

MONNALISA

Company Profile

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MONNALISA

Company Overview

Monnalisa at a Glance

- Founded in 1968 by Piero Iacomoni, Monnalisa, based in Arezzo, operates in the high-end childrenswear (0-16 years) market.
- Operating only through its proprietary brand Monnalisa developed a unique competitive positioning, with a full strategic autonomy and a focused investment strategy.
- The complete product portfolio reflects the aim of creating a lifestyle identity: from apparel to footwear, passing through accessories, cosmetics and furniture.
- Selling in more than 60+ Countries through 42 Direct Stores and 750+ multibrand stores, Monnalisa generates 67% of its revenues outside Italy.
- The fourth Italian player operating worldwide in the high-end childrenswear market.
- In 2018 Total Revenues reached the record level of €51.1mn, with an increase of 7.1% YoY, mainly due to the opening of new direct stores.
- Listed on the AIM Italia market since July 2018, Monnalisa raised €17.0m through capital increase. The company achieved the Elite Certification by Borsa Italiana, in 2015.



A Community founded on Creativity, Commitment and Care



Creativity & Innovation

From products to operations, Monnalisa has always distinguished itself by the high level of creativity and innovation.

Commitment & Transparency

Quality Management certifications, accounting transparency, care for the environment are part of Monnalisa .



Care & Loyalty

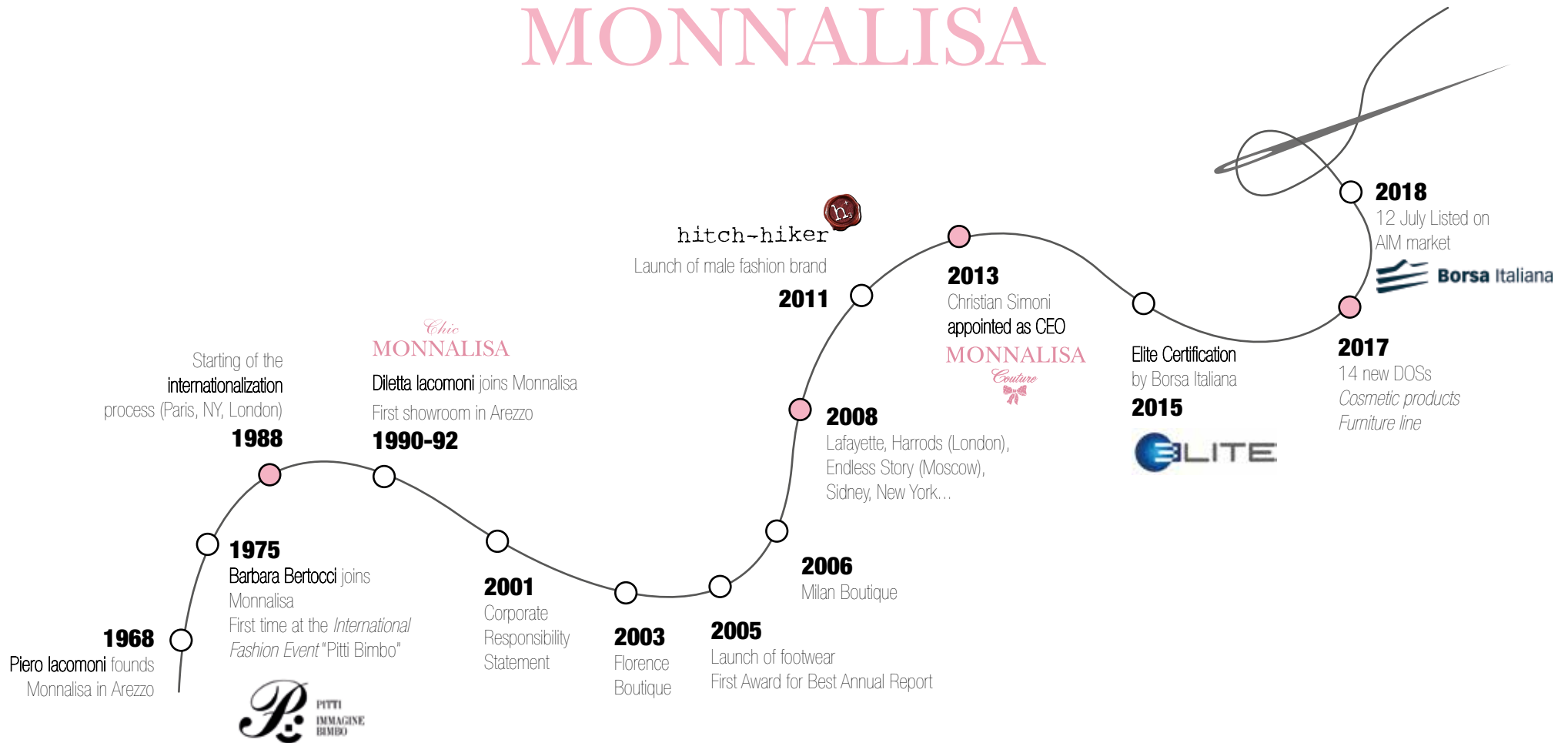
*Customers, Suppliers, Employees...
People are the key to Monnalisa.*



