



GEOXX

2022-2024 BUSINESS PLAN

DECEMBER 2nd, 2021

Milan, Italy

DISCLAIMER

CERTAIN STATEMENTS MADE IN THIS PRESENTATION ARE FORWARD LOOKING STATEMENT. SUCH STATEMENTS ARE BASED ON CURRENT EXPECTATIONS AND ARE SUBJECT TO A NUMBER OF RISKS AND UNCERTAINTIES THAT COULD CAUSE ACTUAL RESULTS TO DIFFER MATERIALLY FROM ANY EXPECTED FUTURE RESULTS IN FORWARD LOOKING STATEMENTS.

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FROM

*“AN IDEA IS WORTH
MORE THAN A FACTORY”*

TO

*“A COMPANY PROJECTED
TO THE
FUTURE”*



Ladies and Gentlemen,

on my way to Milan today, I was wondering: “is there a point in planning for the future while the world is still struggling with the pandemic?”

Looking back to what our whole team, led by our CEO Livio Librallesso, have accomplished over this past period, the answer I came up with was definitely “yes”.

And this answer stems from the fact that we have done a great job in modernizing GEOX not only for today’s market, but for the market of the future. There is much talk about what will be the market of the future. But the actual point is to understand and implement what needs to be done. We believe that we have done this and we are here today to present it to you all.

Firstly, Livio and I decided we should start with human capital, which represents our future. But today’s market requires new professional profiles, different and often more complex than those we have today and that have led us to where we are now.

And then we asked ourselves what can we do to infuse passion in the managers who have recently joined the company. And the answer is: Vocational training; Explaining the GEOX competitive edge; Analysing the brand’s positioning on the market; Understanding the needs of modern consumers and what they really want and then understanding market perceptions and where the market is going.

This is how we have been able to reorganize the frontline managers, namely a group of competent individuals who firmly believe in GEOX, capable of telling our story to the world. And then, with them, we have built a platform of key content for the new GEOX.

We set out by rationalizing retail. We closed unprofitable stores placed in less than prime locations in order to invest in the premium and most representative stores and open new ones! The pandemic has clearly highlighted what needs to be innovated in terms of technology and digital solutions.

So we have been determined and assertive in creating a pool of extremely competent persons in the e-commerce division, obtaining amazing results in all the countries in which we operate. This has compensated for sales lost following the closing of non-performing stores and, most importantly, it has opened up new markets where a direct dialogue with consumers is possible. This has also been important in relaunching sales in existing stores by creating a digital platform which provides clients with a more comprehensive service.

Our marketing, which has always been an essential tool, has evolved and many of you will recall “the smoking shoe”. We realized we needed to change our communication based on technology. Indeed science and technology have their own jargon, which may sound as “harsh”. So we have created a new way to talk to consumers, a new dialogue to communicate our technology using a more simple and engaging language, highlighting the benefits rather than explaining its functioning. This is the message we have sent out and will be communicating extensively in the near future both through traditional channels such as the press and television as well through social media, the protagonists of the market revolution.

We have also renewed and strengthened the relations with our multi-brand clients with the aim of increasing the presence of the GEOX brand in their distribution network. We all know how important these outlets are for us.

Another very important aspect which I would like to bring to your attention is our rigorous cost control policy especially in those areas no longer considered significant.

In conclusion, in light of what I have just said, we are cautiously optimistic and aware that we have worked out a clear strategy and put together a team that will reaffirm the points of excellence which GEOX has always stood for: A unique product (and technology); An Italian-style brand; A useful and empathetic communication; A clear brand positioning in the premium segment of the footwear and apparel industries.

Mario Moretti Polegato

TODAY'S AGENDA & PRESENTERS

TIME	SPEAKER	CONTENT
2:30 PM	MARIO MORETTI POLEGATO	FOUNDER'S OPENING GREETINGS
2:35 PM	LIVIO LIBRALESSO	GEOX TRANSFORMATION JOURNEY
2:55 PM	FRANCESCO GARELLO	INVESTING IN OUR PEOPLE AND SUSTAINABILITY
3:00 PM	ROBERTO LOBETTI BODONI	BRAND & MARKETING STRATEGY
3:20 PM	DIEGO PORRO	MERCHANDISING & PRODUCT STRATEGY: FOOTWEAR
3:40 PM	PETER SALVAGNI	MERCHANDISING & PRODUCT STRATEGY: READY TO WEAR
3:50 PM		BREAK
4:05 PM	GIULIO SALVUCCI	DIGITAL TRANSFORMATION – OMNICHANNEL & OMNICUSTOMER
4:15 PM	MASSIMO MANENTI	RESHAPE RETAIL BUSINESS MODEL
4:25 PM	MONICA GUIDOLIN	REGAIN QUALITATIVE WHOLESALE
4:35 PM	ALESSANDRO ZAMUNER	OMNICHANNEL EXECUTION BY MARKETS
4:45 PM	LIVIO LIBRALESSO	ENHANCING OUR SUPPLY CHAIN
4:50 PM	LIVIO LIBRALESSO	FINANCIAL TARGETS
5:00 PM		Q&A
5:25-5:30		FINAL WRAP-UP



GEOX

TRANSFORMATION JOURNEY

Libralesso Livio, CEO





GEOX TRANSFORMATION JOURNEY

2020-2021

«FOCUS ON THE CORE»

2022-2023-2024

«BIGGER AND BETTER»

«IT WON'T BE THE SAME COMPANY»

2019 OUR STARTING POINT

EURO MLN		%
NET SALES	806	100%
GROSS PROFIT	399	50%
EBITDA (ANTE IFRS 16)	31	4%
EBIT	(3)	0%

WHY DID THE COMPANY
DELIVER SO POOR
PROFITABILITY RESULTS?



A BRUTALLY SIMPLE QUESTION
TO LET US DELIVER
BEAUTIFULLY SIMPLE ANSWERS

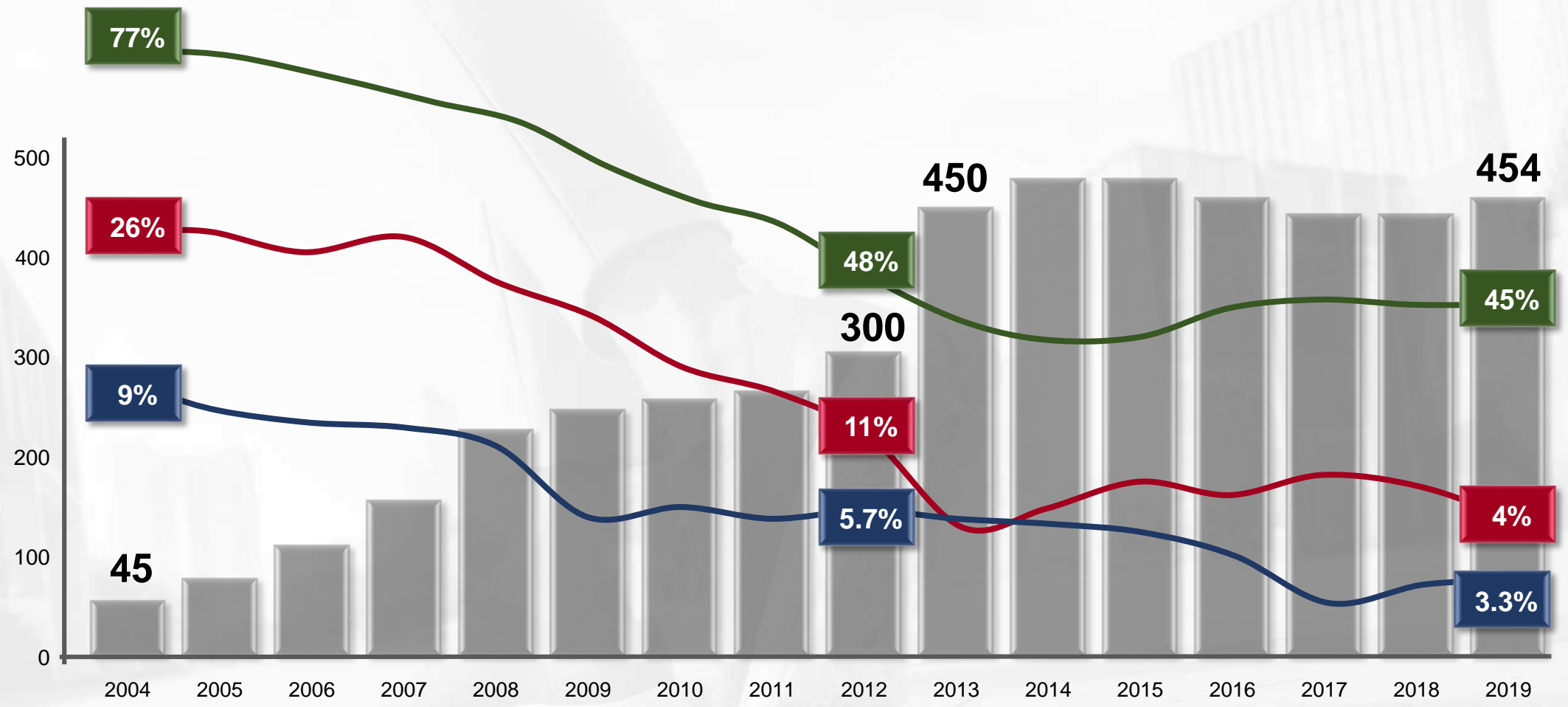
GEOX JANUARY 2020 A REALLY SIMPLE AND FAST DIAGNOSTIC

WHOLESALE EXPOSURE (IN%)

EBITDA MARGIN* (IN%)

MARKETING EXPENSES (IN%)

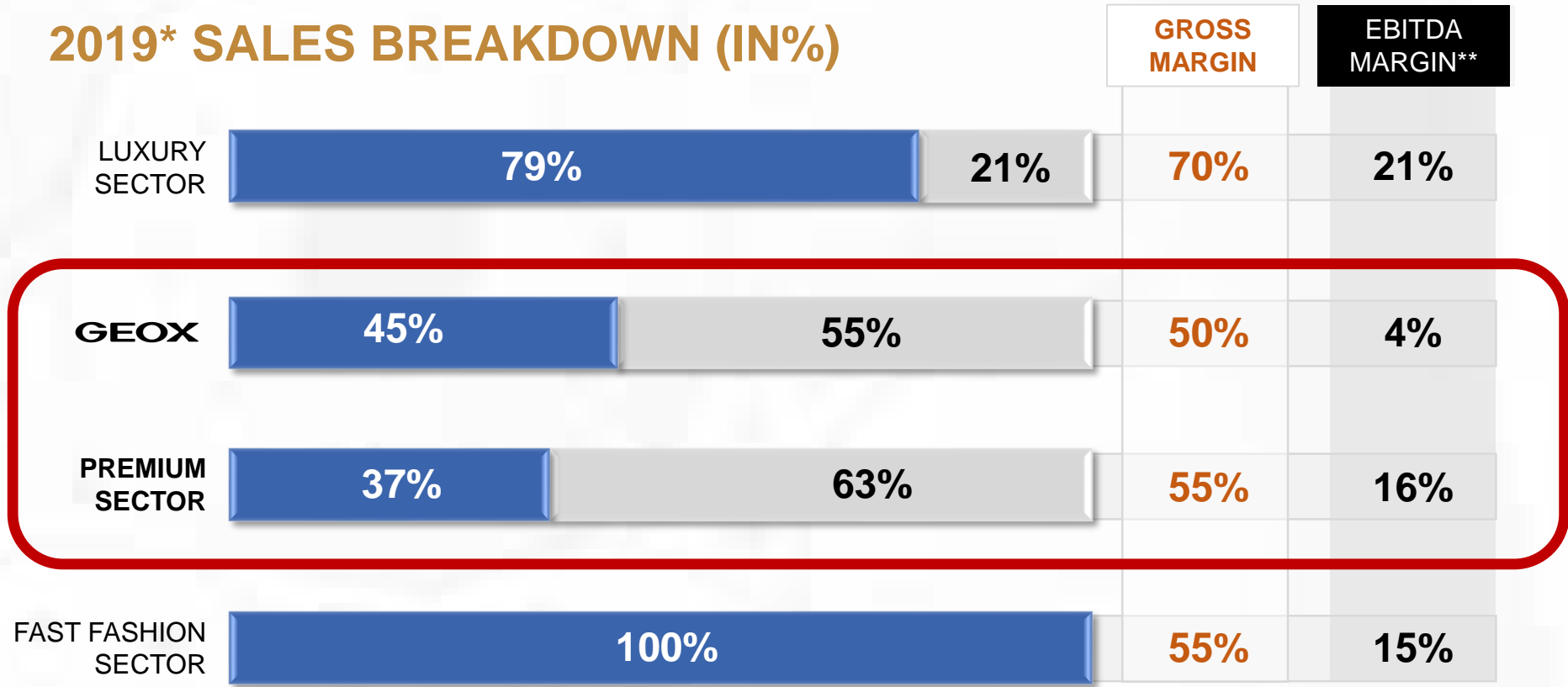
#DOS



GEOX JANUARY 2020 A FAST DIAGNOSTIC ON BUSINESS MODEL



2019* SALES BREAKDOWN (IN%)



RETAIL
 WHOLESALE (Including franchising)

- ❑ GEOX WAS OVEREXPOSED TO B&M RETAIL
- ❑ GROSS MARGIN WAS LOWER THAN PEERS IN THE PREMIUM SECTOR

* BASED ON 2019 ANNUAL REPORTS: FAST FASHION (OVS, H&M, INDITEX) LUXURY (SALVATORE FERRAGAMO, BRUNELLO CUCINELLI, MONCLER, PRADA, BURBERRY, KERING, SMCP, TOD'S) PREMIUM SECTOR (DR MARTENS, SKECHERS, DECKERS, ECCO, STEVE MADDEN, HUGO BOSS)

