



#SMARTInvestor Day Green AIM

IR Top Consulting

June 10, 2020

- ⊕ 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 48 Direct Stores and 700+ multibrand stores, Monnalisa generates **67% of its revenues outside Italy**
- ⊕ The **fourth Italian player operating worldwide** in the high-end childrenswear market
- ⊕ Listed on the AIM Italia market since July 2018



## Key Numbers

+60  
Countries

48  
Direct  
Stores

700+  
Multibrand  
Stores

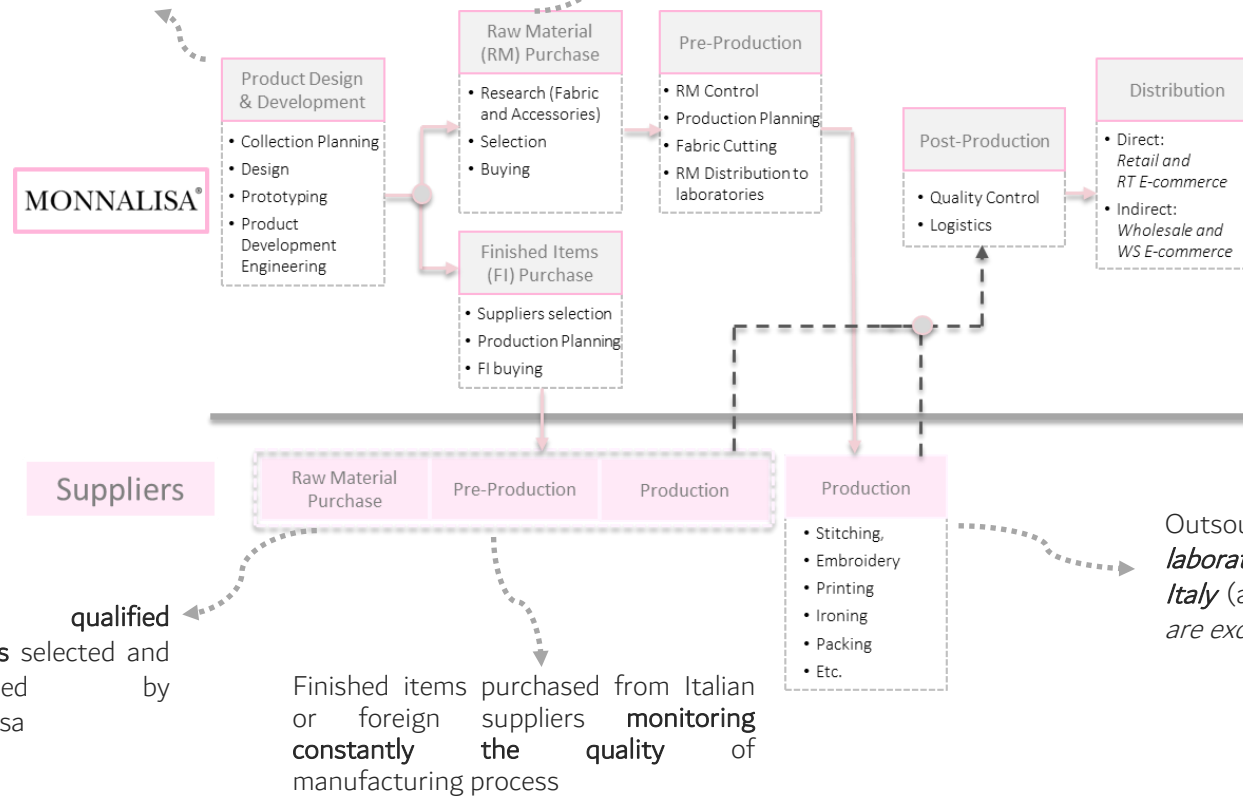
350+  
Employees

Euro 48ML  
Revenues  
FY19

67%  
Exports in  
FY 2019

30 people oriented towards high creativity content and innovation

High Quality Fabrics carefully tested internally by Monnalisa



# Worldwide presence

MONNALISA®

⊕ Monnalisa operates globally through:

48 **Retail Stores:** direct single brand stores and outlet (DOS and DOO);

700+ **Wholesale Stores:** independent multibrand and monobrand stores; 111 with a Monnalisa corner; 60+ TPOS

9 **E-commerce platforms:** 1 proprietary e-shop and 8 multibrand online marketplaces.



