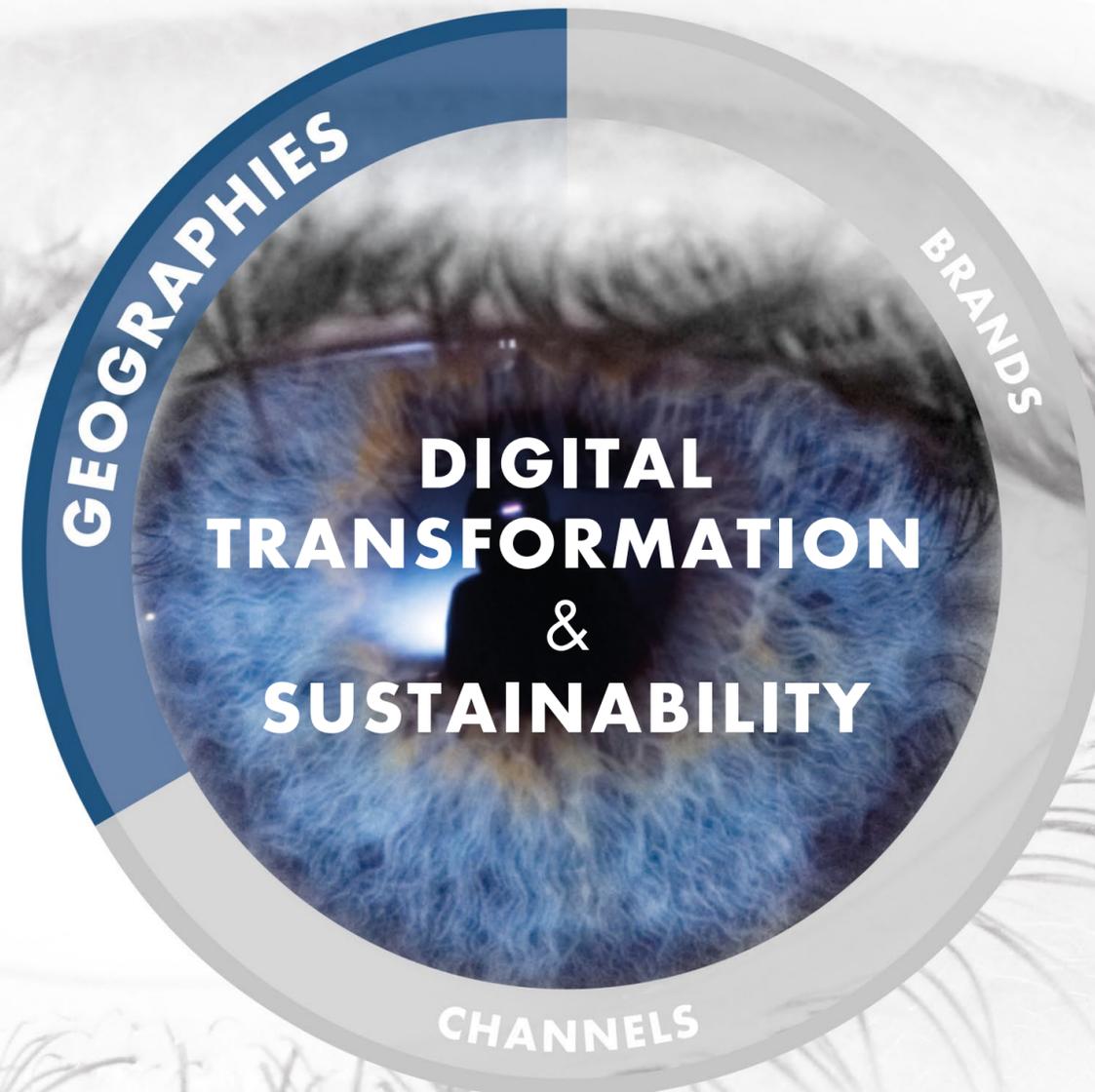


OUR AMBITIONS as a % of 2027E sales³

DYNAMIC GEOGRAPHICAL MIX

ONGOING FOCUS ON OUR STRONG PRESENCE IN NORTH AMERICA AND EUROPE, WHILE ACCELERATING ON:

- **Emerging markets** ~20%



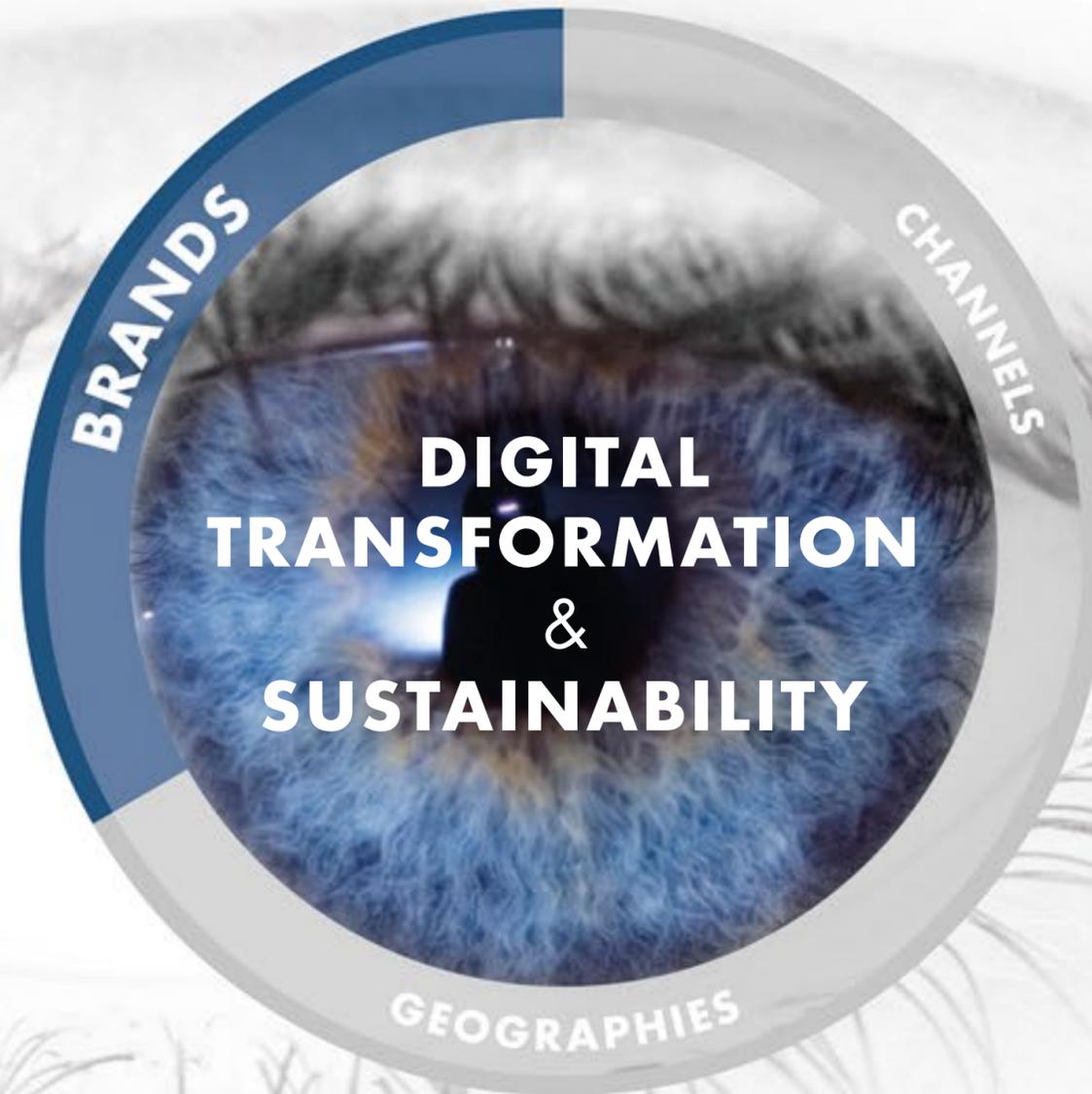
OUR AMBITIONS as a % of 2027E sales³

STRONG BRAND PORTFOLIO

ONGOING FOCUS ON A DIVERSE SET OF LICENSES,
WHILE ACCELERATING ON:

- Home brands
- M&A

>50%



OUR AMBITIONS as a % of 2027E sales³

STRONG BRAND PORTFOLIO

TO REACH A BROAD AUDIENCE OF TARGET CONSUMERS

STRONG BRAND PORTFOLIO

- The **right offer for all distribution channels**, for all customer types
- **Centered on contemporary segment** where the highest demand of eyewear is
- **Broad based offer** across genders, ages, categories & price segments
- **Appealing to the most** fashion-driven consumers and functional for the more traditional ones
- **Assuring trends** (sustainability, outdoor, celebrities and digital) **and service** (size, fit, optician-friendly features)



SMITH

Polaroid
The Original Polarized since 1937

//Blenders

PRIVÉ REVAUX
EYEWEAR

SEVENTH STREET
by Sàfilo

BANANA REPUBLIC

BOSS

CAROLINA HERRERA



DSQUARED2

FOSSIL

havaianas®

HUGO

ISABEL
MARANT

JIMMY CHOO

Juicy Couture

kate spade
NEW YORK



LIZ CLAIBORNE

LOVE
MOSCHINO

MARC JACOBS

MISSONI



MOSCHINO

pierre cardin
PARIS

PORTS
EYEWEAR

rag & bone
NEW YORK

TOMMY HILFIGER

TOMMY
JEANS



STRONG CORE HOME BRANDS



CORE HOME BRAND GROWTH DRIVERS

CONSUMER FIRST

Consumers at the core of Brand Development with top Partners

DIGITAL MEDIA CENTRIC

A new model for media effectiveness thanks to full funnel integration

PEOPLE ENGAGEMENT & CULTURE

From Global Strategy to Local Deployment

OMNICHANNEL

Smith and Blenders leveraging each other distribution footprint

SSMITH

SMITH MISSION

To equip all Seekers for a lifetime of adventure

Advantage Seekers



Adventure Seekers



Culture Seekers



A SNOW MARKET LEADER

#1 SNOW GOGGLE & HELMET BRAND IN NORTH AMERICA



SMITH IS MORE THAN SNOW

Our aim is to "own the head"