** ANTE IFRS 16

THE BRUTALLY SIMPLE DIAGNOSIS

LOW GROSS MARGIN

OVER EXPOSURE TO B&M RETAIL

LOST FOCUS ON WHOLESALE

REDUCED MARKETING SPENDING

MERCHANDISING ISSUES

MARK DOWN DETERIORATION

FIXED COSTS INCREASE

DECREASING BRAND HEAT

THE BEAUTIFULLY SIMPLE ANSWERS

1

REGAIN GROSS MARGIN

2

**OPTIMIZE B&M RETAIL (-20%)
AND BOOST ON DIGITAL
OMNICHANNEL**

3

**REGAIN QUALIFIED
WHOLESALE IN CORE
MARKETS**

4

**INCREASE MARKETING
SPENDING TO FUEL BRAND
DESIRABILITY**





MAKE A CHANGE

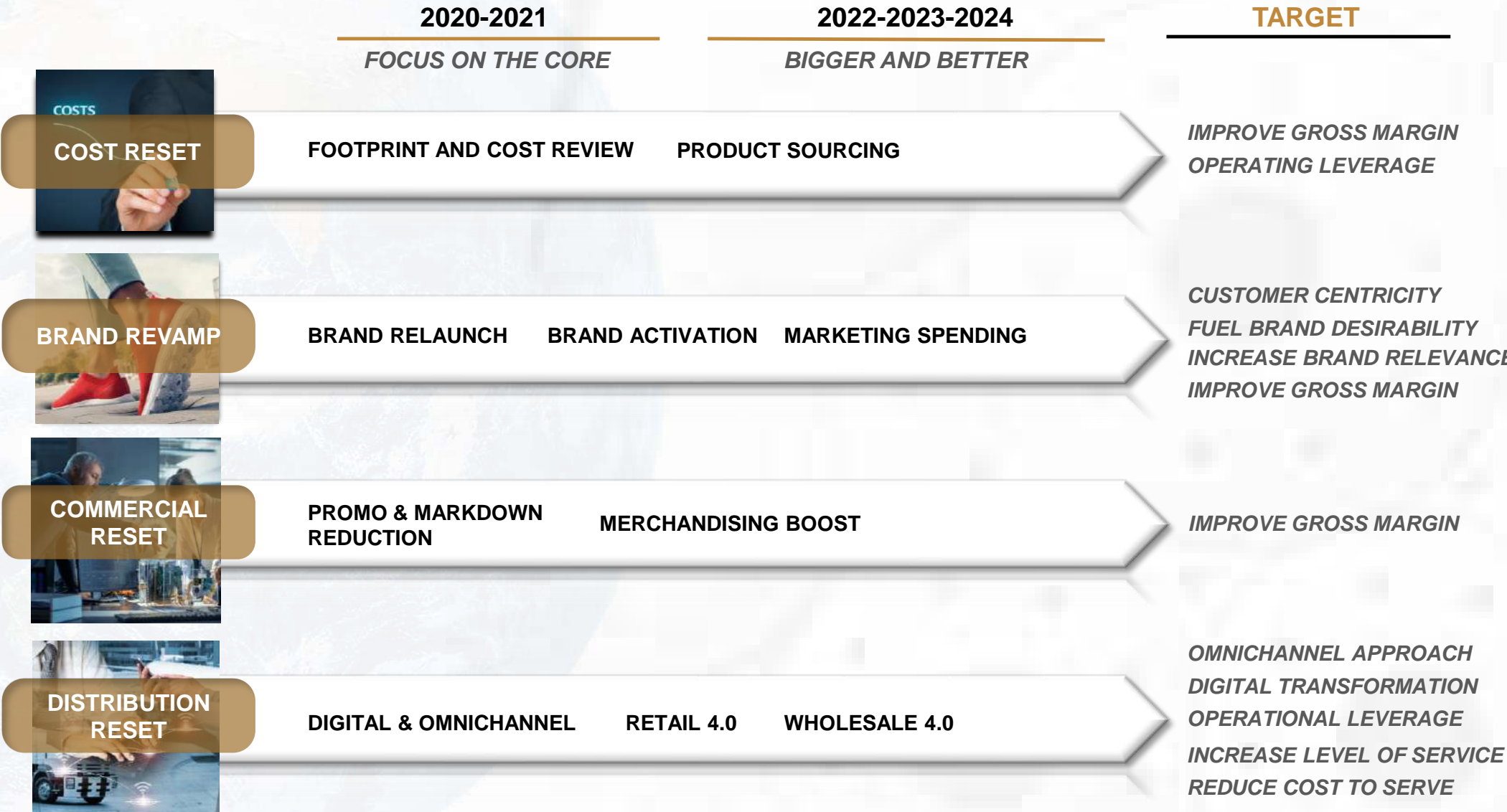
GET THE TRANSFORMATION JOURNEY STARTED

«IT WON'T BE THE SAME COMPANY»

SET THE DIRECTION AND GET THERE TOGETHER
TO DELIVER THE BEAUTIFULLY SIMPLE ANSWERS

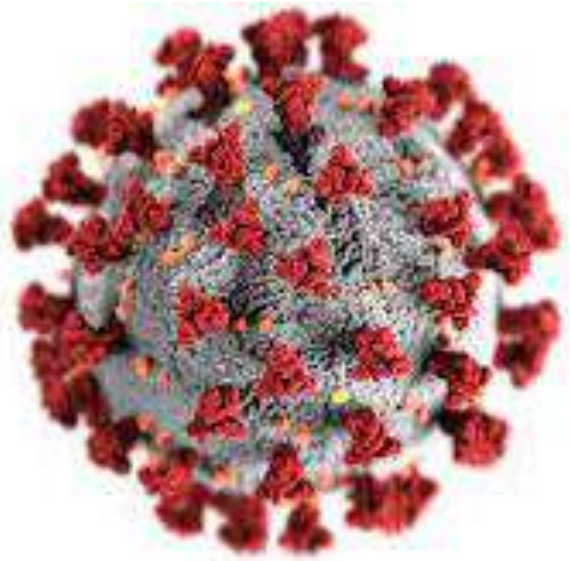
GEOX TRANSFORMATION JOURNEY: STRATEGY BUILDING BLOCKS

**BUILD A
CONSUMER AND
DISTRIBUTION
CENTRIC
OMNICHANNEL
BUSINESS
MODEL**



A CLEAR PATH TO FOLLOW BUT SUDDENLY....

***THE WORLD
HAS CHANGED***



***THE OUTBREAK OF THE PANDEMIC
REPRESENTED A TREMENDOUS CALL
FOR SPEED, TO PROTECT:***

- ***OUR PEOPLE***
- ***OUR COMPANY***
- ***TO DECREASE THE BREAK-EVEN POINT
HARDENING THE RATIONALIZATION***

FOCUS ON THE CORE **RESTRUCTURING PLAN ACCOMPLISHED IN 2021**



NETWORK RATIONALIZATION

FROM 974 STORES IN 2019 TO 783 STORES IN 2021

# GEOX STORES	FY19	DELTA	FY21
ITALY	272	(73)	199
EUROPE	270	(51)	219
NA	37	(17)	20
EAST EUROPE	170	5	175
APAC	225	(55)	170
TOTAL	974	(191)	783

-20% FROM 2019 TO 2021



SERBIA



CLOSURE (AUG 2021) AND DISPOSAL OF THE PLANT (NOV 2021)

EBIT 2019
-0.8 MLN€

UK



OUT-OF-COURT RESTRUCTURING PROCESS MAINTAINING ONLY 2 FLAGSHIP IN LONDON

EBIT 2019
-0.5 MLN€

GERMANY



OUT-OF-COURT RESTRUCTURING PROCESS WITH THE EXIT FROM 11 DOS



CANADA

RESTRUCTURING PLAN (NoI)
EXIT FROM 10 DOS
KEEPING OF 20 DOS WITH A RELEVANT
REDUCTION OF RENT

EBIT 2019
-5.6 MLN€



USA

RESTRUCTURING PROCESS (CHAPTER 11)
WITH EXIT FROM B&M RETAIL

EBIT 2019
-4.7 MLN€



JAPAN

EBIT 2019
-2.7 MLN€

LIQUIDATION OF THE SUBSIDIARY AND EXIT FROM B&M RETAIL
TRANSFER OF THE BUSINESS TO A DISTRIBUTOR

FOCUS ON THE CORE LAID IMPORTANT FOUNDATIONS



MISSION ACCOMPLISHED

- OPTIMIZED COSTS
- ORGANISATIONAL TRANSFORMATION
- ENHANCED DIGITAL CAPABILITIES

IN PROGRESS

- IGNITED BRAND MOMENTUM
- STRENGTHENED PRODUCT PORTFOLIO

FOCUS ON THE CORE SOME OF THE FIRST RESULTS ACHIEVED

FIRST
IMPORTANT
RESULTS IN THE
LAST MONTHS

**BREAK-EVEN POINT
REDUCTION IN 2021**

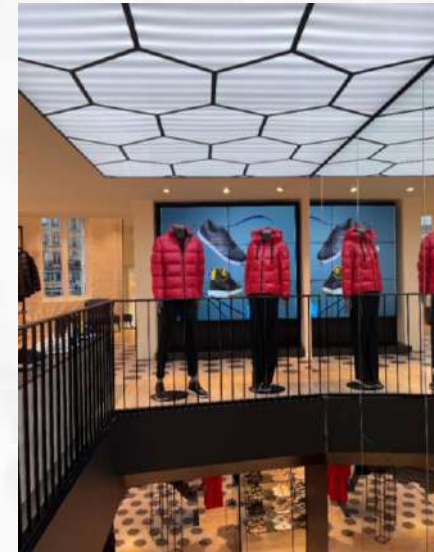


**NEW WHOLESALE
PARTNERS**



610 NEW DOORS
AFTER SPHERICA SUCCESS

**MARKDOWN
REDUCTION**



-800 BPS VS FY20
-400 BPS VS FY19

**SELL-THROUGH
INCREASE**



SPHERICA >85%
NINTENDO >85%

FOCUS ON THE CORE ORGANIZATION PRIORITIES

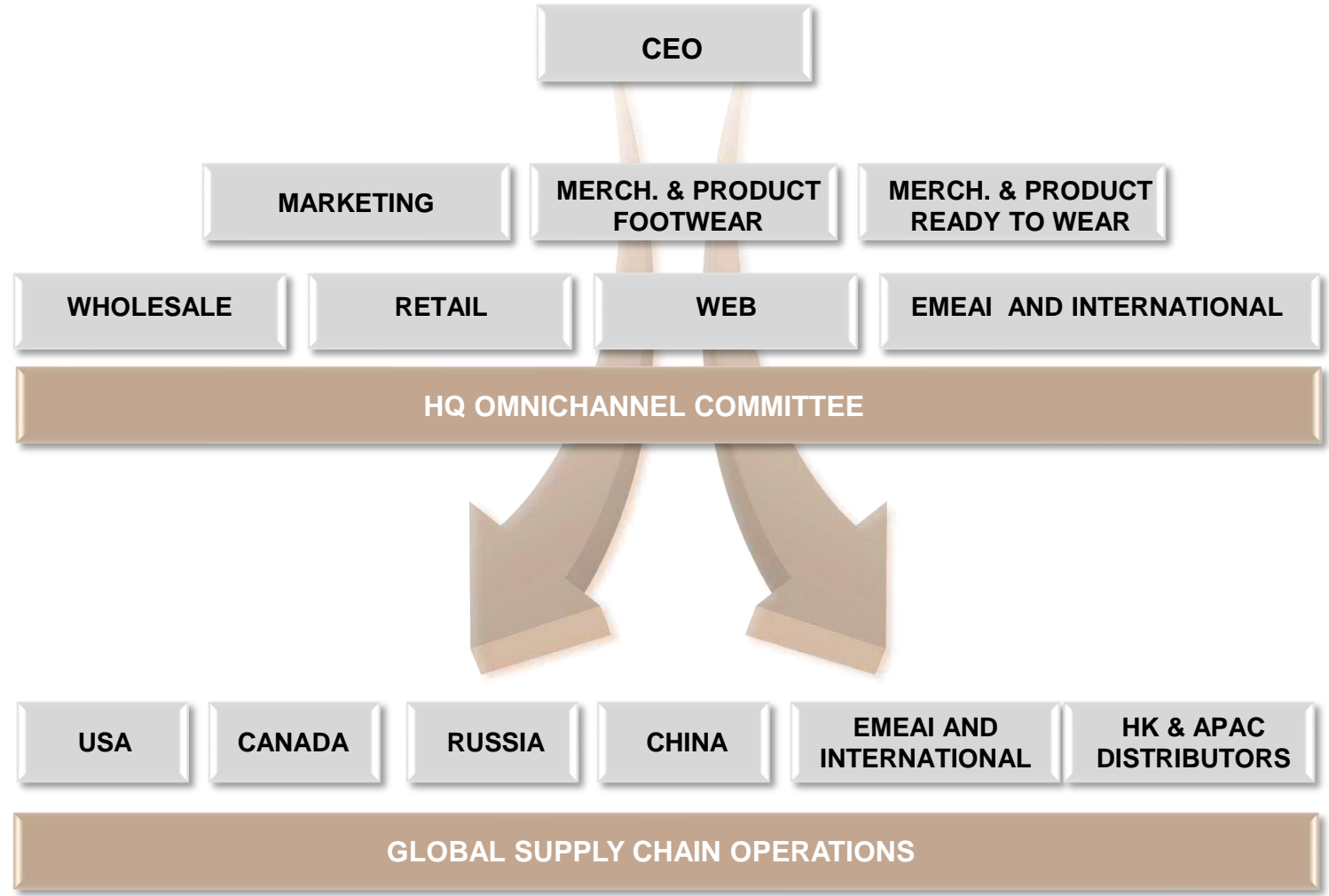
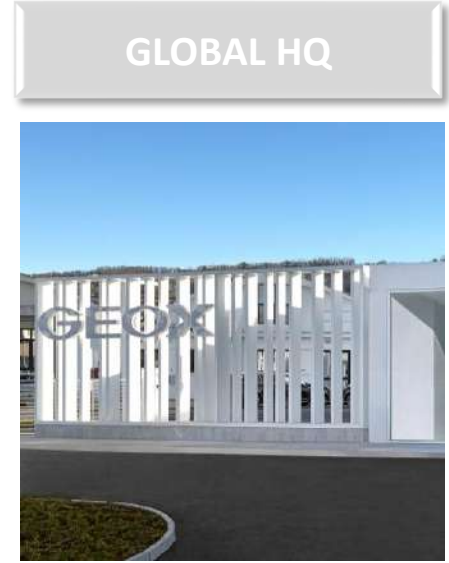
PRIORITIES

- 1 **DEFINE A LEANER ORGANISATION SET FOR GROWTH AND PROFITABILITY**
- 2 **INVEST IN THE LEADERSHIP TEAM**
- 3 **ENGAGE PEOPLE IN THE TRANSFORMATION JOURNEY**



BUILD A LEAN BUSINESS ORGANIZATION SET FOR GROWTH

- 1 CUSTOMER AND MARKETING-LED
- 2 FEWER ORGANISATIONAL LAYERS
- 3 FROM GLOBAL HQ DIRECTLY TO MARKETS
- 4 OMNICHANNEL APPROACH
- 5 GLOBAL LEADING CAPABILITIES TO SUPPORT OMNICHANNEL EXECUTION BY MARKETS



TODAY'S ATTENDANTS

ARE PART OF THE GLOBAL LEADERSHIP TEAM



MARIO MORETTI POLEGATO
Founder & Chairman



LIVIO LIBRALESSO
Chief Executive Officer



FRANCESCO GARELLO
Chief Human Resources &
Organization Officer



ROBERTO LOBETTI BODONI
Chief Marketing Officer



DIEGO PORRO
Chief Merchandising &
Product Footwear Officer



PETER SALVAGNI
Chief Merchandising &
Product Ready To Wear
Officer



GIULIO SALVUCCI
Web & Digital
Transformation Director



MASSIMO MANENTI
Retail Director



MONICA GUIDOLIN
Wholesale Director



ALESSANDRO ZAMUNER
VP, Head of EMEA &
International Business

GEOX

INVESTING IN OUR
PEOPLE & SUSTAINABILITY

Francesco Garello
Chief Human Resources & Organization Officer



GEOX ORGANIZATIONAL STATEMENT

PEOPLE, TEAMS AND SKILLS SET FOR GROWTH



**ORGANIZATIONAL STRUCTURE
ALIGNED WITH THE NEW
BUSINESS MODEL**



**ALL KEY POSITIONS
COVERED WITH BEST IN CLASS
LEADERS**



**EXISTING SKILLS
ENHANCED**



**ACQUIRED NEW SKILLS NECESSARY
FOR THE NEW DIGITAL BUSINESS
MODEL**

DIGITAL PEOPLE IN A BREATHING COMPANY

NEW SKILLS AND A NEW CUSTOMER-ORIENTED CULTURE

GEOX INNOVATION DIGITAL ACADEMY



GIDA
GEOX

- DIGITAL SKILLS
- FUTURE SKILLS
- SERVICE DESIGN
- DESIGN THINKING

DIGITAL WORKPLACE ENGAGEMENT



- ENABLES EMPLOYEE COLLABORATION
- PROCESS INTEGRATION
- KNOWLEDGE SHARING THROUGHOUT AN EFFECTIVE EMPLOYEE EXPERIENCE

DIVERSITY ENGAGEMENT



- TRAINING PROGRAMS ON "COGNITIVE DIVERSITY"
- WOMEN LEADERSHIP
- TRAINING PROGRAM

CHANGE MANAGEMENT GEOX PEOPLE MANIFESTO



- FROM DIGITAL SKILLS TO DIGITAL CULTURE WITH A NEW WAY OF WORKING FOSTERING CHANGE AGILITY CAPABILITIES

GEOX PEOPLE MANIFESTO



will be **digitally skilled, connected**, will have access to information and will be involved regardless of the role

will be annually **involved in a Performance & Behavior Appraisal** process

will **participate** with cross-functional teams in transversal activities and projects, with **Service Design and Design thinking methods**

will acquire a **learning agility** and will have an annual customized **“training credit card”** and an APP always available for **upskilling and reskilling**

will have an **individual book** with a personalized career path, and will be included in a rewarding system.