Veepee



YOOX.COM

▲ LUISAVIAROMA



CHILDRENSALON

MELIJOE.COM

SECCO



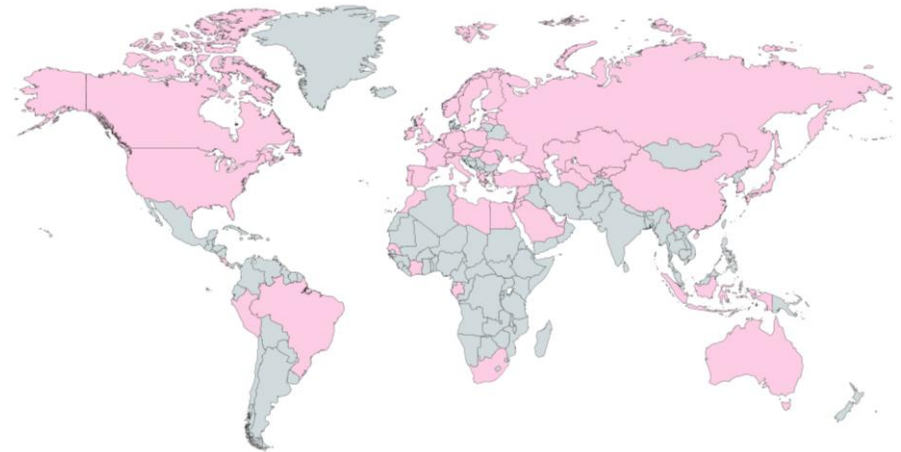
Alibaba Group  
阿里巴巴集团

mytheresa.com

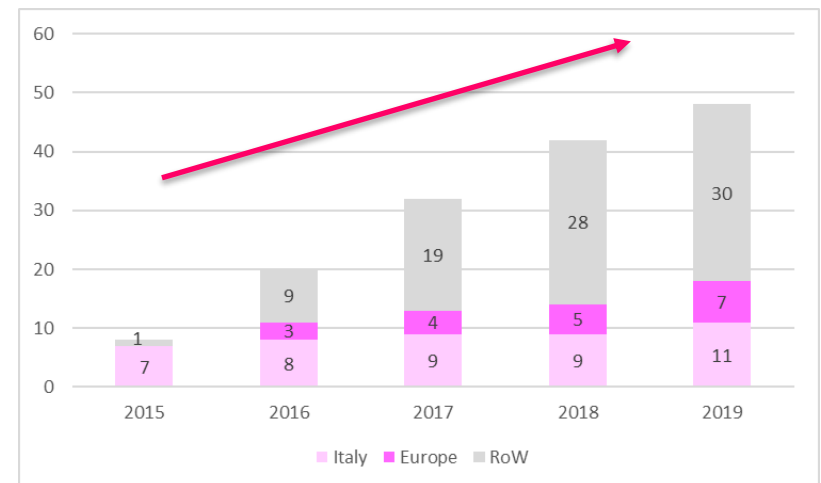
⊕ 67% of FY19 foreign sales

⊕ 60+ countries around the World.

Geographical area expansion



Retail Evolution (no. DOS and DOO)





# Monobrand Stores Network Growth

MONNALISA®

In 2019, 14 new Direct Stores :

- ⊕ Sawgrass DOO (USA), Harrods (UK), ECI Barcellona (Spain), Fidenza DOO (Italy), Istanbul Airport (Turkey), Guam (USA), Taipei (Taiwan), Rome (Italy), Catarina DOO (Brazil), Recife (Brazil), Moscow 1 DOO (Russia), Moscow 2 (Russia), Maasmechelen DOO (Belgium), Bicester DOO (UK),
- ⊕ 1 store in Hong Kong was relocated in Sept 2019
- ⊕ During the year, 8 sales points were closed, 6 of which in the second half of the year, in order to improve the retail network profitability



- ⊕ **Total Revenue 2019:** €47.9 mn with EU revenues +6% Yoy
- ⊕ **Retail revenues:** €15.5mn (+26% YoY at current exchange rates, and +24% at constant exchange rates), representing 32% of the total consolidated revenues (seven % points more), according to the evolution of the company strategies
- ⊕ **Online revenues (only direct):** € 1.4 mn (flat YoY)
- ⊕ **Wholesale revenues:** -12% at current exchange rates (-13% at constant exchange rates), mainly due to the break with the importer in Japan (where the company has set up a subsidiary in order to enter the retail market on its own), the conversion of Harrods TPOS in a concession, the worsening situation for the multi-brand distribution of children's clothing products, mainly in Russia and Italy, the political instability in certain key regions such as the Middle East, the increase in previous year returns, associated with the further bringing forward of the summer collection at the end of 2018.