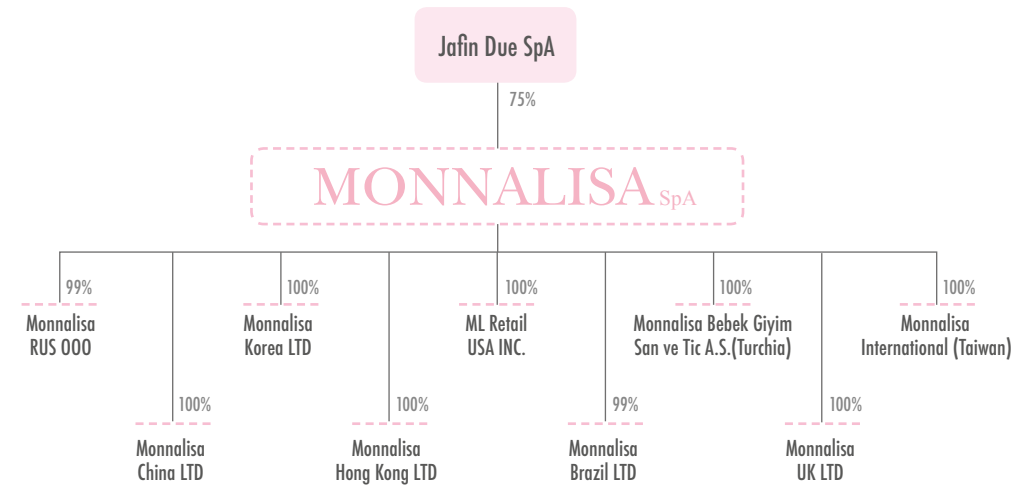
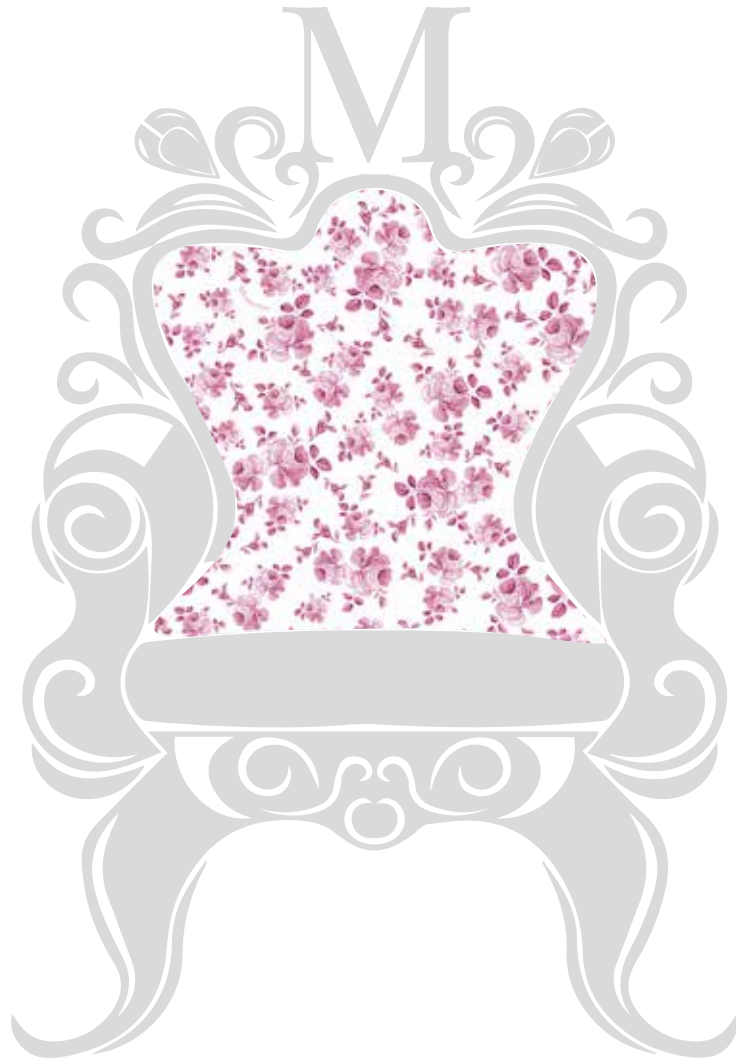
1968-2018: 50 Years of Strong Brand Identity