will have the possibility to work in an **agile way in an inclusive environment**

INVEST AND ENGAGE OUR PEOPLE

**NEW DIGITAL
SKILLS AND A
NEW CONSUMER-
ORIENTED
CULTURE**



GEOX NAMED AS
ITALY'S BEST
TRAINING SCHEME IN
2020 IN DIGITAL
LEARNING BY THE
ITALIAN ASSOCIATION
ON HR MANAGERS
(AIDP)

TRAINING & ENGAGEMENT



1,000 «MY TRAINING CARD»
20,000 HOURS IN TRAINING IN
FY21

WEEKLY NEWSLETTERS TO YEE
DURING LOCKDOWN «BE SAFE &
CONNECTED»

SPHERICA DAYS FOR EMPLOYEES

GIDA (GEOX INNOVATION DIGITAL ACADEMY)



600 EMPLOYEES INVOLVED

40,000 HOURS IN FY21

INITIATIVES ON EMPLOYEES



GEOX CHILDCARE CENTRE

EMPLOYEE WELFARE
PROGRAM

GRAN TEATRO GEOX

STRENGTHEN OUR ESG APPROACH

ENVIRONMENT



100% OF ELECTRICITY CONSUMED IN ITALY COMES FROM RENEWABLE SOURCES

ZERO DISCHARGE IN ITALY

SOLAR PANELS IN OUR ITALIAN LOGISTIC CENTRE

PEOPLE & PRODUCTS

COLLABORATION WITH WWF

COLLABORATION WITH ACBC

COLLABORATION WITH AQUAFIL (ECONYL™)

GOLDEN LINKS PROJECT PROMOTED BY INTESA SANPAOLO AIMED TO DONATE CLOTHES TO PEOPLE IN NEED

SUSTAINABLE VERSION FOR SOME OF OUR BESTSELLERS

23% OF OUR JACKETS ARE COMPLETELY MADE OF SUSTAINABLE MATERIALS

MAIN "FIRST STEPS", CORE COLLECTION, RECOMMENDED BY THE ITALIAN PODOLOGIST ASSOCIATION



GOVERNANCE

CODE OF ETHICS & CONDUCT

COMMITTEE FOR ETHICS AND SUSTAINABLE DEVELOPMENT

STRONG ATTENTION TO OUR SHAREHOLDERS

- EARLY ADOPTER OF THE RECOMMENDED SHAREHOLDER ENGAGEMENT POLICY
- LONG-TERM INCENTIVE PLAN FOR MANAGEMENT
- 3° BEST IR TEAM IN RETAIL EUROPE 
- TRANSPARENCY COMMITMENT IN OUR FINANCIAL AND NON FINANCIAL DISCLOSURE

GEOX MEANS «GEO» (EARTH FROM GREEK) AND «X» (TECHNOLOGY) AND SO THE COMPANY IS NATURALLY DRIVEN BY A **MINDSET** BASED ON RESPECT AND ATTENTION FOR PEOPLE, COMMUNITIES, INVESTORS AND ENVIRONMENT

GEOX ESG AWARDS



GEOX AWARDED AMONG THE BEST 200 COMPANIES IN ITALY IN TERMS OF SUSTAINABILITY COMMITMENT ACCORDING TO A SURVEY MADE BY ISTITUTO TEDESCO QUALITA E FINANZA (ITQF) BASED ON PURE SOCIAL LISTENING



GEOX INCLUDED IN THE LIST OF 150 COMPANIES "SUSTAINABILITY LEADER" AFTER AN IN-DEPTH ANALYSIS ON 1,500 COMPANIES BASED ON 35 KPIs DISCLOSED IN NON FINANCIAL STATEMENT (ESG)



GEOX SPA AWARDED BY CONAI* FOR THE BEST PROJECT ON SUSTAINABILITY FOR E-COMMERCE PACKAGING IN RELATION TO DELIVERIES' SUSTAINABILITY

*CONAI is a private non-profit consortium in Italy, the measure by which packaging producers and users ensure that they achieve the recycling and recovery target of packaging waste provided for by law.

**MOVING INTO OUR NEXT
CHAPTER OF GROWTH**

«BIGGER AND BETTER»



OUR COMPETITIVE ARENA

OUR FOOTWEAR CORE MARKETS SIZE* (TOTAL SIZE 74 BLN€)

GLOBAL FOOTWEAR MARKET** SIZE:
338 BLN€
(PREMIUM MARKET: 88 BLN€)

HIGH-END MARKET
VALUE 4.4 BLN€

PRICE RANGE
79.9€ - 150.9€

PREMIUM MARKET
VALUE 19.2 BLN€

MASS MARKET
VALUE 50.3 BLN€

*Classic, casual and non-technical sports footwear market size in the 79.9 – 150.9 price range for adult collections. Includes EU 27, UK and Russia (Geox estimation data. Source: Sita Ricerca, Euromonitor, Mintel, Statista)

** Source: Statista, global footwear market including sport; Premium Market based on Geox elaboration

A SUPPORTIVE SCENARIO

POST PANDEMIC

is showing a favorable context for GEOX

FOOTWEAR
MARKET SIZE

+4.6%

CAGR 21-25*

**WELL BEING
HUMAN
COMFORT
CASUAL
AUTHENTICITY**



* Source: STATISTA

GEOX COMPETITIVE POSITION

**GEOX IS A
UNIQUE
CONTEMPORARY
FTW AND RTW
COMPANY WITH
A STRONG
COMPETITIVE
POSITION BASED
ON ITS STRONG
ASSETS**



UNIQUE TECHNOLOGY

55 PATENTS AND 11
RECENT APPLICATIONS



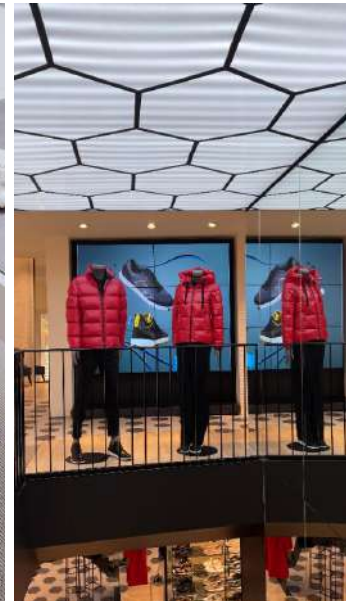
STRONG BRAND AWARENESS

UNMATCHED BRAND
AWARENESS
PREMIUM AMBITION



ITALIAN DNA

IN-HOUSE PRODUCT
DEVELOPMENT,
SCALABILITY, HIGH
QUALITY



WIDE AND ESTABLISHED FOOTPRINT

Approx. 10,000 POINT OF
SALES (WHOLESALE-
RETAIL) IN MORE THAN
100 COUNTRIES



PEOPLE

DEDICATED &
EXPERIENCED TEAM



SUSTAINABILITY MINDSET

CATEGORY THOUGHT
LEADER

**OUR
WHY**
OUR ROLE
IN THE WORLD



**TO IMPROVE
PEOPLE'S
WELLBEING
ON THE MOVE**

WE BELIEVE THAT IN
COMFORT AND IN STYLE YOU
GO ONE STEP FURTHER

A photograph of a person riding a blue bicycle. The person is wearing white pants and black lace-up boots. The bicycle has a wicker basket on the front and is parked on a sidewalk next to a dark wooden door.

GEOX

BRAND & MARKETING STRATEGY

Roberto Lobetti Bodoni
Chief Marketing Officer

GEOX ON TREND

FUTURE TREND WATCH



PURPOSE DRIVEN
BRANDS ARE RISING



CASUALISATION



COMFORT AND BALANCE
AS NEEDS



ATTENTION TO
TECH-INGREDIENT BRANDS

LANDOR



GEOX CUSTOMER CENTRICITY JOURNEY





GEOX CUSTOMER CENTRICITY JOURNEY

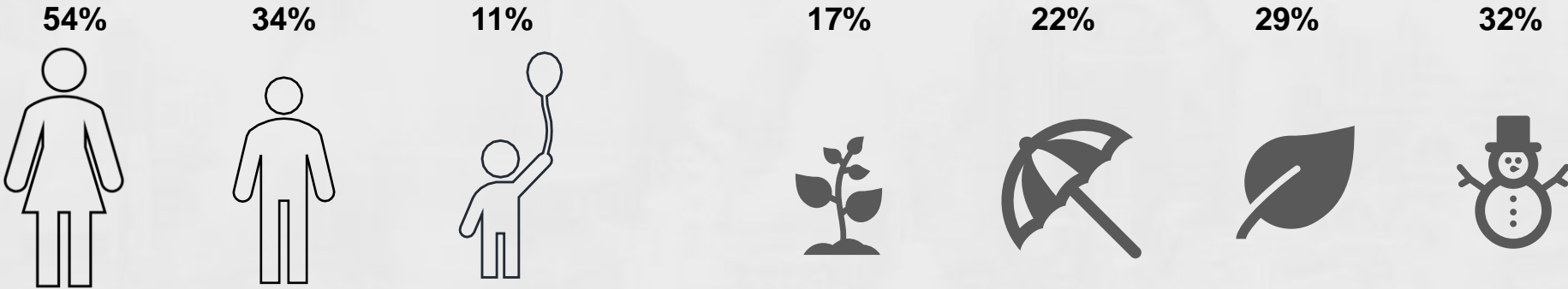


GEOX CUSTOMERS

MARKET VS GEOX CUSTOMERS PROFILE

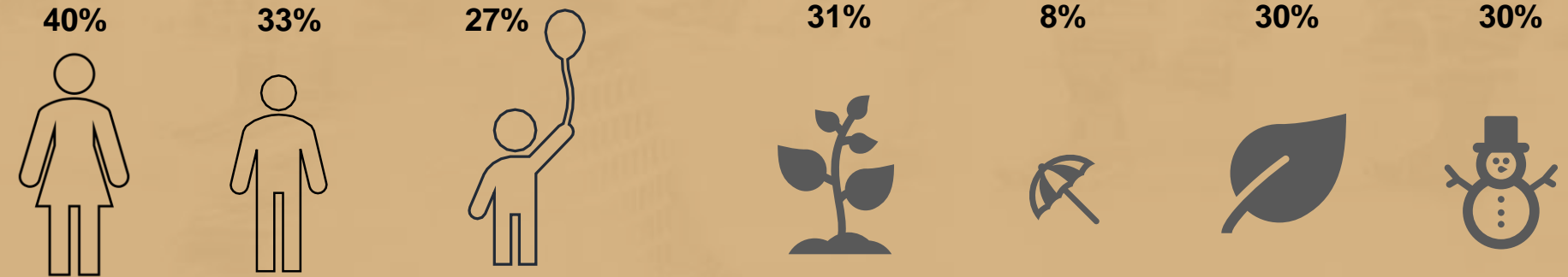
AGE GROUP

Top 4 EU Market Value Share

<15 15-34 35-54 >54

Top 4 EU Market Value Share
GEOX



GEOX PERSONAS

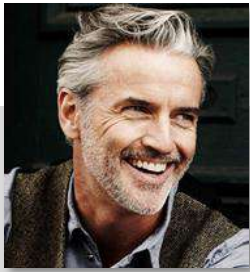
A DEEP ANALYSIS ON THE CONSUMERS HAS LED TO THE IDENTIFICATION OF GEOX CUSTOMERS PERSONAS

Do you have comfortable shoes?



PLAIN OLD MAN

How old am I?



YOUNG ATTITUDE MAN

It's a good deal



STRATEGIST

Just looking around...



THE MODERN OFFICE MAN

They fit with my style



MAN ON THE MOVE

"I want shoes for everyday leisure or unformal work"



WANNABE URBAN

I want very comfortable shoes



OVERWORKED WHITE COLLAR

Sounds good to me



THE OLD CLASSIC LADY

Didn't plan to buy...



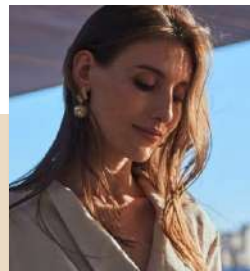
LADY OF OUR TIMES

Sweetie do you feel good?