We are technology / innovation

We are goggles, helmets, protection



SMITH PRODUCT PORTFOLIO

SNOW GOGGLES & HELMETS



PERFORMANCE SUNGLASSES



PRESCRIPTION EYEWEAR



BIKE HELMETS & EYEWEAR



SMITH STRATEGY INTO ACTION

- 1 GEOGRAPHIC & CHANNEL EXPANSION**
- 2 EYEWEAR ACCELERATION**
- 3 BIKE GROWTH**

CARRERA
E Y E W E A R S I N C E 1 9 5 6

CARRERA STRATEGY INTO ACTION

1 BRAND POSITIONING & VALUES

2 PRODUCT ARCHITECTURE

3 IN MARKET ACTIVATION

1 CARRERA POSITIONING & VALUES

AUTHENTIC
LEGACY OF BOLDNESS

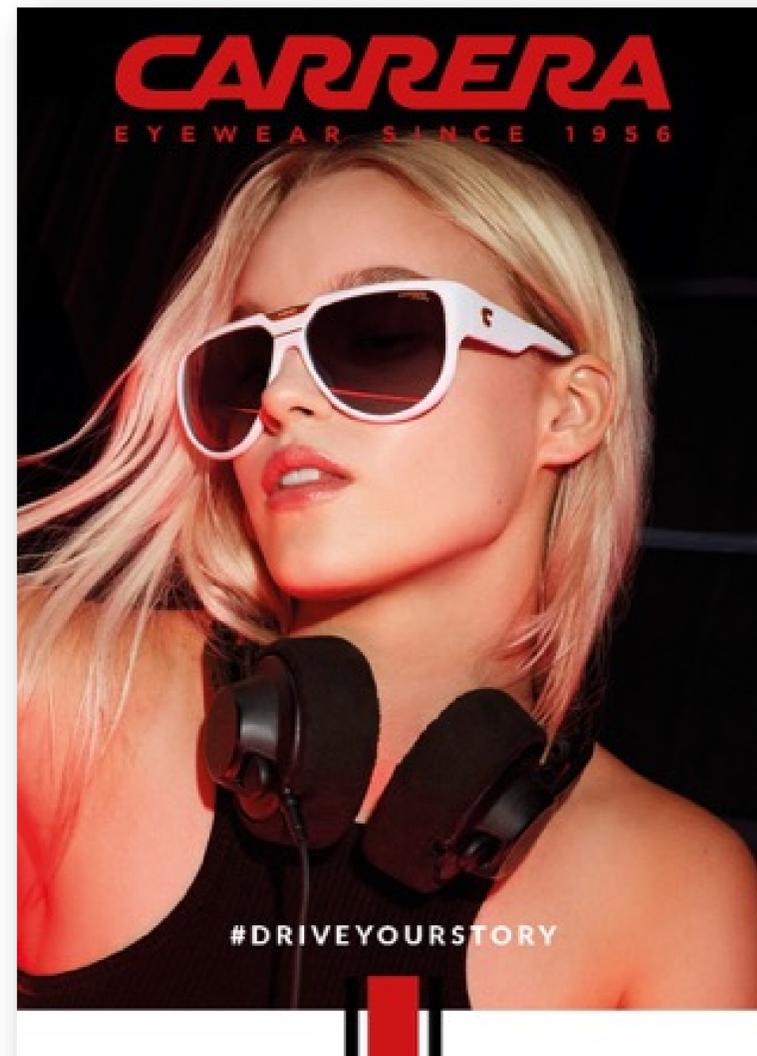
RELEVANT
TECH & STYLE

TALKABLE
DARING ATTITUDE



DRIVE YOUR STORY

2 DESIGNED FOR CUSTOMERS & CONSUMERS



DESIGNED FOR CUSTOMERS & CONSUMERS

CARRERA



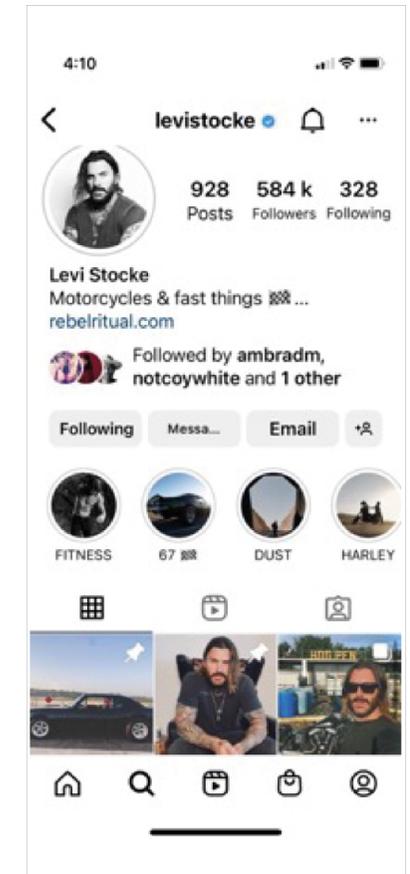
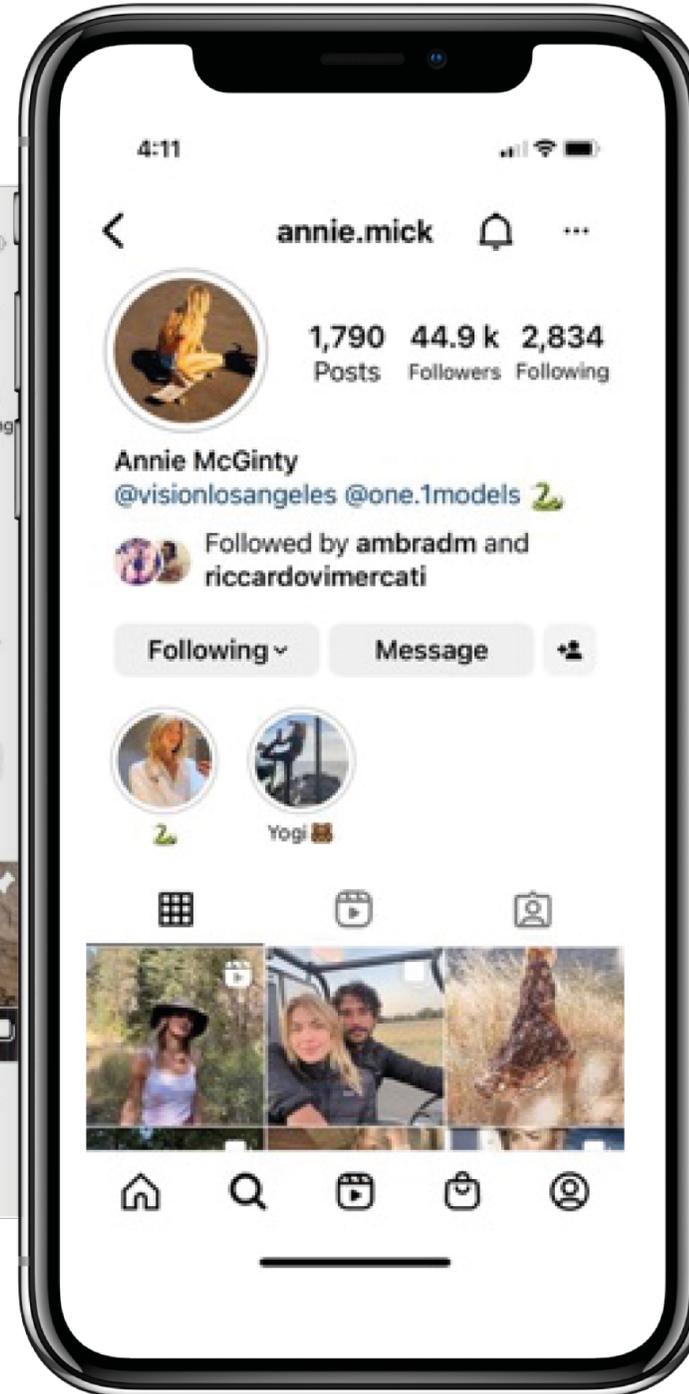
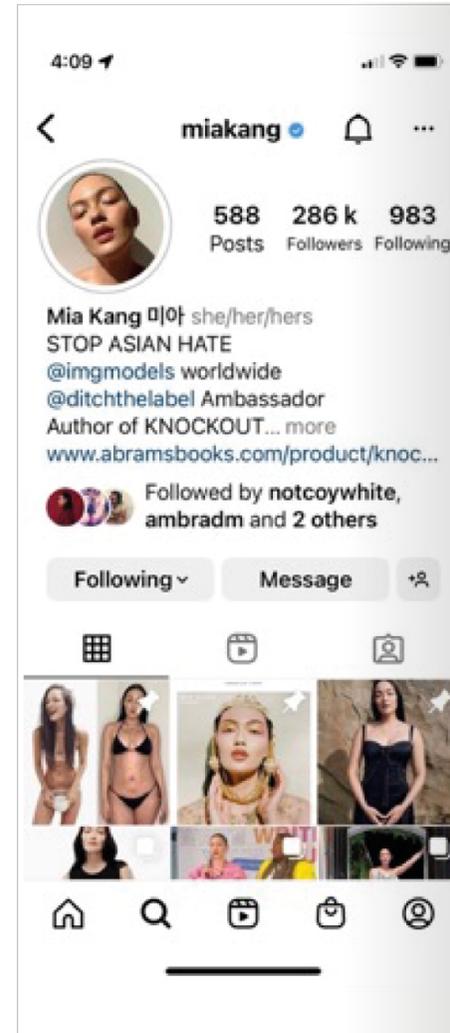
3 IN MARKET ACTIVATION