MONNALISA



Group Structure



- The Group is controlled by JAFIN DUE SpA, a holding fully owned by the founding family and it is composed by Monnalisa S.p.A, the controlling company, and 9 foreign subsidiaries constituted in key strategic Countries, in order to boost its internationalization.

Board of Directors

**CHRISTIAN
SIMONI**
CEO



**PIERO
IACOMONI**
Chairman

**PIERANGELO
ARCANGIOLI**
Non Executive
Director



**MATTEO
TUGLIANI**
Non Executive
Director



**SIMONE
PRATESI**
Independent
Director



Auditor



Monnalisa's Competitive Advantages

Proprietary Brand Only

- The company developed an **unique competitive positioning**, operating only through its **proprietary brand**. This choice gives the Company *full strategic autonomy* in:
 - *Signing new contracts with wholesale clients;*
 - *Developing Retail Channel having full autonomy on positioning decisions;*
 - *Avoiding to invest resources in non-proprietary Assets.*

Optimal Pricing Policy and inventories management

- Monnalisa optimally **aligns the pricing** between retail and wholesale channel in each geographical area;
- In DOSs, the company is progressively **reducing fire sales**, improving both operating margins and brand image;
- Inventories are managed through Direct Operated **Outlets strategically located** in high traffic places, such as Fidenza Village (AL), to sustain also brand awareness.

Top Seller Brand

- In the wholesale channel the company is positioned **among the top performers**:
 - *Best Performers in terms of sell-out since 2012 according to Fashion magazine;*
 - *In the last 7 years Monnalisa has been always among the Top 3 seller in the prestigious department store Rinascente.*

Distribution Channels

- Monnalisa operates globally through four distribution channels:
 - **Corporate retail:** direct single brand stores, DOS and DOO (Directly Operated Stores/Outlets);
 - **Wholesale Monobrand:** monobrand stores in partnership TPOS (Third Party Operated Stores) and TPSIS/Special TPSIS (Third Party Shop In Shop) in top department stores;
 - **Wholesale:** independent multibrand stores;
 - **E-commerce:** monobrand and multibrand online marketplaces.



Monnalisa's Brand

Monnalisa is designed for both girls (3months-16years) and boys (3months-14years).





E-Commerce & Digital integration

- Monnalisa is a **pioneer for e-commerce channel** in the childrenswear market, being the first company worldwide opening a direct e-commerce store.
- On Wholesale side, the company signed **contracts with the main e-commerce platform**, such as Childrensalon which is the leader in the e-commerce childrenswear market.
- Monnalisa is working on a full **Online to Offline integration** in order to implement the «showrooming» concept. The fitting process takes place in the store, but the client can comfortably choose to receive the products directly to its house. Furthermore, a dedicated O2O mobile app allows to improve **Inventory Visibility** and in turn Inventories management.
- Through the implementation of a **Rfid technology** the company made possible to track each product and to give information to the final customer covering all the features of the product itself, starting from the source of raw material and passing through the production process.