MANAGER MUM

Nice isn't? also affordable



CONTEMPORARY WOMAN

Quality shoes with a touch style



FAMILY STATUS SEEKER

GEOX PERSONAS

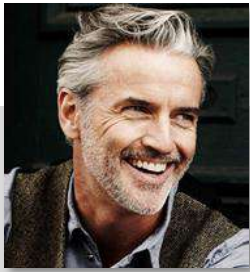
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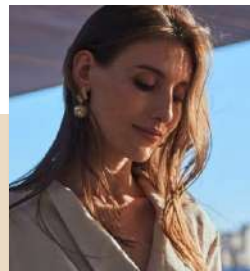
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FAMILY STATUS SEEKER

GEOX CUSTOMER CENTRICITY JOURNEY



A CUSTOMER INSIGHT DRIVEN MARKET SEGMENTS



EVERY DAY

" I need a versatile shoes for everyday and every look, including formal situations and work "

FUNCTIONAL COMFORT

" I need daily shoes that are durable and qualitative, as well as look nice and are quite classic "

ENHANCED COMFORT

" I want very comfortable shoes, because my daily use or specific condition require this "

ATHLEISURE

" I want shoes for everyday leisure or unformal work, that take cues from sports, are versatile and comfortable"

WALK IN STYLE

" I want quality shoes for everyday, with a touch of recognizable style"

FAST FASHION

" I have no time and don't want to invest much but I want to look nice and be on trend "

SPORTS & ATHLETICS

" I look for shoes for sports that I can use for leisure, or shoes for leisure that have sporty look "

STATEMENT LUXURY

" I want to show my status, express my style and look in a certain way "

ALTERNATIVE

" I choose brands that represents my personality "

ADULT ONE-STOP-SHOP

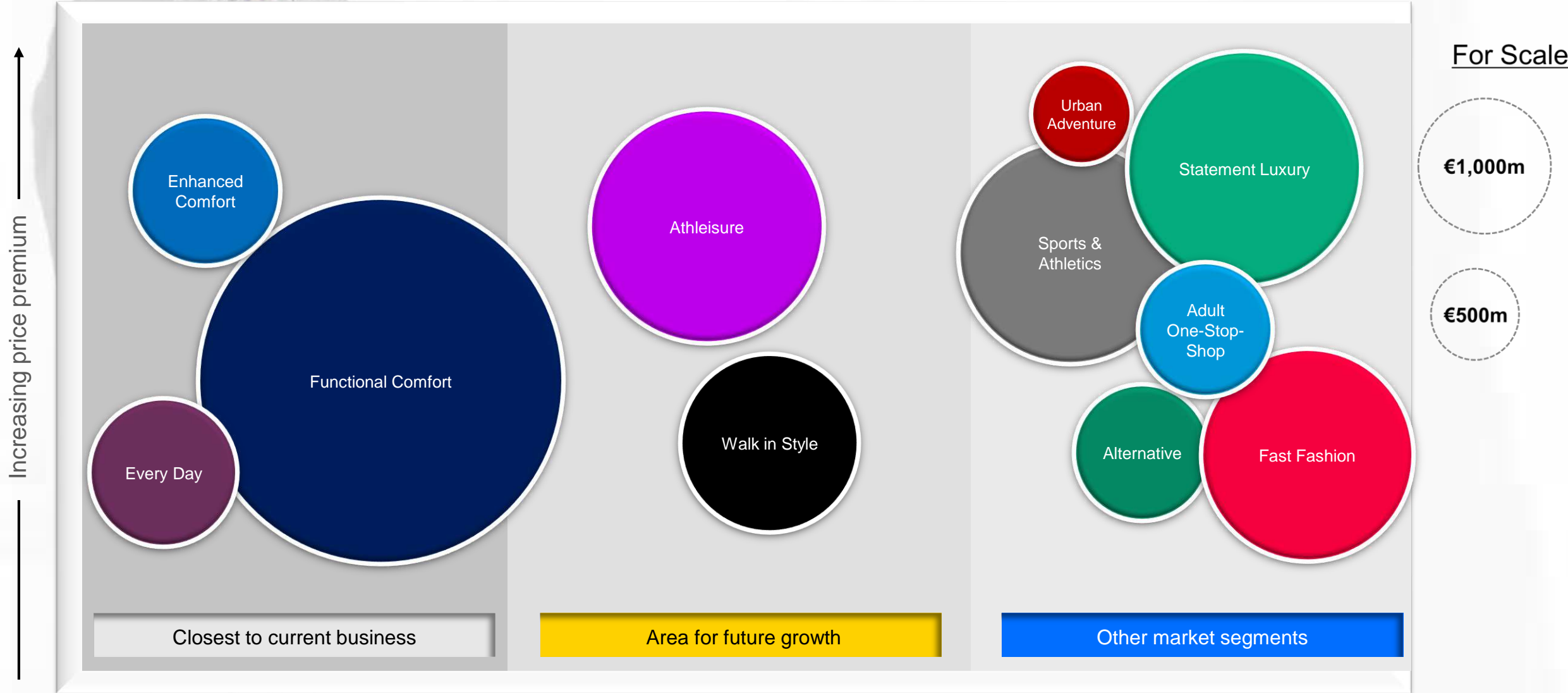
" I want to go to one place and buy my whole outfit: head to toe "

URBAN ADVENTURE

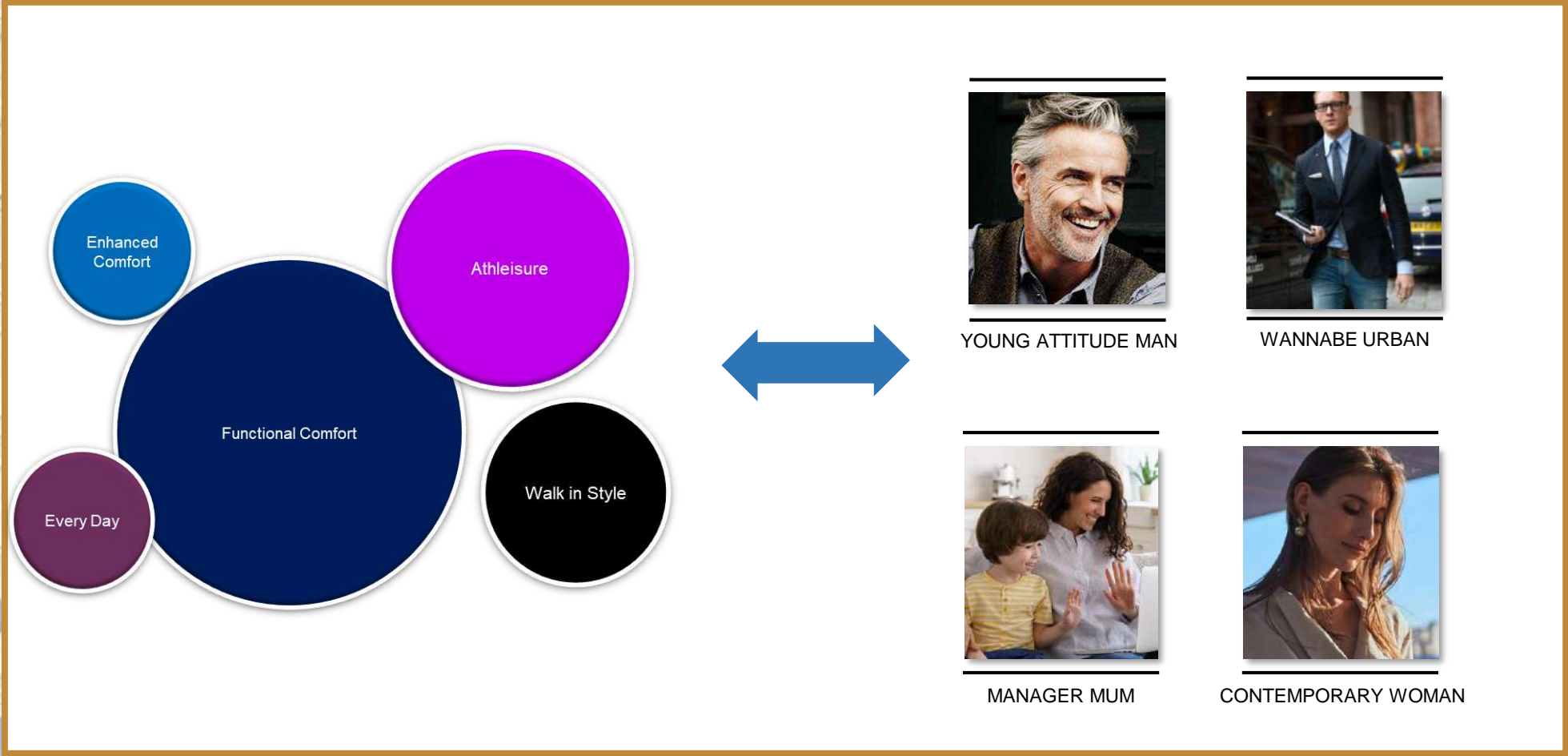
" I want a daily shoe that is durable and that is performing for a specific weather or season "

THE MARKET SEGMENTATION WHERE TO GROW

MARKET SEGMENTS



THE MARKET SEGMENTATION WHERE TO GROW



GEOX CUSTOMER CENTRICITY JOURNEY







GEOX BRAND FUNNEL

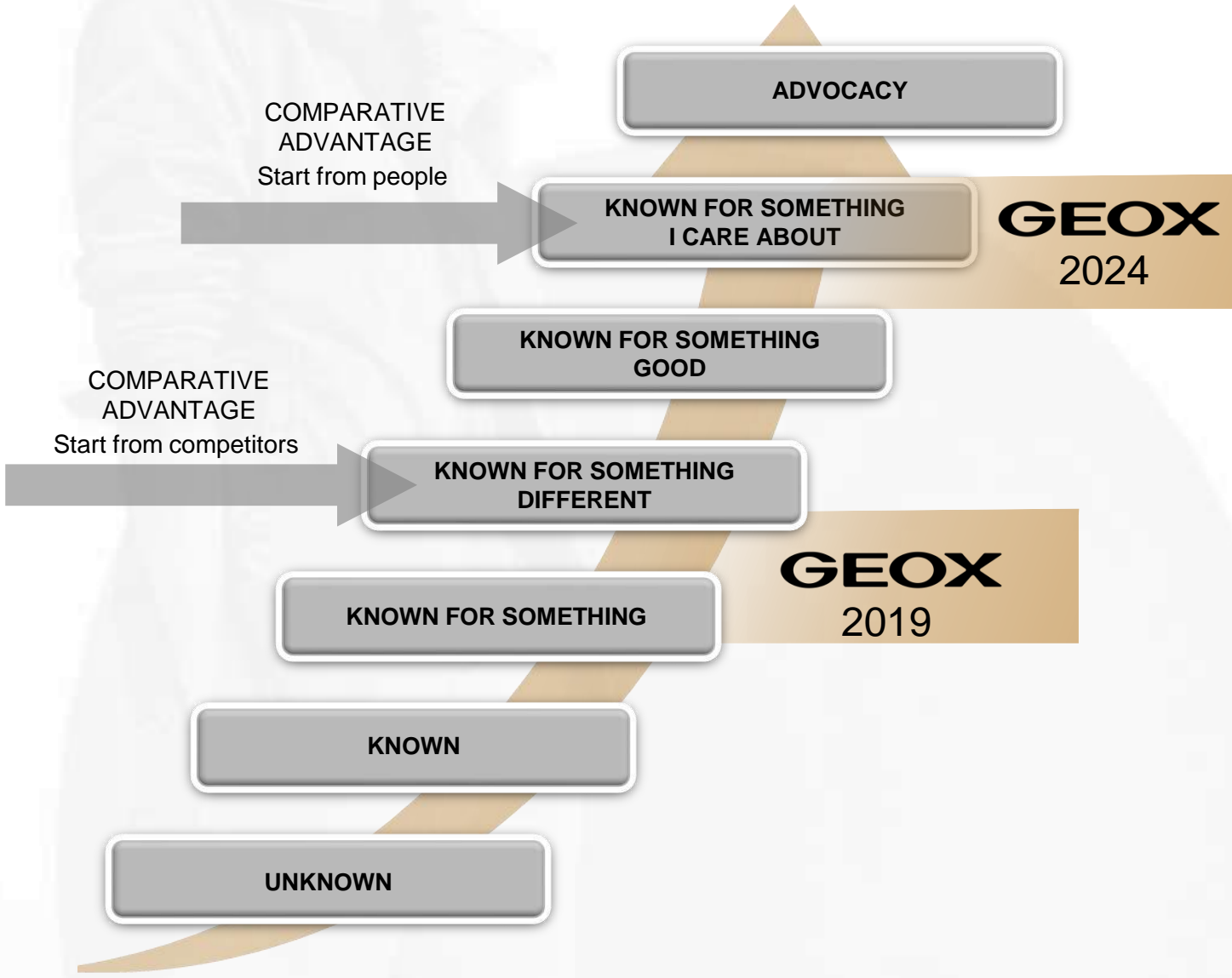
THE BRAND IS WELL KNOWN IN OUR MAIN COUNTRIES ENJOYING A TOTAL AWARENESS OF >90% NEXT MARKETING FOCUS:

CONSIDERATION



	 GEOX Cat. avg	 GEOX Cat. avg	 GEOX Cat. avg	 GEOX Cat. avg
TOTAL AWARENESS	99 84	95 76	90 75	92 80
CONSIDERATION	84 66	77 59	51 45	68 56

GEOX THE EVOLUTION OF BRANDS IN OUR LIVES



“WE IMPROVE PEOPLE’S WELLBEING ON THE MOVE”



WHY

OUR ROLE IN THE WORLD

WE IMPROVE PEOPLE'S WELLBEING
ON THE MOVE



WE BELIEVE THAT IN COMFORT AND IN STYLE
YOU GO ONE STEP FURTHER.

HOW

THE GEOX WAY

WE DESIGN BEAUTIFUL
INNOVATIONS TO WEAR



WE ARE ITALIAN IN OUR DNA:
INVENTORS WITH GOOD TASTE.

WHAT

OUR REAL OUTPUT

WELLBEING ANYONE
CAN ENJOY



GEOX IS TECHNOLOGY ("X")
FOR THE EARTH ("GEO").
FOR MILLIONS OF PEOPLE, FOR EVERY
FAMILY IN THE WORLD.

MARKETING STRATEGY STRATEGIC POSITIONING

A CLEAR POSITIONING: COHERENT WITH THE UNIQUE GEOX BRAND DNA, IN LINE WITH THE MACRO TRENDS AND VALIDATED WITH CONSUMER DATA

what do we want to be
KNOWN FOR?



WELLBEING



WELL DESIGNED

How we make you
FEEL?



FEEL GOOD
WELLBEING



LOOK GOOD
WELL DESIGNED

MARKETING STRATEGY IDENTITY & VALUES



BRAND
VALUES

Lasting
Comfort

Upper
casual
Style

Italian
Innovation

Superior
Value

BRAND
CHARACTER
TRAITS

Spirit of
elegance

Authentic

Innovative

Inclusive

Smart



GEOX CUSTOMER CENTRICITY JOURNEY



HOW TO BUILD BRAND RELEVANCE

CUSTOMER
EXPERIENCE



MARKETING
STRATEGY



BRAND
RELEVANCE



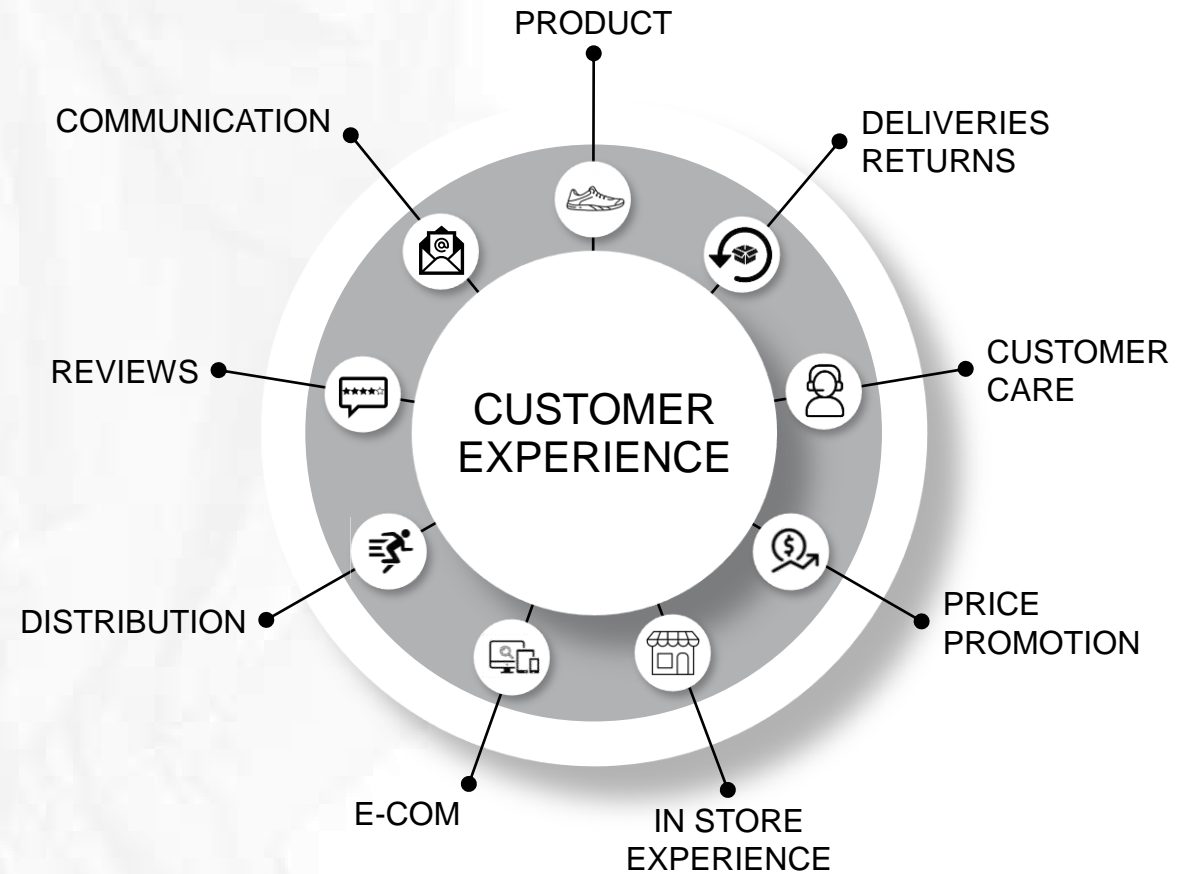
HOW WE WANT TO KEEP

IMPROVING CUSTOMER EXPERIENCE

THE RESULT OF A CLEAR AND CONSISTENT INTERACTION
AMONG THESE DIFFERENT INGREDIENTS IS A KEY BRAND BUILDER

Map and measure main touchpoint
Track relevant KPIs (NPS, VoC)
to improve engagement through