CAMPAIGN IDEA

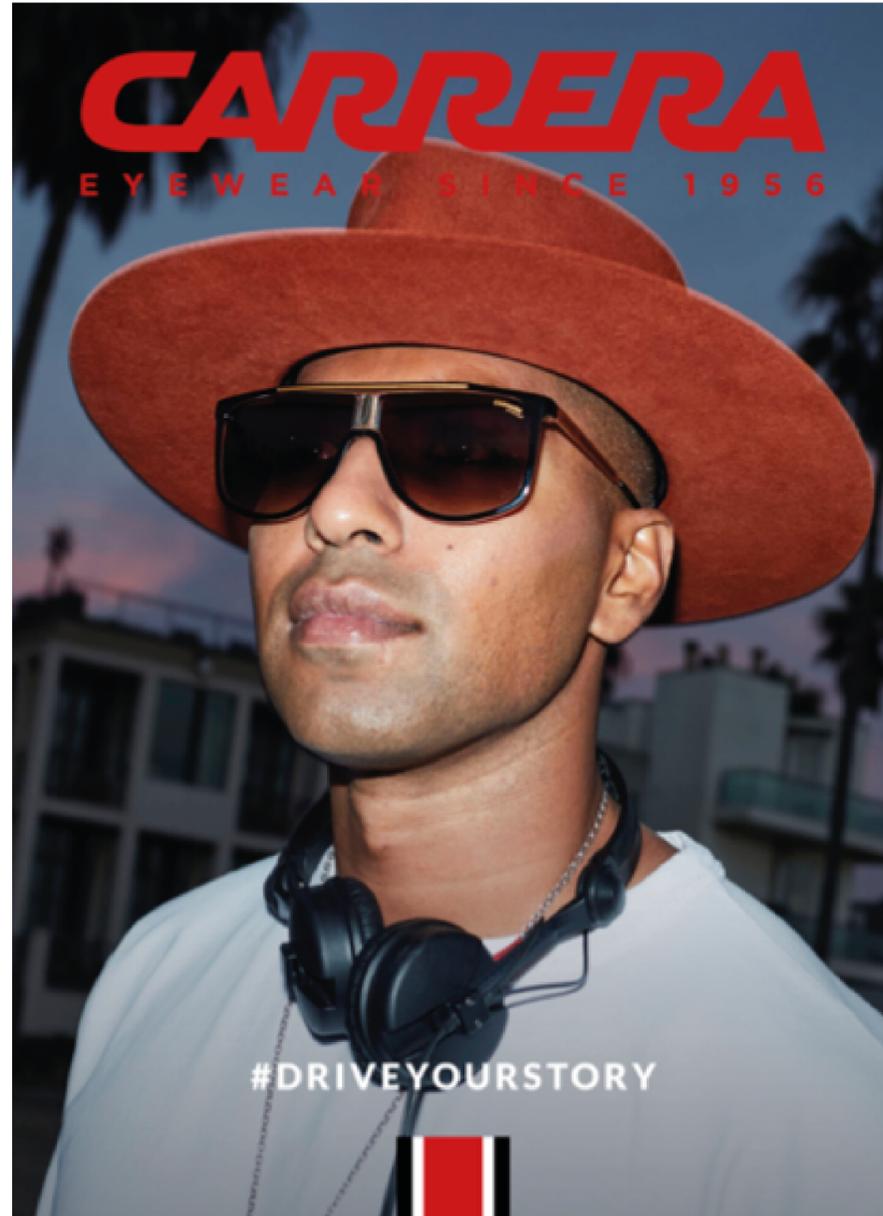
#DRIVEYOURSTORY

We tell true stories of **real** people who have found their **own self** following their **passion**.
Each own of them tells a unique story, and together they create the Carrera world, exclusive and unique.