E-commerce Wholesale Clients



Monnalisa's Concept Stores

- Every Monnalisa's boutique format is consistent with the brand image, and it is highly appreciated by the final users.
- The Company's Visual Merchandising Team coordinates the store image and clothes exposure for all 79 stores worldwide (directly operated stores together with top clients).
The display of the goods is intended to maximise the exposure of the total looks to increase the average ticket.
- Monobrand stores have an average space of 70 sqm, with a minimum of 30 sqm for TPSIS and a maximum of 150 sqm for DOS located inside Malls.





MONNALISA

Business Model



Creativity: Core of the Production Process



What Makes Monnalisa Unique

Creativity
Innovation
Strong Brand Identity
Investments in Trend Analysis and Researches
Acknowledgment of the excellence of the style team
Designing and creating activities completely insourced

- **Innovation, creativity, high-style contents** and **artisanal print** represent Monnalisa's distinctive and core features, which enable the Company to present innovative and fashionable collections every season, experimenting with design and materials as well as fashion content and ideas.
- Monnalisa's strong brand identity is the result of the matchability of the collections and the ability to coordinate apparel, shoes and accessories to create a total-look experience.
- The designing and creating activities are **entirely insourced** and carried out by a dedicated team made out of 30 design and style experts.
- The Creative Direction is run by **Barbara Bertocci**, who has been responsible for the creation of each collection since 1975, and by **Diletta Iacomoni** as Fashion Coordinator, who has the responsibility for the identification of trends, research and selection of fabrics and the conception of the pattern book.