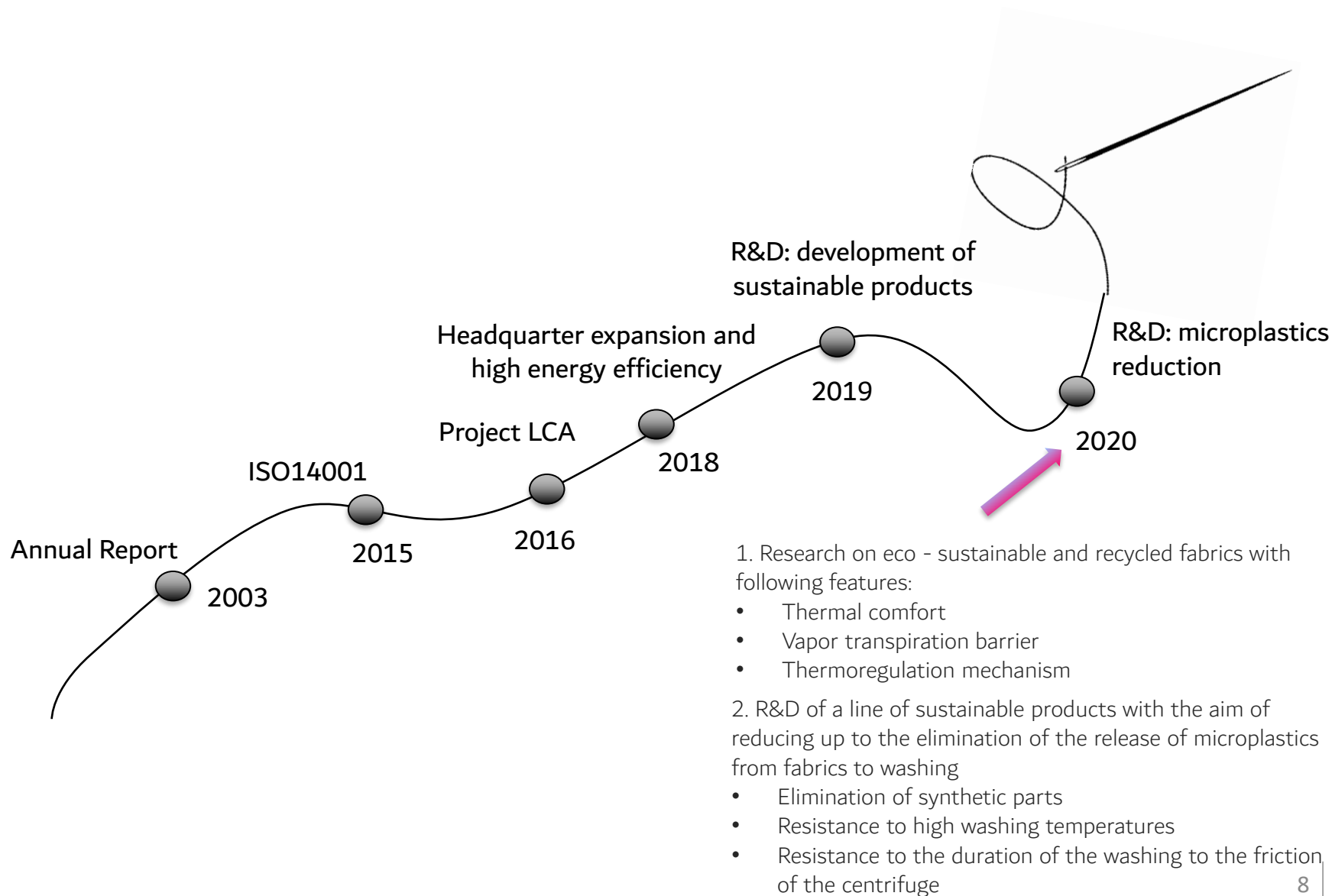
| in thousands of € | 2019          | % of revenues | 2018          | % of revenues | Chg.           |
|-------------------|---------------|---------------|---------------|---------------|----------------|
| Retail            | 15,531        | 32%           | 12,334        | 25%           | 3,197          |
| Wholesale         | 30,950        | 65%           | 35,333        | 72%           | (4,383)        |
| B2C               | 1,453         | 3%            | 1,463         | 3%            | (10)           |
| <b>Total</b>      | <b>47,934</b> | <b>100%</b>   | <b>49,129</b> | <b>100%</b>   | <b>(1,196)</b> |