CUSTOMER SATISFACTION
LOYALTY
ADVOCACY



THE GEOX NARRATIVE STRATEGY

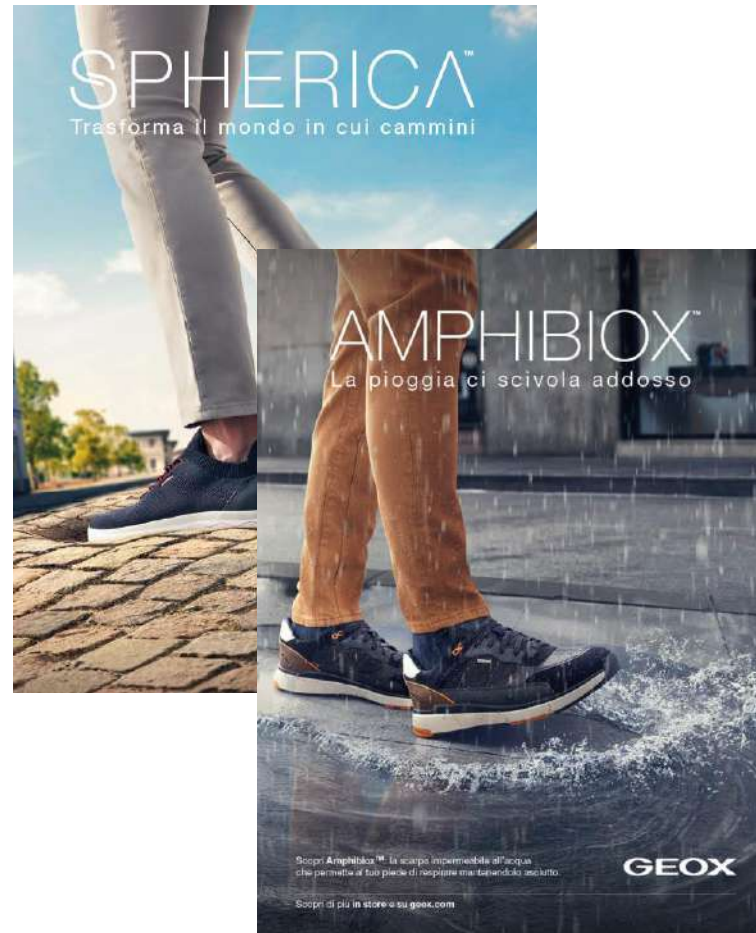
3 PILLARS OF CONVERSATION

BRAND



M&CSAATCHI

PRODUCT CELEBRATION



ACTIONS



POP UP - China



CO-Lab - KIDS



Zhu Yilong

as APAC Brand Ambassador.



A leading Chinese Actor
Weibo Fans: 30 Mio.+
Annual average online views: 50 Bio.+
Commercial influence Ranking – Top 4 in China
Market (2021 Q2)

Ecommerce Sales x2



SHANGHAI - SOGO



SHANGHAI - Nanjing Dong Rd

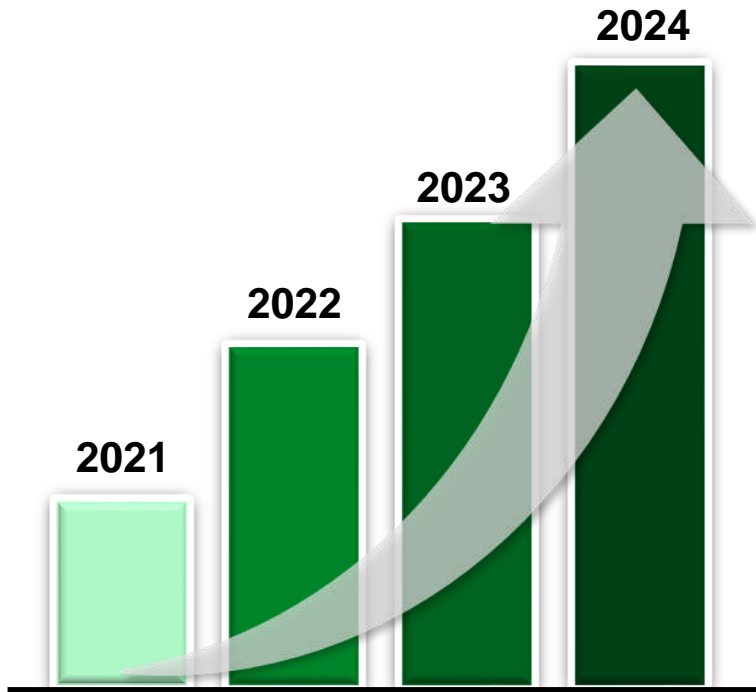


GEOX CUSTOMER CENTRICITY JOURNEY



BRAND AMPLIFICATION BIGGER & BETTER

MEDIA SPENDING

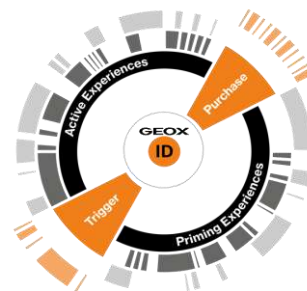


RELEVANT AUDIENCE

FROM PERSONAS and SEGMENTS



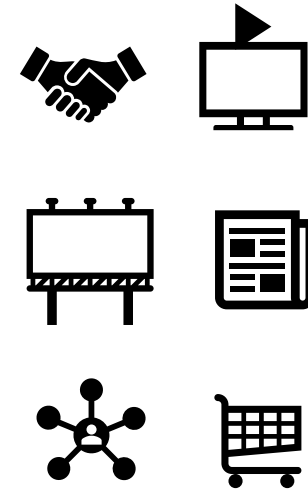
TO GEOX ID
Wavemaker



RELEVANT MEDIA



MEDIA IS CHOSEN ACCORDING TO GEOX ID MEDIA CONSUMPTION





CRM **AMBITION**

**BUILD A COMMUNITY OF PEOPLE THAT LOVE
TO MOVE FORWARD WITH GEOX.
MAXIMIZING CUSTOMER DATA TO CREATE MEANINGFUL
INTERACTIONS ABLE TO DRIVE PROFITABILITY**



**LISTENING
CUSTOMER VOICE**
USING PREDICTIVE
OMNICHANNEL ANALYTICS

**ENHANCING
CUSTOMER SATISFACTION**
PROVIDING AN EMOTIONALLY
SIGNIFICANT EXPERIENCE



**INCREASE
CUSTOMER VALUE**
LEVARAGING ONLINE
CHANNEL GROWTH

**GEOGRAPHICAL
EXPANSION**
INTRODUCING THE NEW
LOYALTY PROGRAM



CRM KEY FIGURES

LEADS

5,4 MIO
CUSTOMERS



CONTACT STRATEGY IMPACT ON REVENUES

10%

REVENUES DIRECTLY
GENERATED BY CONTACT
STRATEGY ON GEOX.COM



THE LOYALTY AVERAGE TICKET

+37%

LOYALTY VS NO LOYALT
AVERAGE TICKET



A NEW LEVEL OF PERSONALIZATION

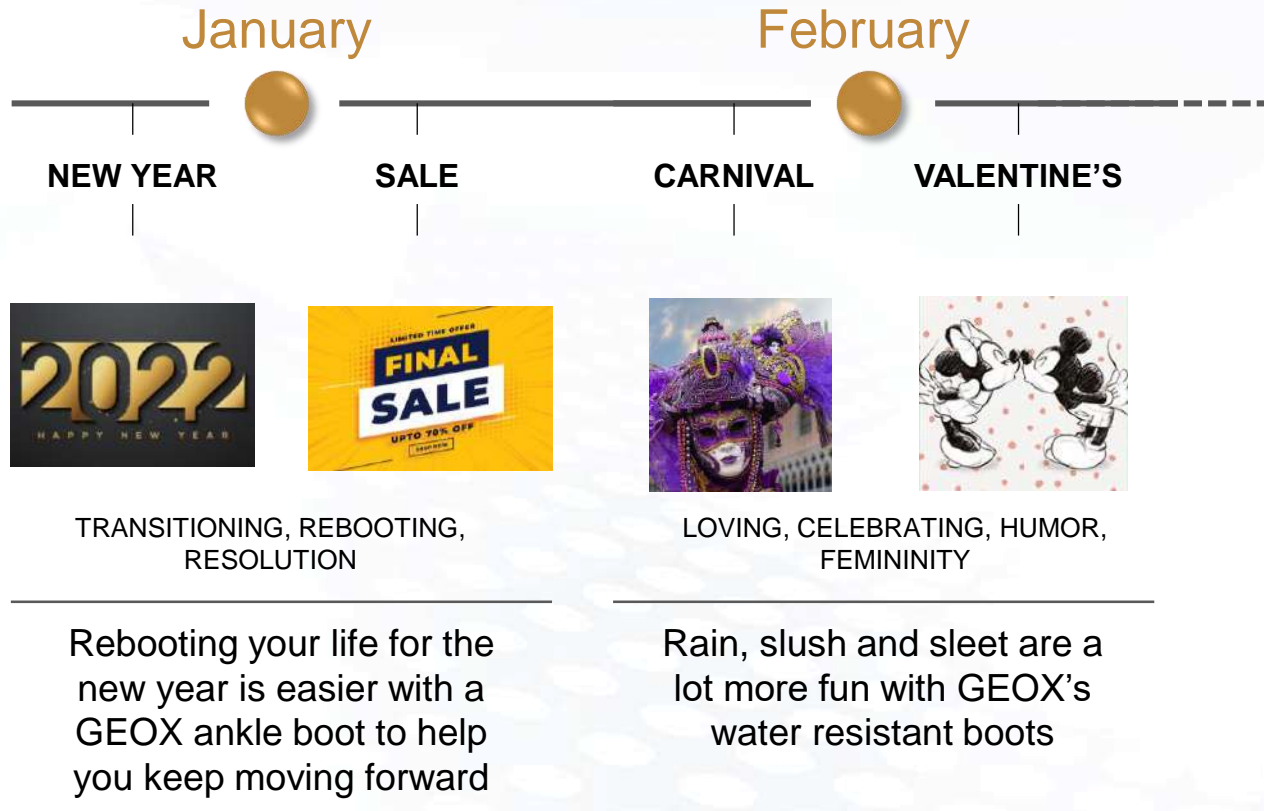
20+ VARIATIONS

EACH INDIVIDUAL COMMUNICATION
IS CUSTOMIZED IN RELATION TO
CLIENTS' CONSUMPTION
BEHAVIOURS



CUSTOMER INSPIRED CALENDAR

CONSUMER CENTRIC INPUTS: KEY EVENTS AND TRADING MOMENTS



KEY EVENTS:

How and in which context GEOX ensures relevancy / E.g., New year...

CONSUMER MOODS:

Consumers' mindset driving their behaviors and purchasing intentions

BRAND EXPRESSIONS:

Link between consumer mindset and GEOX's offer.

GEOX

MERCHANDISING &
PRODUCT STRATEGY: FTW

Diego Porro
Chief Merchandising & Product FTW Officer

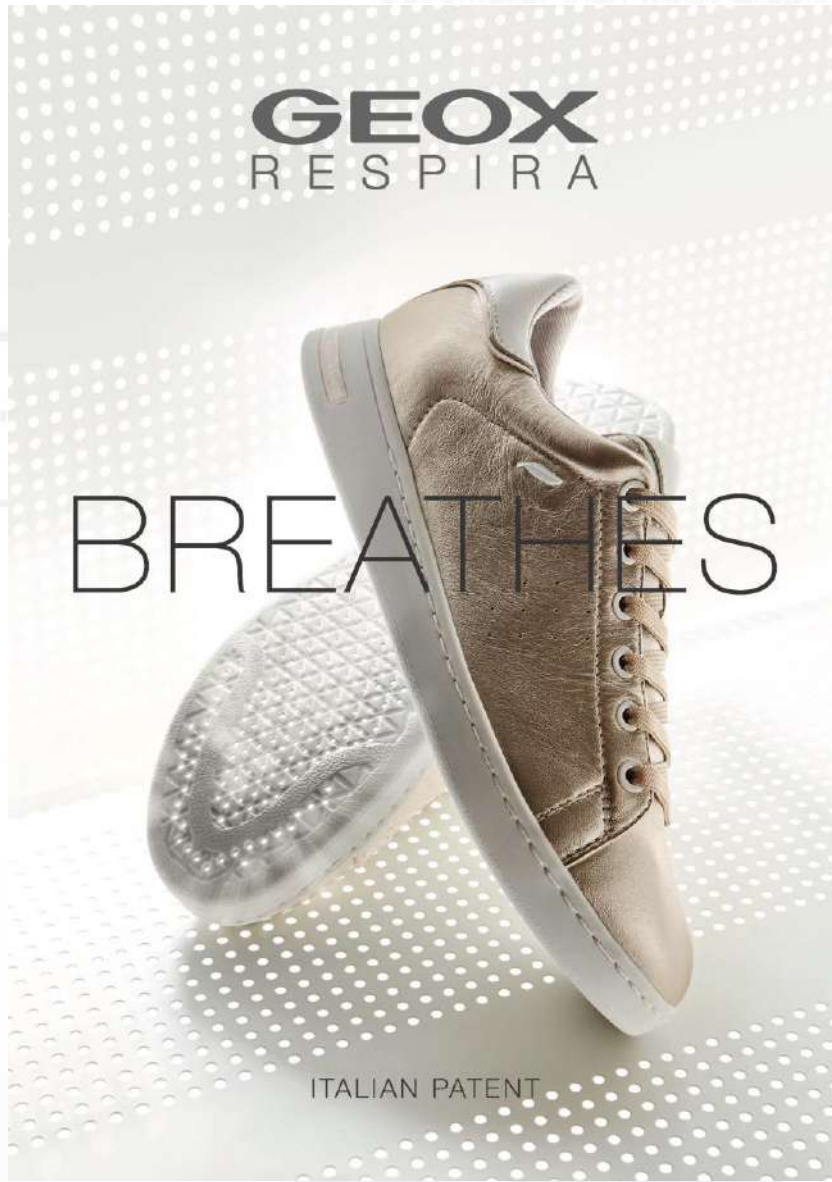


PRODUCT STRATEGY



GEOX PATENTED TECHNOLOGY

BREATHABLE
RUBBER
SOLE



THE ORIGINAL BREATHABILITY
REVOLUTIONARY
DAY LONG COMFORT

The Geox revolution has been made possible after extensive research resulting in the development of the membrane, made of a special micro-porous material which expels sweat, in the form of water vapor, but prevents water from penetrating. The process is made possible as the membrane's micropores are larger than water vapour molecules, but smaller than water droplets - keeping water out and feet dry.