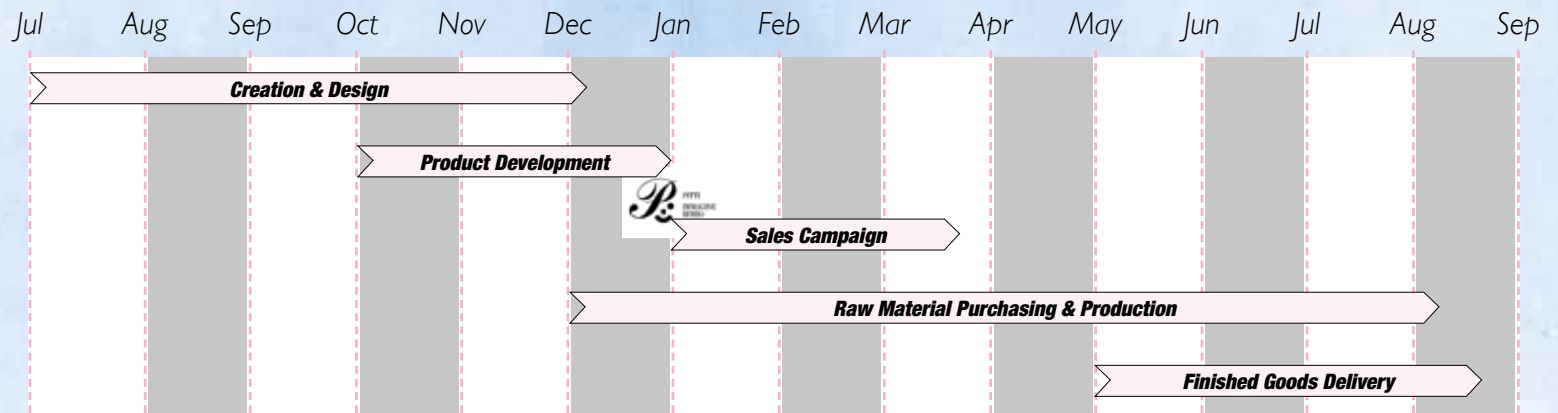


Collections' Development

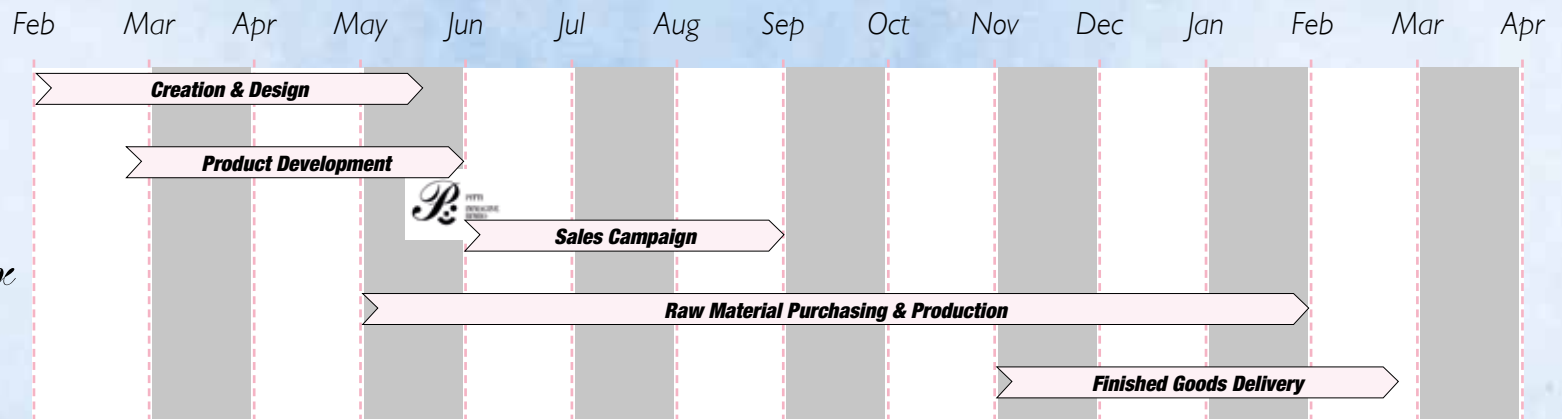


- Every year, Monnalisa creates and launches two main collections (Fall-Winter and Spring-Summer) and two pre-collections. On average, each season collection consists of 900 items.
- At the end of March, the company has a clear visibility on SS collection Revenues, on FW wholesale orders and has a definite budget on FW for the Retail channel.