REAL PEOPLE WITH A PASSION



REAL PEOPLE WITH A PASSION



IN SHOP DESIRABILITY



CREATING A GLOBAL PHENOMENON



THROUGH THE POWER OF COLLABORATION



Polaroid

The Original Polarized since 1937

BRAND STRATEGY INTO ACTION

1 BRAND POSITIONING & VALUES

2 PRODUCT ARCHITECTURE

3 IN MARKET ACTIVATION

POLAROID

1 POLAROID POSITIONING & VALUES

POLAROID

Functional benefit

**A SMART
CHOICE**

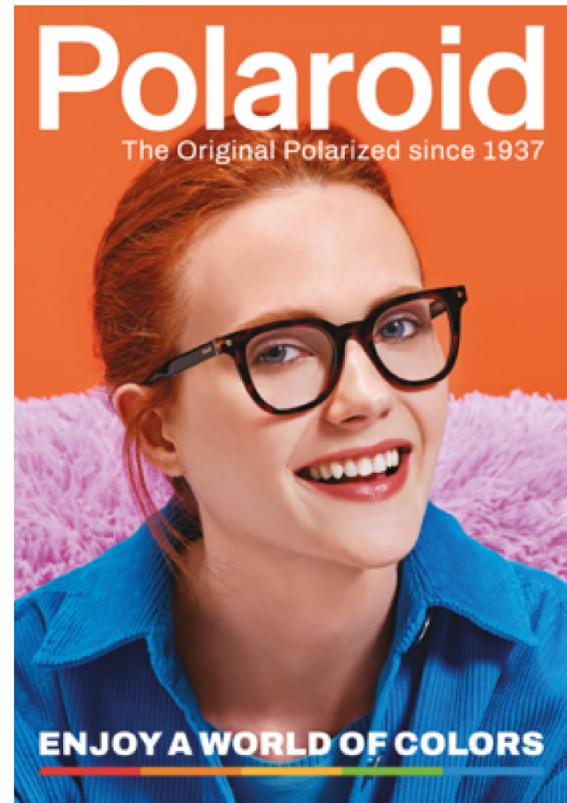
Roots

**THE ORIGINAL
POLARIZED
SINCE 1937**

Emotional benefit

**A WORLD
OF COLORS**

2 DESIGNED FOR CUSTOMERS & CONSUMERS

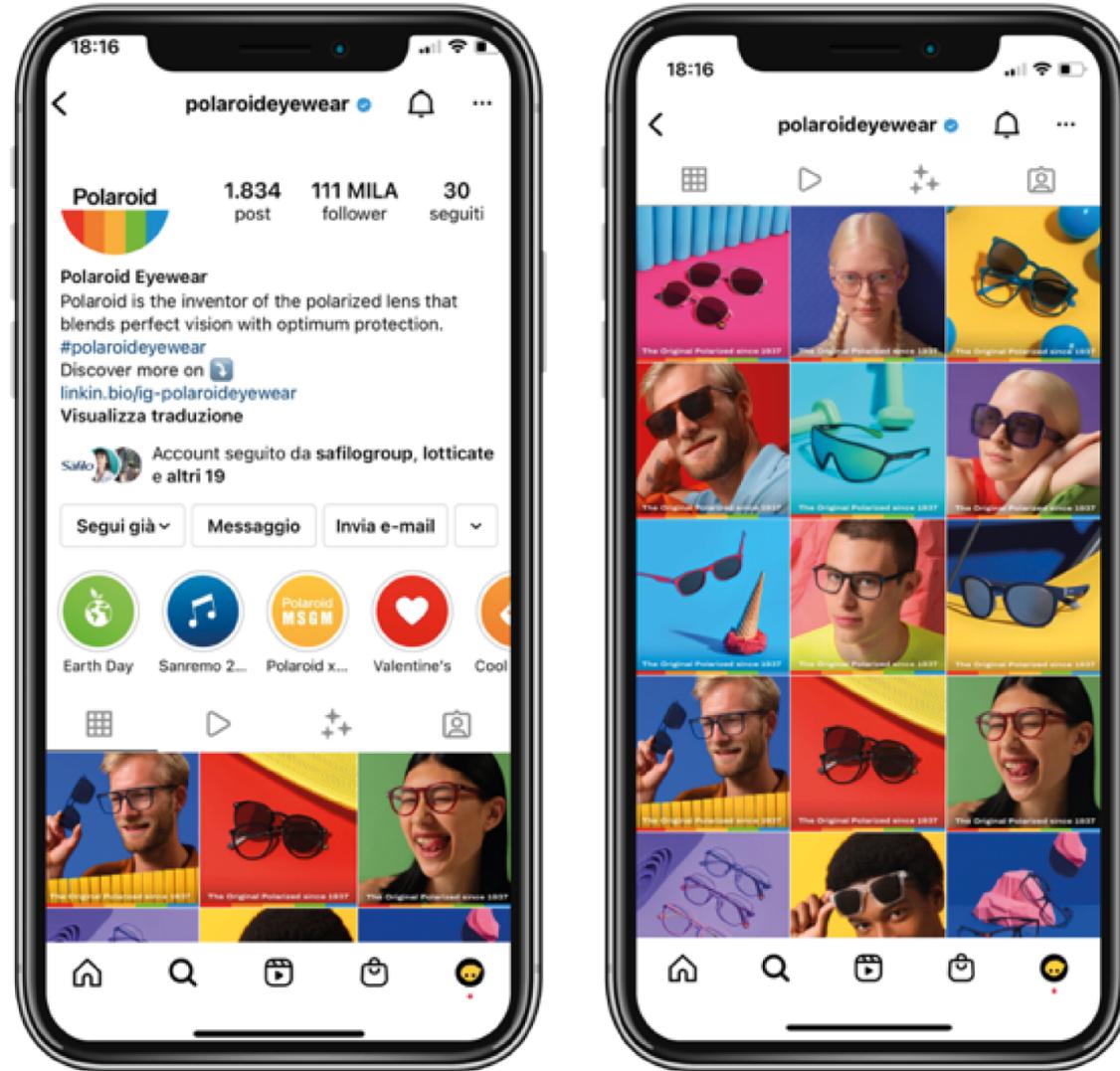


ENABLING MILLIONS TO **SEE BETTER** AND **LIVE BETTER**

POLAROID



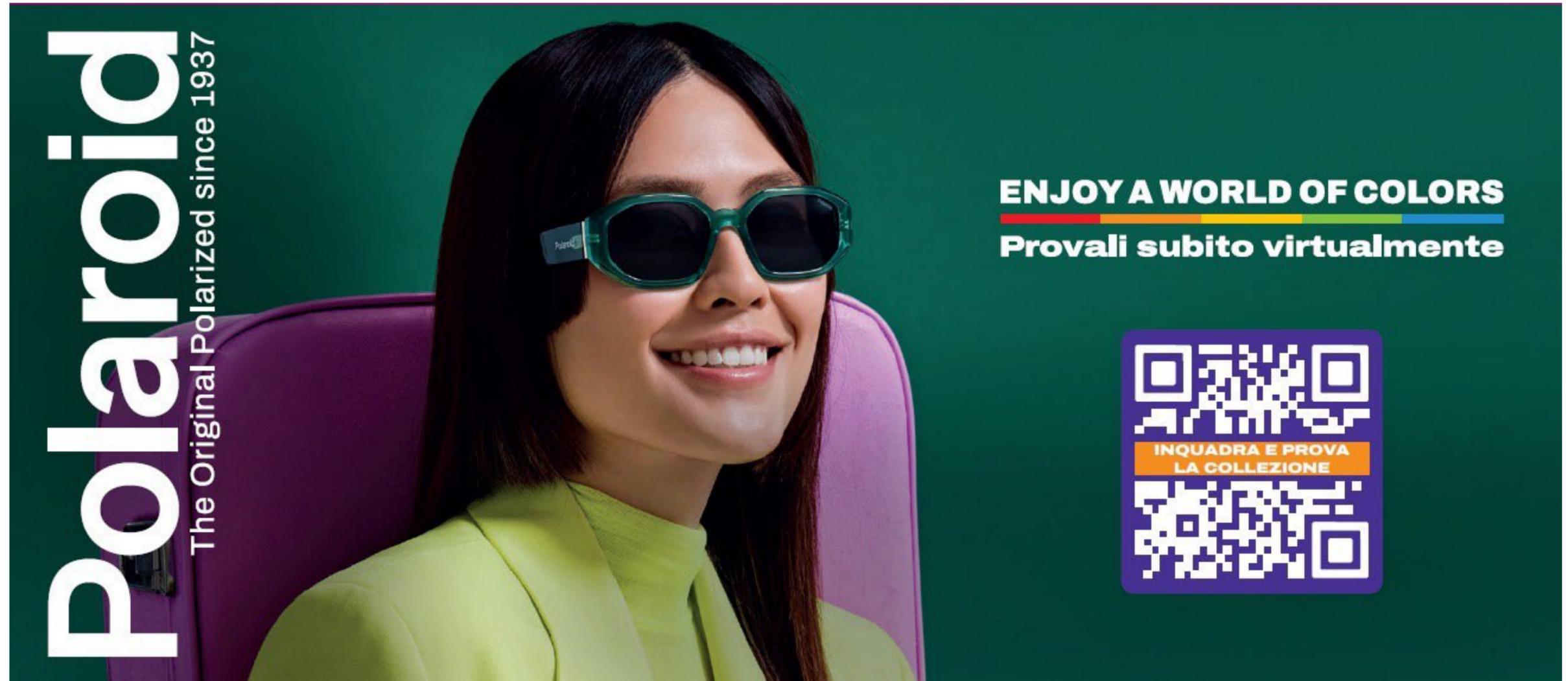
3 IN MARKET ACTIVATION



**DRIVEN BY IMPULSE.
VIRAL AT THE HEART.**

3 IN MARKET ACTIVATION

POLAROID



Polaroid
The Original Polarized since 1937

ENJOY A WORLD OF COLORS
Provali subito virtualmente

INQUADRA E PROVA