GEOX BREATHABLE
SYSTEM

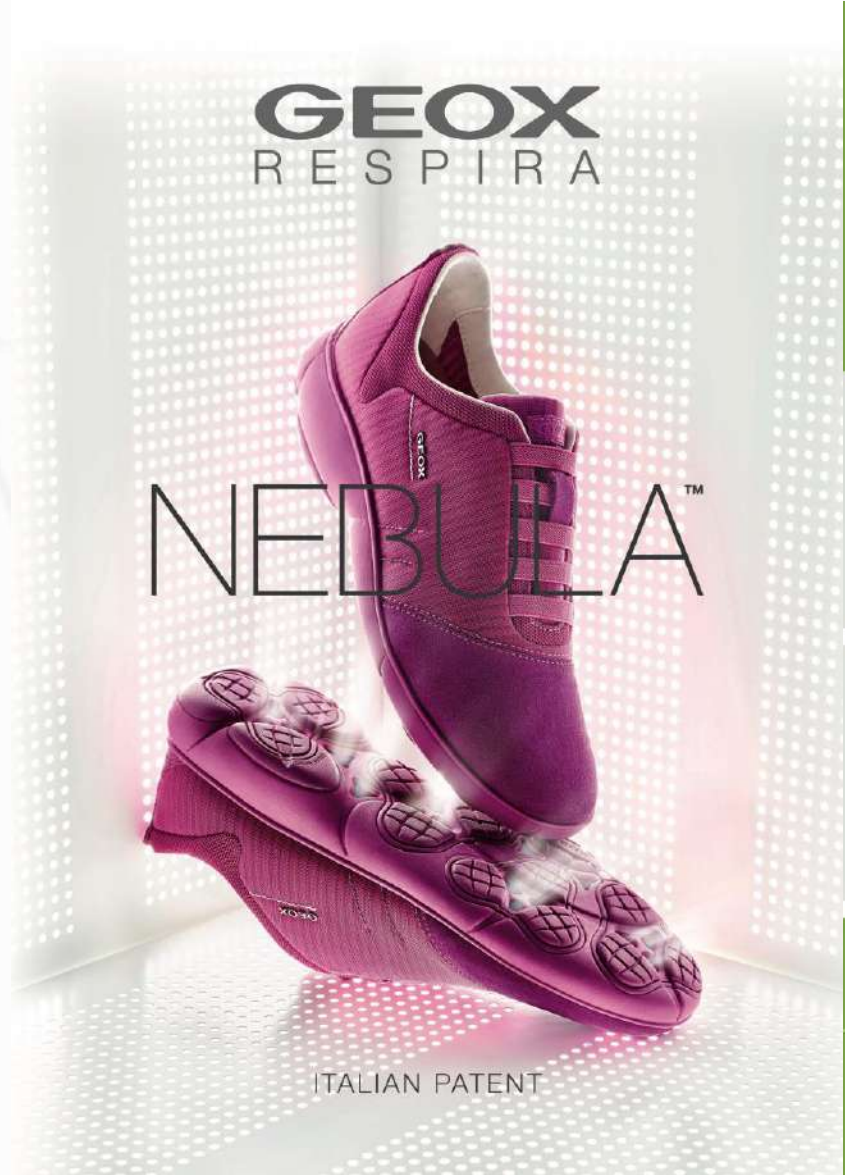
WATERPROOF MEMBRANE
+
PERFORATED SOLE

YOUR FEET KEEPS DRY
AND HEALTHY



GEOX PATENTED TECHNOLOGY

BREATHABLE
FROM THE
UPPER TO
THE SOLE



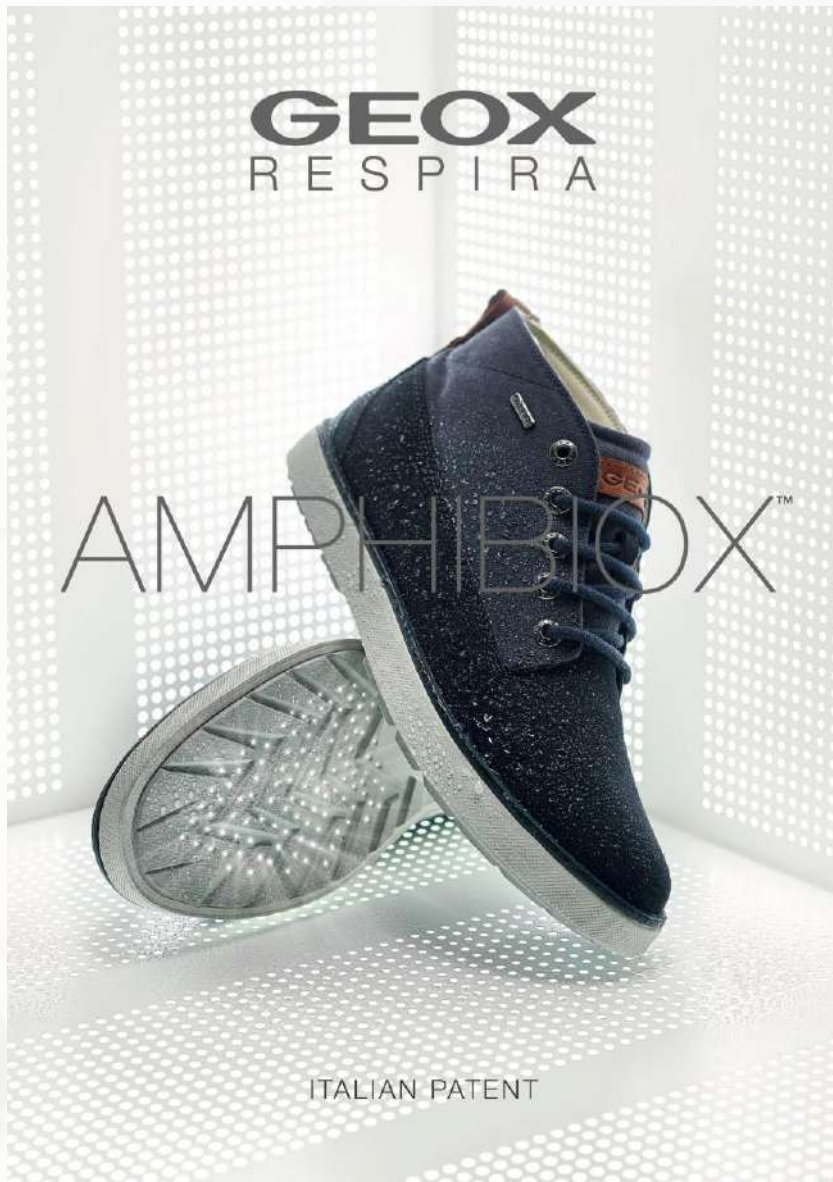
NEBULA™: A REVOLUTIONARY BREATHABILITY CONCEPT COMFORT AND STYLE

NEBULA™ is an evolution of the traditional concept of breathability. It makes use of innovative technology that ensures exceptional breathability for the entire foot, in every direction. Nebula breathes in three dimensions thanks to the combined effect of NET BREATHING SYSTEM™ and INNER BREATHING SYSTEM.



GEOX PATENTED TECHNOLOGY

AMPHIBIOX
100%
WATERPROOF
TECHNOLOGY



AMPHIBIOX™: DURABLE
WATERPROOF & ALL AROUND
BREATHABILITY

Geox AMPHIBIOX™ is a system that offers comfort and waterproof solutions specifically developed to meet the needs of a varied range of situations and environmental conditions, from the degree of water immersion required, to the desired grade of heat insulation.



MAXIMUM
BREATHABILITY

DURABLE
WATERPROOF



GEOX PATENTED TECHNOLOGY

**WATERPROOF
ON LEATHER
SOLE SHOES**

GEOX
RESPIRA

BREATHE

ITALIAN PATENT

NATURAL BREATHABILITY
OF LEATHER WITH
WATERPROOFNESS

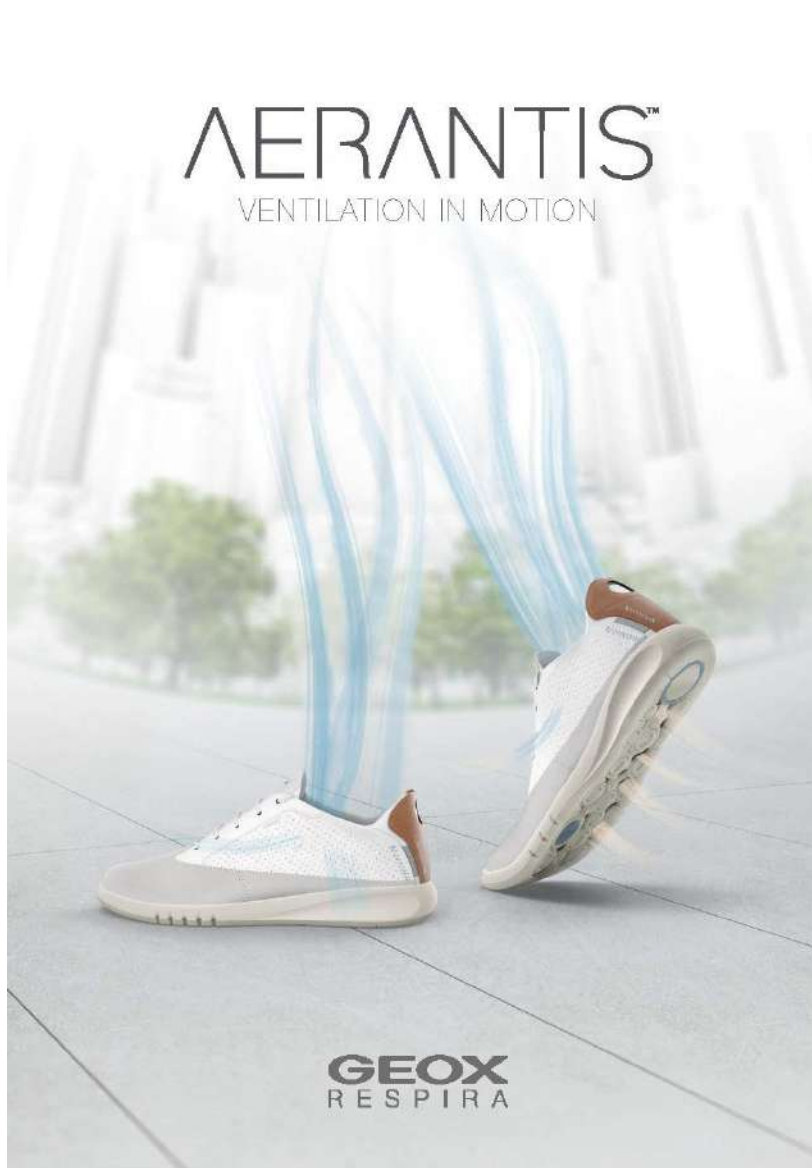
The Geox Leather patent places a breathable, waterproof membrane into the leather sole, effectively eliminating that uncomfortable, wet feeling we get inside of shoes with leather soles when it rains or when it is wet.

WATERPROOF

NATURALLY
BREATHABLE

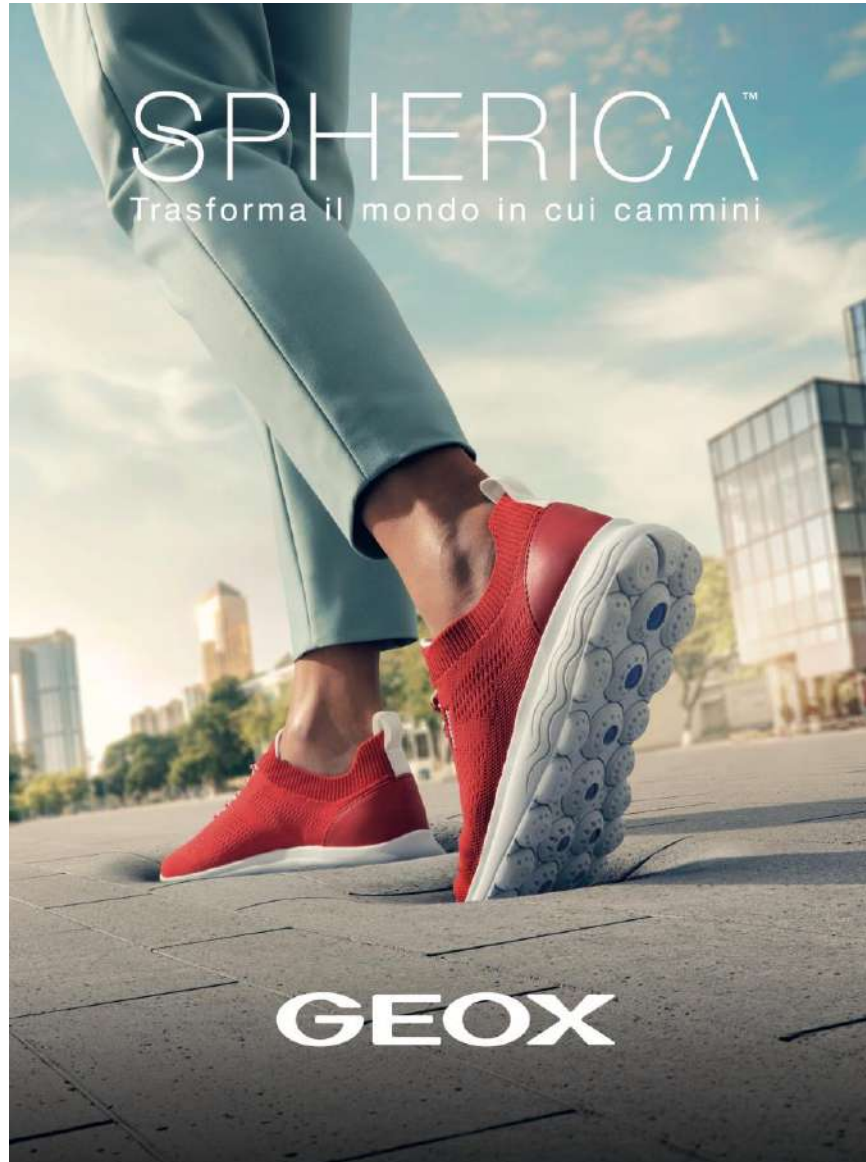
GEOX PATENTED TECHNOLOGY

VENTILATION IN MOTION



GEOX PATENTED TECHNOLOGY

NEXT LEVEL
COMFORT
"CHANGE THE
WORLD YOU
WALK IN"



ZERO SHOCK SYSTEM

SPHERICA



GEOX 4 STRATEGIC PILLARS

[1]

BEST MAKING
KNOW-HOW



- LASTING COMFORT AS A MUST
- CONSTANT FOCUS ON WELLBEING
- UNIQUE PATENTED CONSTRUCTION

[2]

UNIQUE
PERFORMANCE



- INNOVATION
- FOCUS ON RESEARCH
- PRODUCT INTELLIGENCE

[3]