*Fall
Winter*



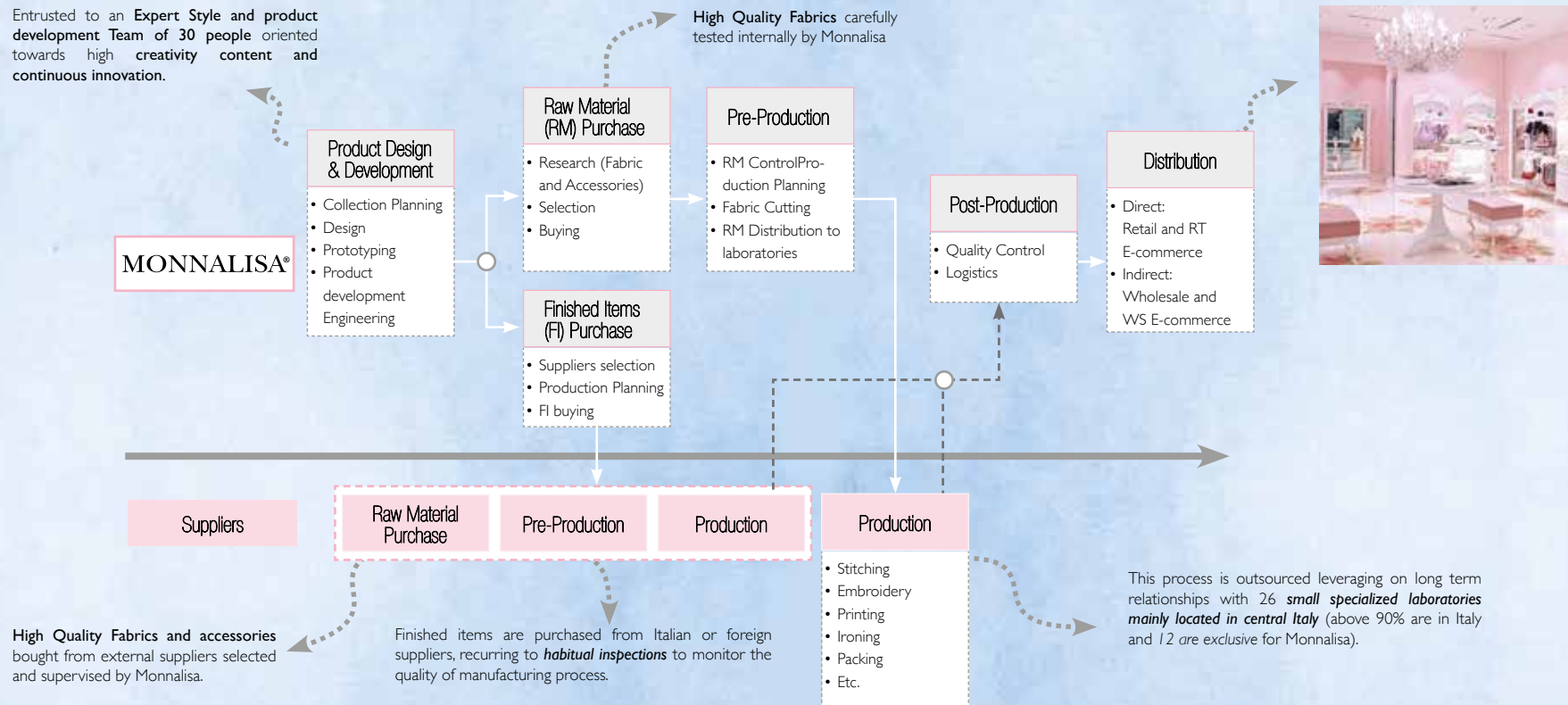
*Spring
Summer*



Business Model

- Monnalisa has an extremely **flexible production structure**; in fact, for the industrialized products, all the transformation phases, after the raw material control and the fabric cutting, which is the most important phase to guarantee a **high quality level** to finished product, are outsourced to small laboratories maintaining an **effective control on every critical point of the cycle**.
- For each collection, the projections based on the outcome of the sales campaign permit the company to program **purchases and production in advance**.

Entrusted to an **Expert Style and product development Team of 30 people** oriented towards **high creativity content and continuous innovation**.

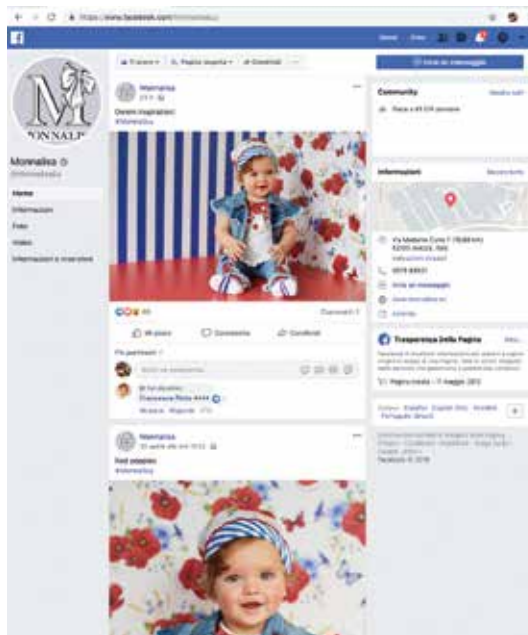


Communication

Communication represents one of the core activities for Monnalisa, contributing to enhance the distinctiveness and identity of the brand.

Social Media

Monnalisa is active on the main social media, not only by posting pictures, but also by interacting with followers in order to better understand user needs, monitor conversations and improve the relationship with end-customers.



In-store Events

Monnalisa has developed formats of periodical events aimed to strengthen brand awareness and loyalty through the engagement of end-consumers.