LA COLLEZIONE



ENJOY A WORLD OF **COLORS**

POLAROID

THE POLAROID RIVIERA.

Polaroid has created a world of colours, fun and inclusiveness. Where people are happy together, and can enjoy a great time in the sun. Where anyone can be at his/her best simply being him/her self.

ENJOY A WORLD OF **COLORS**

POLAROID



IN SHOP DESIRABILITY

POLAROID



PEOPLE ENGAGEMENT

POLAROID

Polaroid
The Original Polarized since 1937

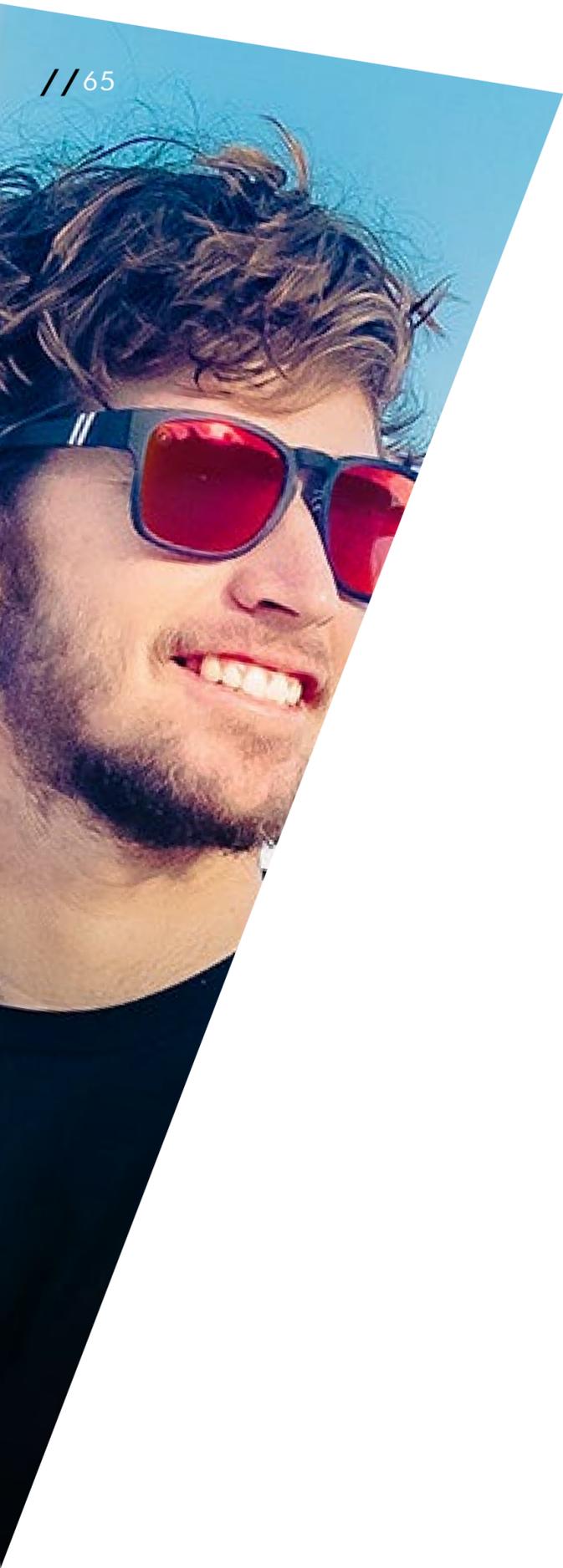
ENJOY A WORLD OF COLORS

The advertisement is displayed on a black metal bus stop shelter with glass panels. The background shows a blurred city street with a white truck and buildings. The ad itself has a purple top section with the brand name, a central image of a woman with blonde hair wearing yellow sunglasses and a red top, leaning on a green cushion. The bottom section is dark red with the slogan and a horizontal bar of colors (red, orange, yellow, green, blue).