| in thousands of € | 2019          | % of revenues | 2018          | % of revenues | Chg.           |
|-------------------|---------------|---------------|---------------|---------------|----------------|
| Italy             | 15,745        | 33%           | 16,876        | 34%           | (1,131)        |
| Europe            | 13,011        | 27%           | 12,256        | 25%           | 755            |
| Rest of the World | 19,178        | 40%           | 19,997        | 41%           | (819)          |
| <b>Total</b>      | <b>47,934</b> | <b>100%</b>   | <b>49,129</b> | <b>100%</b>   | <b>(1,196)</b> |



- ⊕ Monnalisa presented the Integrated Report according to the guidelines of the International Integrated Reporting Council (IIRC)
- ⊕ The "re-thinking" based on the SDGs principles involves and impacts on all aspects of the Business

- ⊕ The Company identified 6 MACRO-AREAS, on which Monnalisa analyzes its performance:
  - ⊕ Governance: Sustainability strategies; Values and Mission; Ethical Standards/Codes
  - ⊕ Social responsibility: Health and safety at work; Diversity management and equal opportunities, Human resource development and training; Respect for human rights; Working conditions; Policies work-life balance
  - ⊕ Environmental responsibility Sustainable: packaging; Use of raw materials; Energy efficiency; Sustainability of materials; Waste management
  - ⊕ Economic Responsibility Economic Performance; Supplier evaluation programs; Code of Conduct
  - ⊕ Eco-design product responsibilities and product innovation; Health and safety protection
  - ⊕ Collectivity: Innovative economic model development; Investment in research and development







- ⊕ Development and strengthening of Monnalisa brand identity and awareness
- ⊕ Expansion of product lines
- ⊕ Focus on direct to consumer sales – D2C (retail and e-commerce)
- ⊕ Digital transformation

## Social Media

- ⊕ Managed internally
- ⊕ Reach: 9 million people for a total of 32 million interactions
- ⊕ Instagram: +31% YoY
- ⊕ Facebook: +77% YoY
- ⊕ Product placement, influencers and Monnalisa lovers – a few examples