Product Placement

Influencer Marketing and Product Placement are channels through which Monnalisa enhance its brand visibility and identity.



Elisabetta Canalis and her daughter in Monnalisa Couture



True
love in the

Monnalisa

love

if sweeter

True
love in the

love

cold

for

our arms

cold

love

turning

sweet
love in

we

Monnalisa

if sweeter

we

we

your arms



MONNALISA

Monnalisa's Future



1. Consolidate and boost International Positioning

The **internationalization process** passes through both the retail and wholesale channel:

- Entrance in new strategic Countries and *increasing penetration* in already covered markets;
- Expand the *travel* channel through new openings in main international airports (Istanbul, Rome, Singapore etc.);
- The main strategic area will be Asia Pacific.

**DIRECT
PRESENCE**

**HIGHER
MARGINS**

**BRAND
AWARENESS**

**REVENUE
CONSOLIDATION**

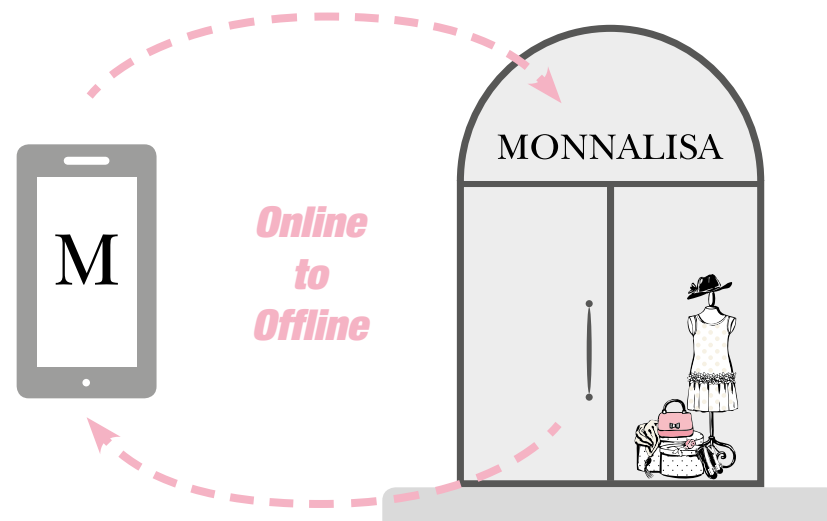
Corporate Retail Boost

- Monnalisa plans to open around **30 additional DOS**;
- **China** market opportunities will be exploited thanks to the widespread direct presence in the market through ca. 20 DOS;
- **Omni-channel**: integration of online and offline channels;
- Redefinition of the **merchandising planning**.



2. E-commerce Development

- 1. Retail E-commerce.** Expand the online commerce with a focus on **specific boutiques for strategic countries**. Furthermore an **Enterprise Solution based platform** to better manage merchandising, new collections and semantic research tool will be implemented.
- 2. Wholesale E-commerce.** Invest in technology for data integration, and strengthen commercial relationships, especially with "e-tailers", enhancing *inventories management*.
- 3. Online-Offline integration.** Selling process integration, through investment in social platforms and dedicated Shop Assistant App, to increase client entrenchment and up-selling potential.



3. Product Portfolio & Brand Awareness

The strategy is aimed at boosting the Brand recognition worldwide, strengthening Monnalisa's identity awareness while optimizing the investment in communication:

- **Cross-selling investing on the Product Portfolio.** The objective is expanding *Monnalisa total look* thanks to the development of different product lines: Layette, Furniture, Male, Accessories, Cosmetics and Footwear.



- Strengthening the communication effectiveness through **Brands portfolio rationalization**, merging all the product lines into “*Monnalisa*”, exploiting its visibility and awareness.
- Increased the perceived value of Monnalisa lines thanks to **more resources invested in effective communication**. The focus will be on *Core markets* and on *Digital approach* (B2C platform, Web marketing and use of social).



MONNALISA

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con elevato contenuto di riciclo selezionato



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CHLORINE
FREE
GUARANTEED



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