PEOPLE ENGAGEMENT

POLAROID





// Blenders



BLENDERS STRATEGY INTO ACTION

1 **DOMESTIC & INTERNATIONAL ONLINE**

2 **RETAIL**

3 **WHOLESALE**

Our enablers

DIGITAL TRANSFORMATION

DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

Our goals

- Engage **Consumers & Customers**
- Empower **Employees**
- Optimise **Operations**



DIGITAL TRANSFORMATION

DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION



DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

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DIGITAL TRANSFORMATION



DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

DIGITAL TRANSFORMATION



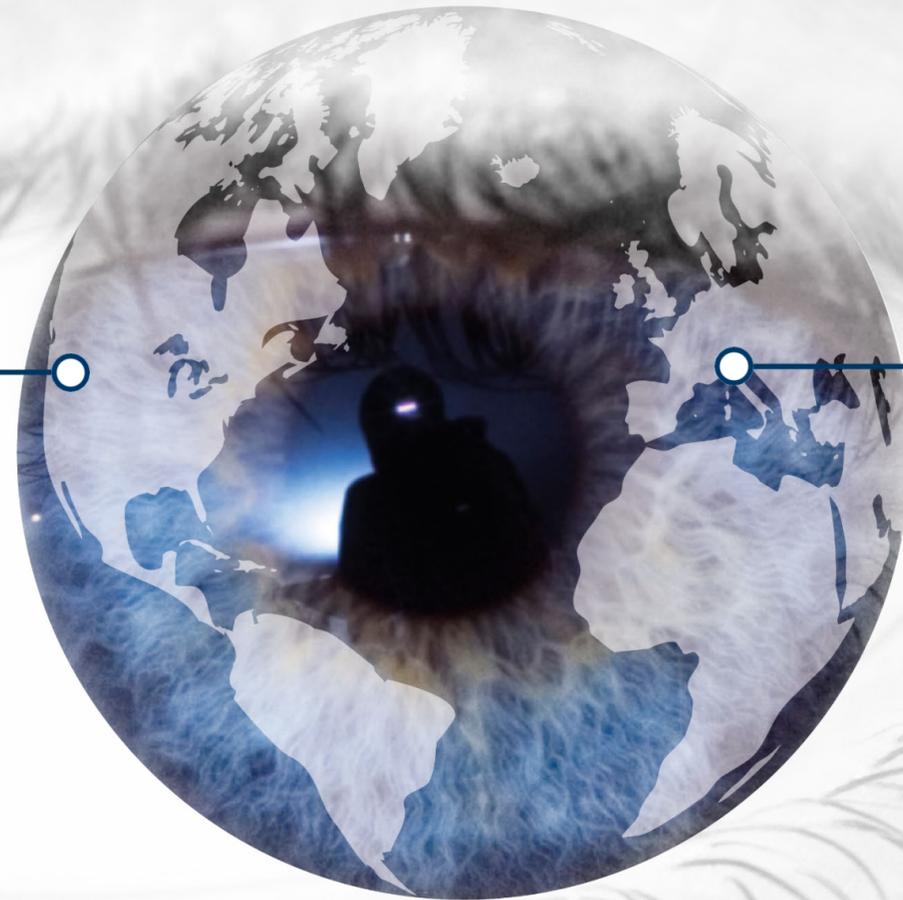
2 DIGITAL HUBS



PORTLAND & SAN DIEGO

FOCUS ON CONSUMERS

- Consumer Facing
- Omnichannel
- Digital Strategic Communication



PADUA

FOCUS ON CUSTOMERS

- Digital Academy



- B2B through You & Safilo

- Data Analytics

DIGITAL TRANSFORMATION

ALONG THE VALUE CHAIN

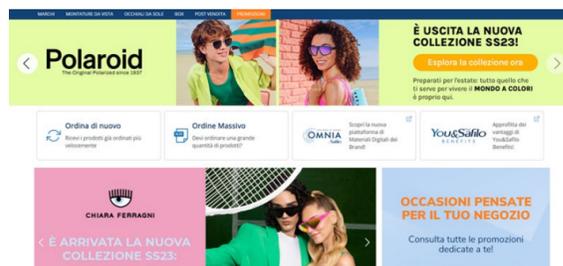
DIGITAL TRANSFORMATION



CUSTOMERS EXPERIENCE & SALES

OUR B2B DIGITAL CHANNEL
DESIGNED WITH OPTICIANS FOR OPTICIANS

INNOVATIVE INTERFACE
EASY SHOPPING ONLINE



FULLY DIGITALIZED
AFTER-SALES



CUSTOMER CARE
SUPPORT



ACCESS TO ALL BRAND
DIGITAL ASSETS



You & Safilo

MORE THAN AN ECOMMERCE PLATFORM

CUSTOMERS EXPERIENCE & SALES

OUR B2B DIGITAL CHANNEL
DESIGNED WITH OPTICIANS FOR OPTICIANS

- Go **beyond sales**
- **Further** customer **adoption in Europe**
- **Hybrid sales model**
- **Roll out** You&Safilo **in North America**

You &
Safilo

CUSTOMERS' PERCEPTION

- How likely is it that a Customer would recommend Safilo as a Business Partner

NPS: 66.6%

(EMEA 81.1%)

- How satisfied are Customers with Safilo overall with a scale from 1 to 5

OVERALL SATISFACTION: 4.4

(EMEA 4.5)

You &
Safilo