@Khloekardashian – 102million followers









Roma – Via del Babuino 136



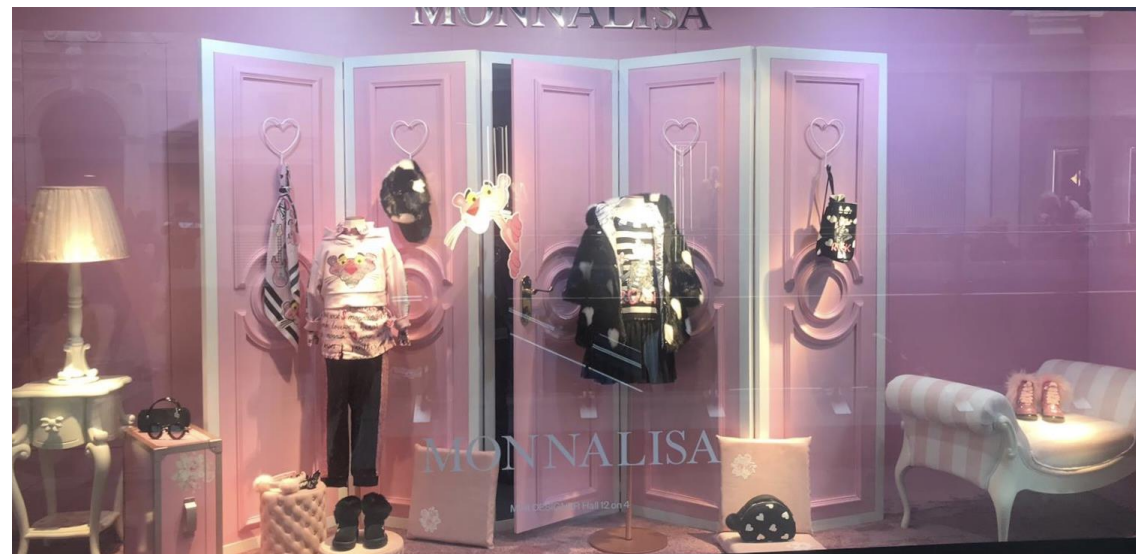
Harrods, London, 7/11-28/12/2019

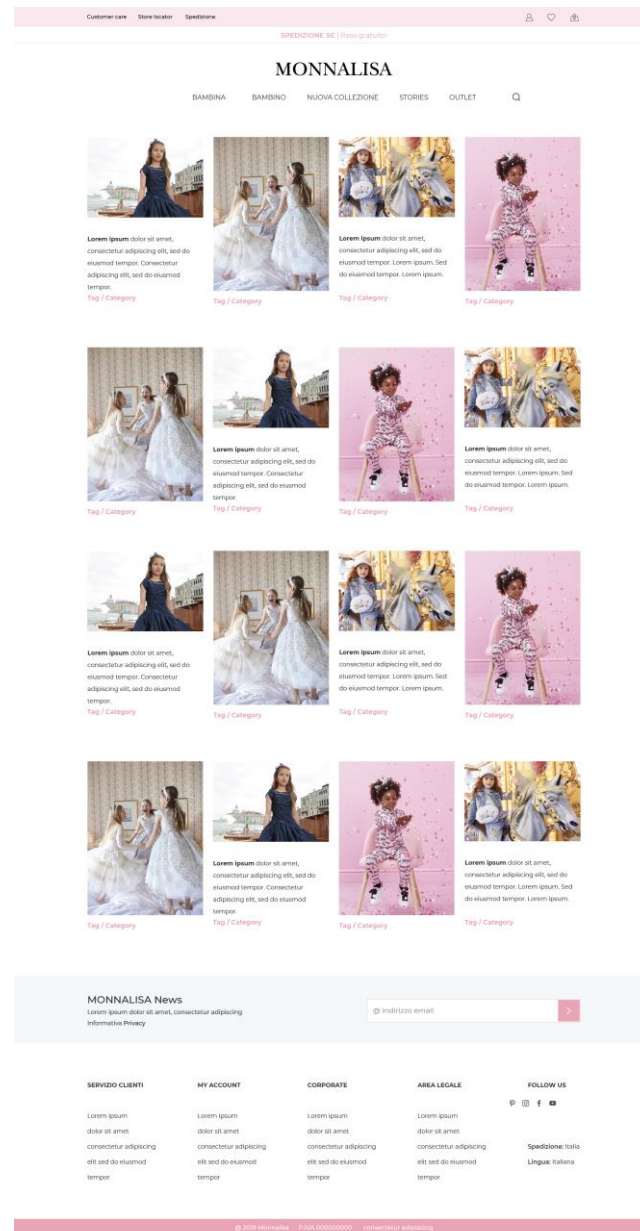






Harrods, London, 5/9-28/9/2019







## ⊕ Conversion rate increase

- CRM (start-up in december 2019, in progress);
- Marketing automation (start-up in december 2019, in progress);
- Inventory visibility e OMS (in progress)
- Loyalty program (start-up in 2020);

## ⊕ Efficiency increase

- Localized customer care, through synergies with retail (start-up in 2020);
- Localized delivery points: warehouses, DOS and DOO (start-up in 2020);
- Stocks optimization: algorithms for the product visibility based on the retail stores;

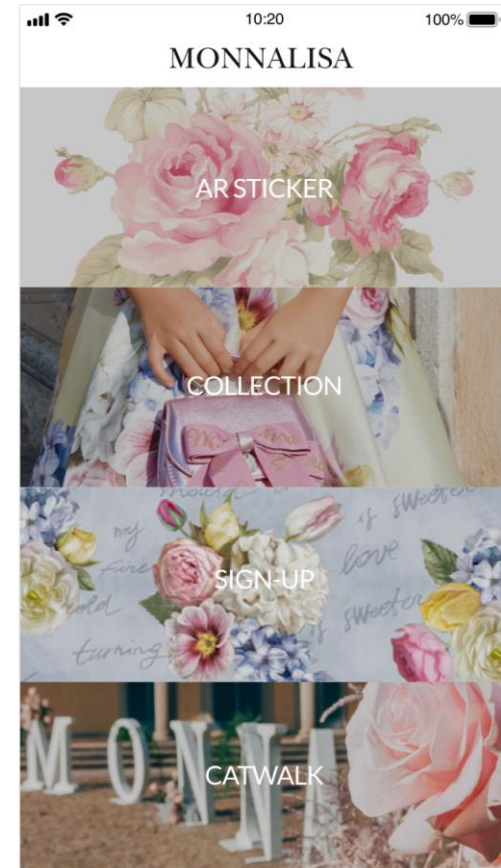
## ⊕ New customers-based services

- Multi-shipping (2020)
- Click and Collect (2020)

## PIM and DAM



- Higher efficiency and effectiveness in managing product related information
  - Time-to-Market
    - 60% reduction of the new products uploading time;
    - Higher flexibility for uploading or changing information of new or existing products
  - Color options management (2020)



## Gaming, Loyalty

- ⊕ Launch on Apple store and on Google Play of the first Monnalisa Consumer App (June 2020);
  - Buying through an app;
  - Augmented reality stickers;
  - Communication profiling and customization through marketing automation;
- ⊕ Loyalty program (2020);
- ⊕ In-store augmented reality (test phase July 2020)

## Digital Culture

- ⊕ SPARK: a program finalized to the creation of a targeted path to a customer-centric approach;
- ⊕ Including the new digital approach in the in-store customer experience;
- ⊕ Creation of new digital roles within the company;
- ⊕ Introduction of new KPIs;
- ⊕ Training on the new digital tools to increase our independence from external suppliers and to react more quickly to market requests and new trends

## Virtual showrooming

- We are currently implementing a new virtual showrooming platform to:
- ⊕ Accelerate the time to wholesale market
  - ⊕ Facilitate the access to our showroom to our clients during this Covid-19 emergency
  - ⊕ Reduce the number of collections
  - ⊕ Avoid the negative the Covid-19 slowdown of the industrial activities could have had on our sales campaign and on our ability to ensure early deliveries of the next spring-summer 2020 collection



*This presentation has been prepared by MONNALISA S.p.A. for information purposes only and for use in presentations of the Group's results and strategies. For further details on MONNALISA S.p.A., reference should be made to publicly available information.*

*Statements contained in this presentation, particularly regarding any possible or assumed future performance of the Group, are or may be forward-looking statements based on Monnalisa S.p.A.'s current expectations and projections about future events, and in this respect may involve some risks and uncertainties including those related to the implementation of the technology roadmap. Actual future results for any quarter, half or annual period may therefore differ materially from those expressed in or implied by these statements due to a number of different factors, many of which are beyond the ability of Monnalisa S.p.A to control or estimate precisely, including, but not limited to, the Group's ability to manage the effects of uncertain current global economic conditions on the business and to predict future economic conditions, the Group's ability to achieve and manage growth, the degree to which Monnalisa S.p.A enters into, maintains and develops commercial and partnership agreements, the Group's ability to successfully identify, develop and retain key employees, manage and maintain key customer relationships and maintain key supply sources, unfavourable development affecting consumer spending, the rate of growth of the Internet and online commerce, competition, fluctuations in exchange rates, any failure of information technology, inventory and other asset risk, credit risk on the Group's accounts, regulatory developments and changes in tax laws.*

*Monnalisa S.p.A does not undertake any obligation to publicly release any revisions to any forward-looking statements to reflect events or circumstances after the date of this presentation. Any reference to past performance of Monnalisa S.p.A. shall not be taken as an indication of future performance.*

*This document does not constitute an offer or invitation to purchase or subscribe to any shares and no part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever. By attending the presentation you agree to be bound by the foregoing terms.*

Thanks!

website: [monnalisa.com](https://monnalisa.com)

E-mail: [investorelations@monnalisa.eu](mailto:investorelations@monnalisa.eu)