PRICELESS
EXPERIENCE



- SUPERIOR VALUE
- REAL AND GENUINE
- VALUE FOR MONEY

[4]

DISTINCTIVE
CREATIVE THREAD



- SPIRIT OF ELEGANCE
- UPPER CAUSAL STYLE
- TIMELESS

GEOX PRODUCT STRATEGY ESSENCE

LASTING
COMFORT

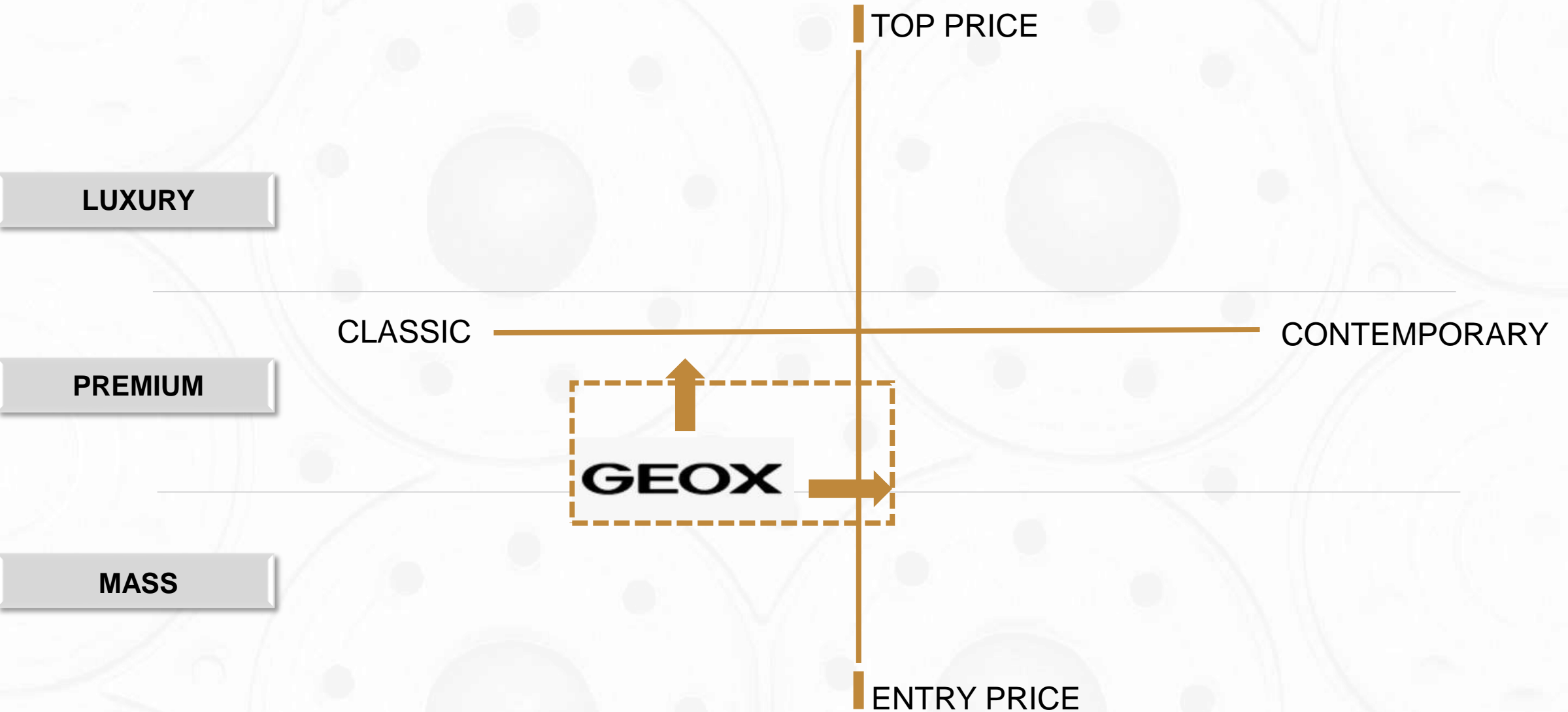
UPPER
CASUAL
STYLE

SPIRIT
OF
ELEGANCE

SUPERIOR
VALUE



GEOX UNLOCK PORTFOLIO POTENTIAL



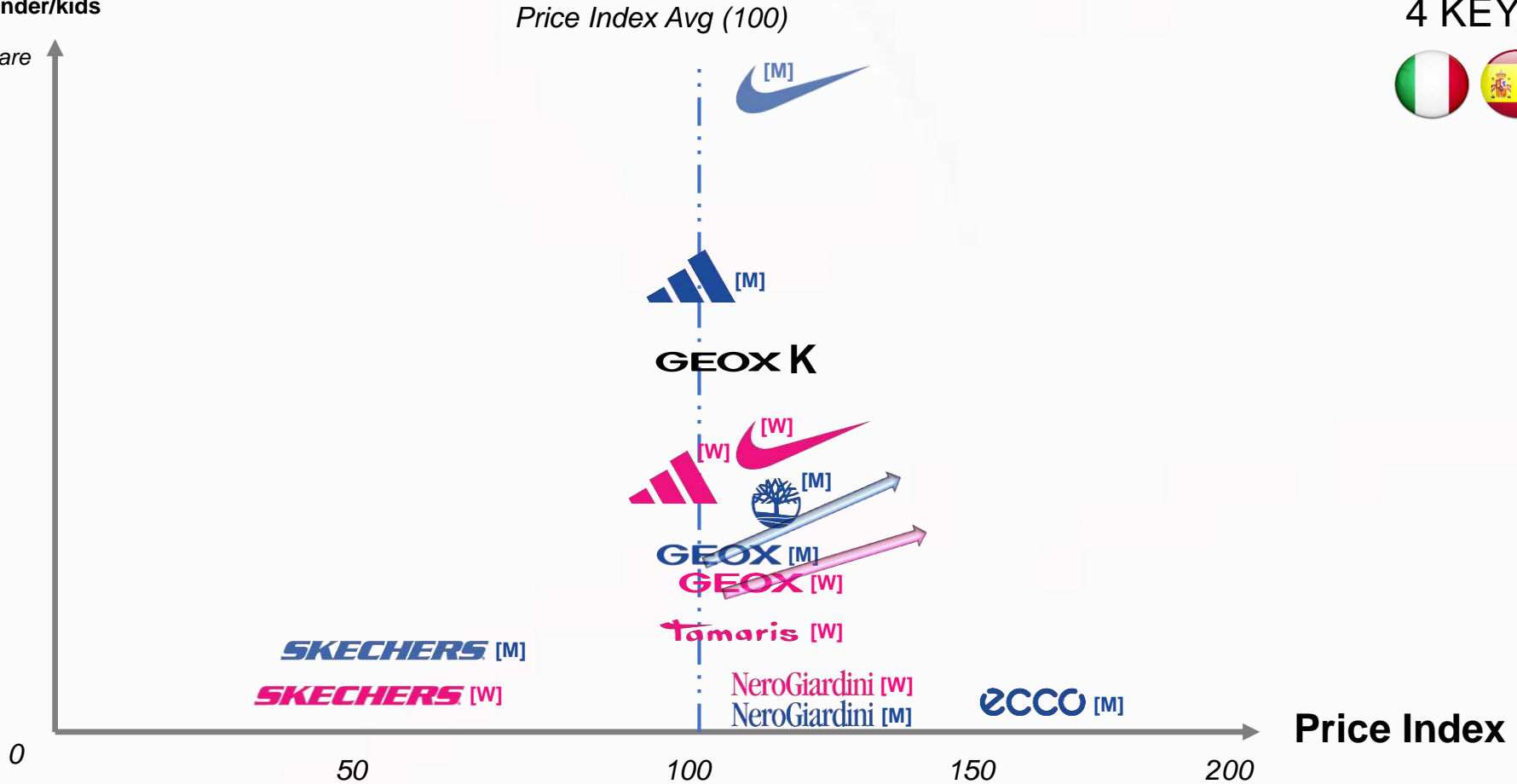
GEOX MARKET POSITIONING: FROM -> TO BE

Value Market Share %

Splitted by gender/kids

Max % share

Avg Share
First 10
Brand



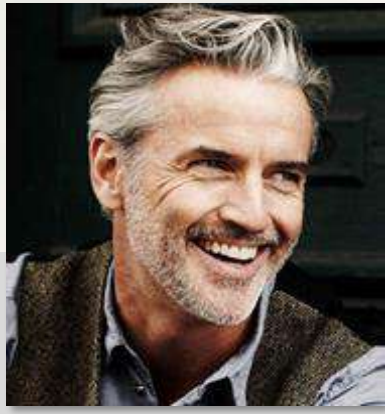
*Footwear End Users: Geox estimation based on Sita Ricerca/Kantar/GfK research panel 2020/19 FY

GEOX CURRENT & TARGET CUSTOMERS

Do you have comfortable shoes?



PLAIN OLD MAN



YOUNG ATTITUDE MAN

It's a good deal



STRATEGIST

Just looking around...



THE MODERN OFFICE MAN

They fit with my style

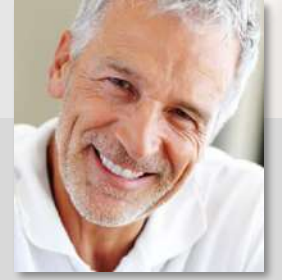


MAN ON THE MOVE



WANNABE URBAN

I want very comfortable shoes



OVERWORKED WHITE COLLAR

Sounds good to me



THE OLD CLASSIC LADY

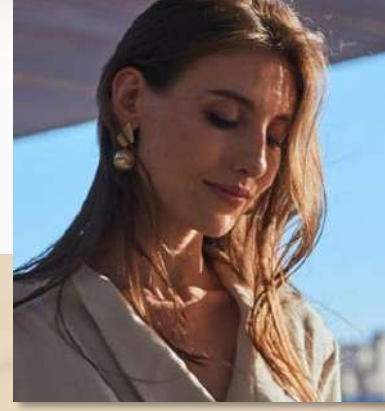
Didn't plan to buy...



LADY OF OUR TIMES



MANAGER MUM



CONTEMPORARY WOMAN

Quality shoes with a touch style



FAMILY STATUS SEEKER

GEOX PRODUCT STRATEGY

[1]

TO PUSH **WOMEN**
CATEGORY



[2]

TO PUSH **UPPER CASUAL**
BUSINESS



[3]

KEEP LEADERSHIP
ON **KIDS** OFFER



[4]

CONSTANT FOCUS
OF **SUSTAINABLE**
PRODUCT OFFER



[5]

CONSTANT FOCUS
ON **TECHNOLOGY**
TO GUARANTEE
COMFORT AND
WELL BEING



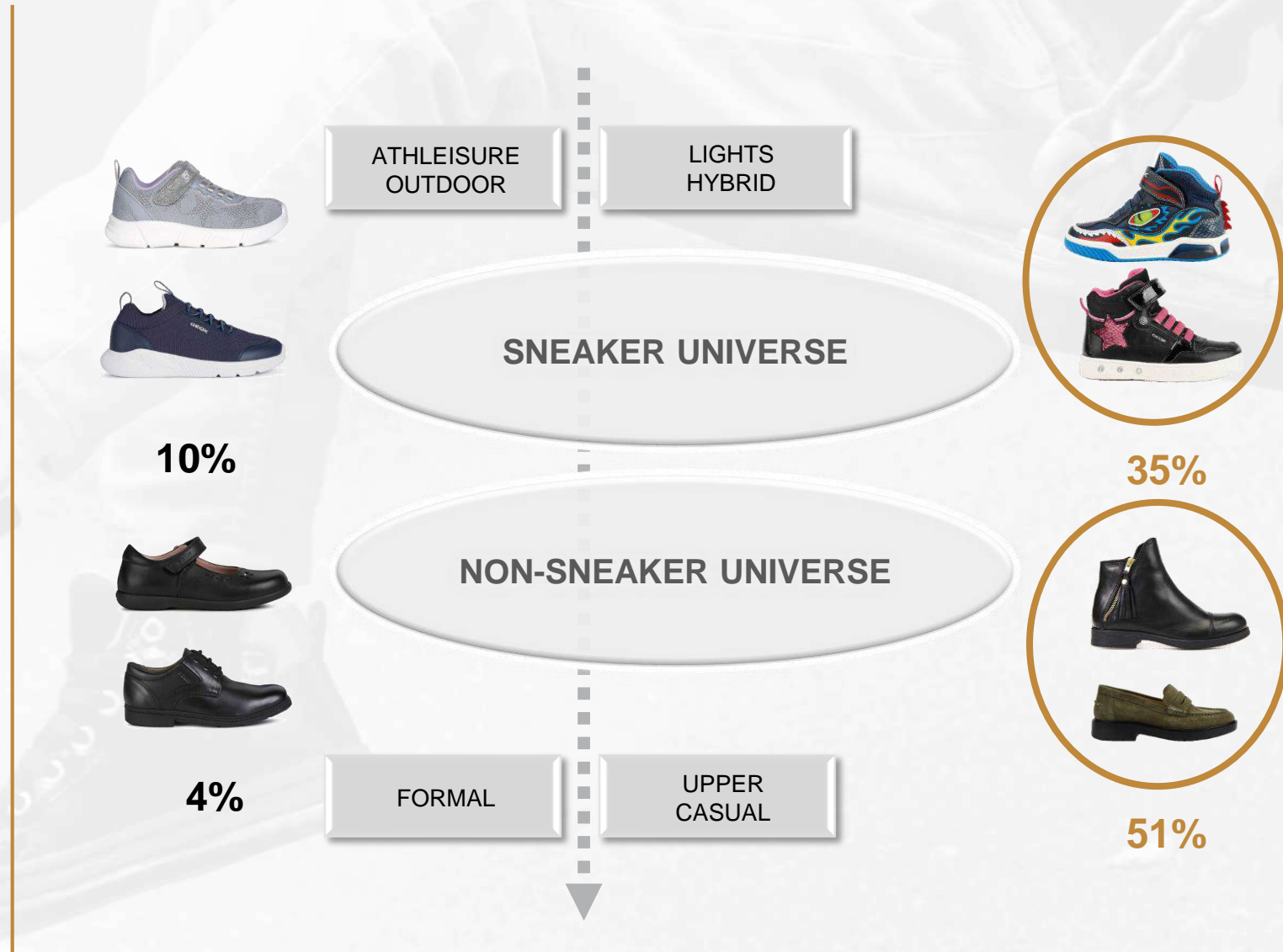
GEOX PRODUCT STRATEGY

BRAND GROWTH:
UPPER CASUAL



GEOX PRODUCT STRATEGY

**KIDS GROWTH OPPORTUNITY:
UPPER CASUAL LIGHTS**



GEOX NEW PRODUCT STRATEGY SEGMENTATION

PRODUCT OFFER ARCHITECTURE: SKUS RATIONALIZATION (-15% vs 2019)

CORE

Our collections will have **CORE FAMILIES** that will become **ICONIC**:

- HAVE LONGEVITY
- MAKE A STATEMENT
- CREATE IDENTITY

40%
OF COLLECTION

MORE

To develop **SEASONAL ANIMATION** on our **ICONS** collections which:

- SHOULD KEEP THE ICONIC PRODUCTS INTERESTING
- HELP TO CATCH NEW SEASONAL TRENDS
- HELP TO CAPITALIZE ON BEST SELLER

35%
OF COLLECTION

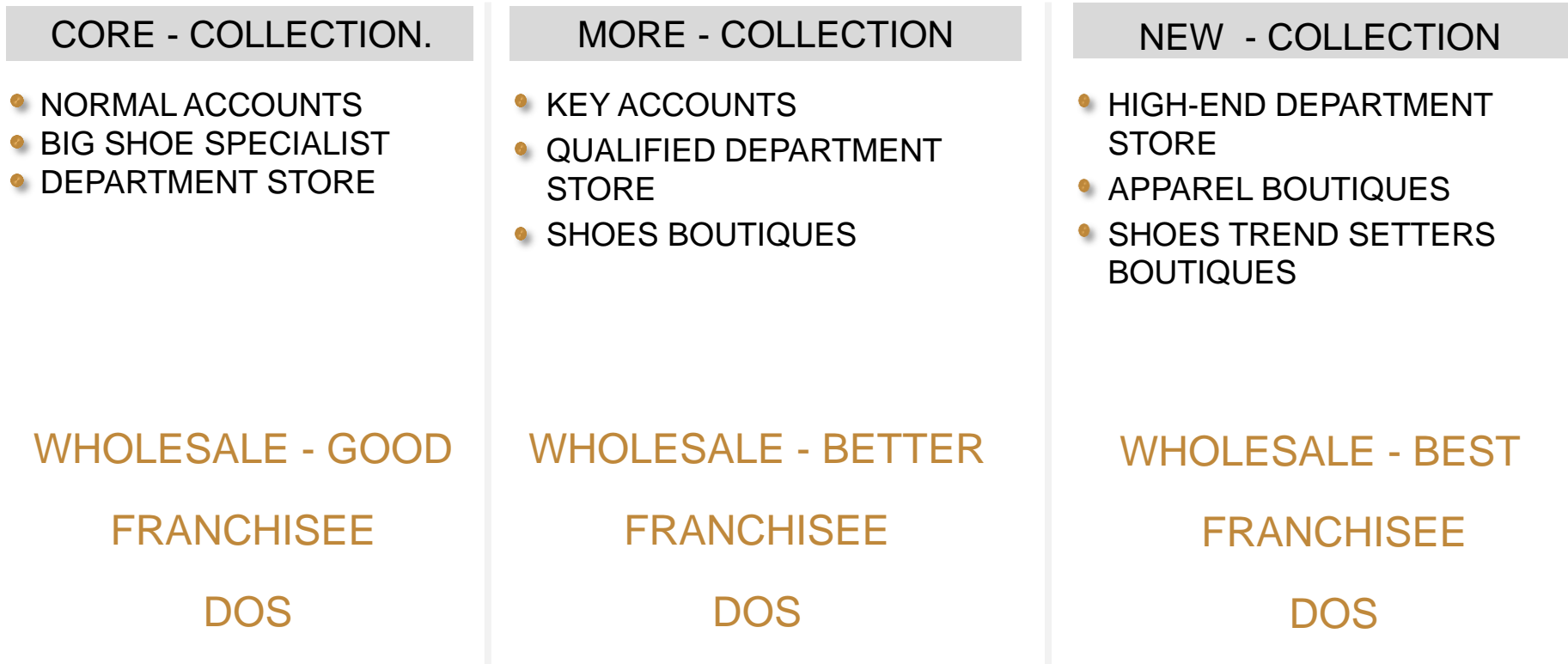
NEW

To develop newness:

- TO DEVELOP ASPIRATIONAL PRODUCTS
- PRESS WORDY
- TO CATCH NEW AND MORE ELEVATED DISTRIBUTION/CLIENTS

25%
OF COLLECTION

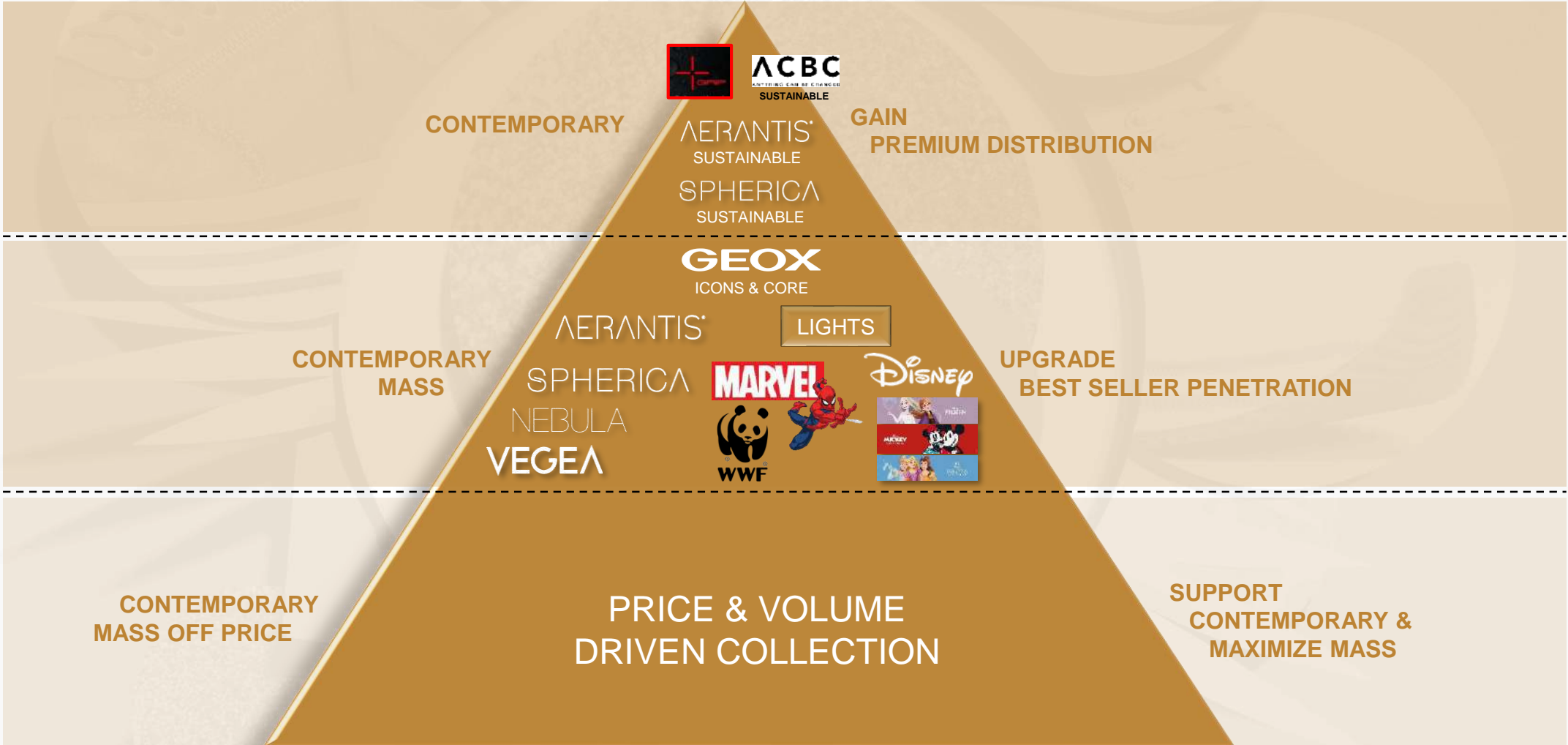
PRODUCT & DISTRIBUTION SEGMENTATION TO REGAIN QUALIFIED MARKET SHARE



COLLECTION STRUCTURE

DISTRIBUTION

RULES



FW22

SUSTAINABLE CHOICES

#GEOXSUSTAINABILITY

JULY

AUGUST

SEPTEMBER

OCTOBER



ROLLING SUSTAINABILITY

#GEOXSUSTAINABILITY

JULY

AUGUST

SEPTEMBER


OCTOBER



RECYCLED
POLYESTER



ACBC
ANYTHING CAN BE CHANGED



VEGEA



RECYCLED
POLYESTER



17 sku
in FW22 collection

LEATHER GOODS DEVELOPMENT



GEOX LEATHER GOODS DEVELOPMENT

TO DEVELOP A RANGE OF LEATHER ACCESSORIES
WITH AN INITIAL FOCUS ON



COLOR OFFER

ATTENTION TO
FUNCTIONALITIES

ATTENTION TO
OCCASION
OF USE

ATTENTION TO
TARGET
CUSTOMERS

GEOX

MERCHANDISING & PRODUCT
STRATEGY: RTW

Salvagni Peter
Chief Merchandising & Product RTW Officer



GEOX FROM 1999 UP TO TODAY

A (LOVE) STORY OF OF STYLE AND INNOVATION



2001

TESTED AND PROVEN



2010

TESTED AND STYLED

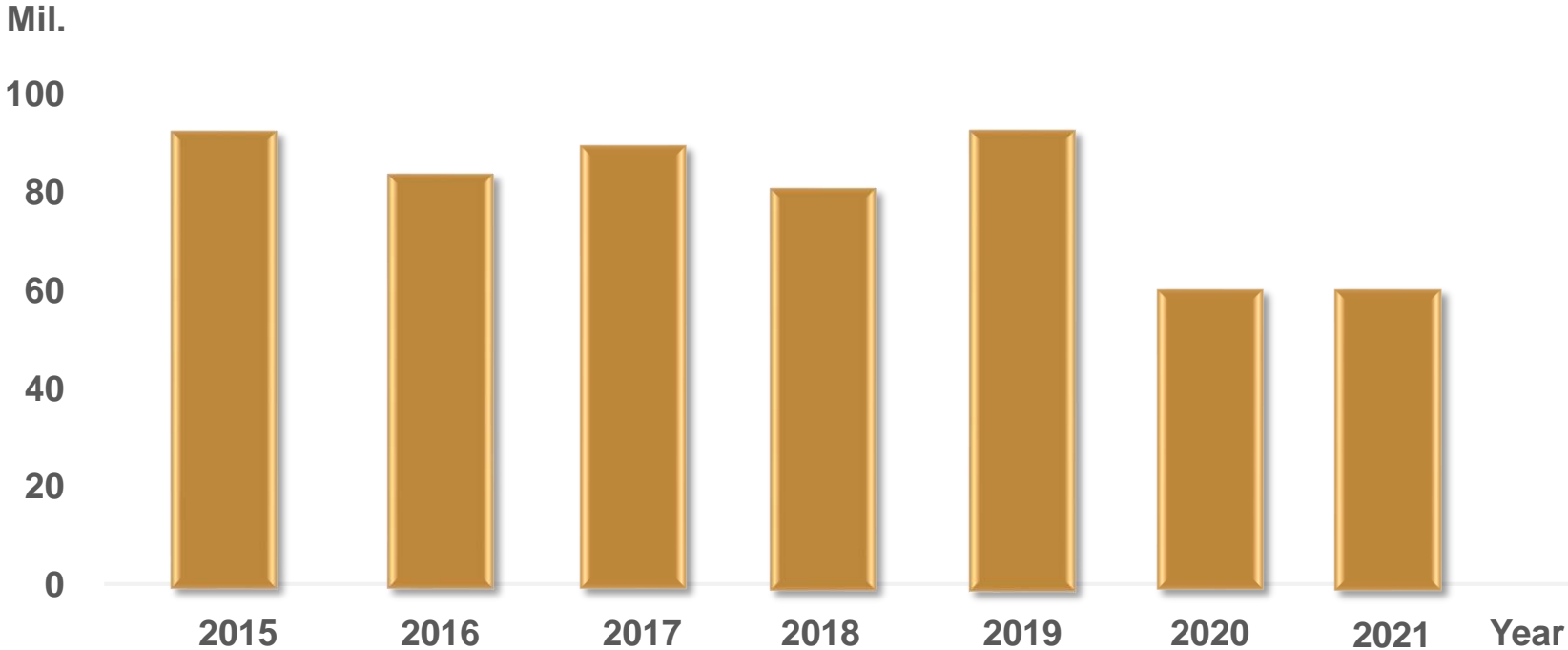


2021

A CONTEMPORARY TAKE ON
STYLE AND TECHNOLOGY

GEOX 22 YEARS OF BUSINESS

RTW
NOT
A PERFECT
PATH



RTW: AN UNUSUAL MIX OF TOTAL LOOK , KID COLLECTION AND RETAIL RATIONALITATION

FOCUS ON
OUTERWEAR
ONLY



GEOX 22 YEARS OF INNOVATION

OUR INNER
TECHNOLOGY
THE
BREATHING
TAPE



1999

STACK EFFECT OPTIMIZATION
THRU SMALL METALLIC EYELETS
ON THE SHOULDERS .



2006

MEMBRANE INTEGRATION INTO
THE GARMENT WITH DIFFERENT
FABRIC INSERT.



2019

FULLY INTEGRATED
LASERCUT INSERT.

GEOX 22 YEARS OF INNOVATION

OUR OUTER
TECHNOLOGIES
AMPHIBIOX
X LED
AERANTIS
AWC

AMPHIBIOX



2014

A FULLY WATERPROOF
TECHNOLOGY ,
10K WATER
COLUMN , SEAMS
SEALED

X LED



2019

INTEGRATED LED LIGHTS
INTO THE JACKET CONTROL
BY SMARTPHONE OR
SMART WATCH . URBAN
MOBILITY

AERANTIS



2019

PATENTED HIGHLY
BREATHABILITY
SYSTEM FOR
ENHANCE COMFORT

AWC



2021

HYBRID RAINPROOF
TECHNOLOGY
FOR THE
EVERYDAY NEEDS

GEOX 22 YEARS OF STYLE EVOLUTION



Piumino Geox
Respira.
Reggiseno Kiehl.
Gonna Obey.
Occhiali
Saraghina
Eyewear.

GEOX 22 YEARS OF STYLE EVOLUTION

FALL WINTER



2021



EDITORIAL



GEOX 22 YEARS OF STYLE EVOLUTION

FALL WINTER



2021



EDITORIAL



GEOX

RTW 22-24
PRODUCT STRATEGY



GEOX 4 PILLARS

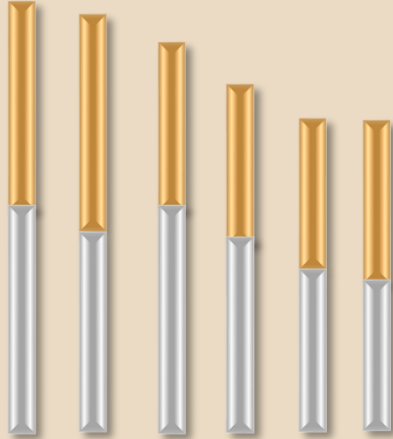
[1]

DISTRIBUTION



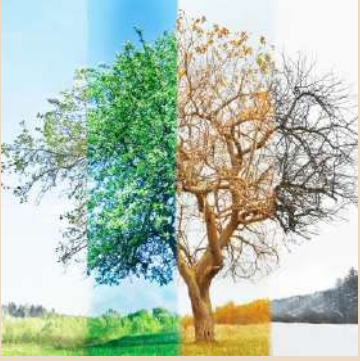
[2]

MERCHANDISING



[3]

SEASONALITY



[4]

SUSTAINABILITY



OUR JOURNEY TO 2024

GEOX RTW 20-24 FOCUS ON THE CORE MARKETS



ITALY

1° MARKET

31 MLN€ (37% OF TOTAL SALES)
IN 2019



RUSSIA

2° MARKET

13 MLN€ (15% OF TOTAL SALES)
IN 2019



SPAIN

3° MARKET

11 MLN€ (12% OF TOTAL SALES)
IN 2019



DACH

4° MARKET

4.1 MLN€ (4.8% OF TOTAL SALES)
IN 2019



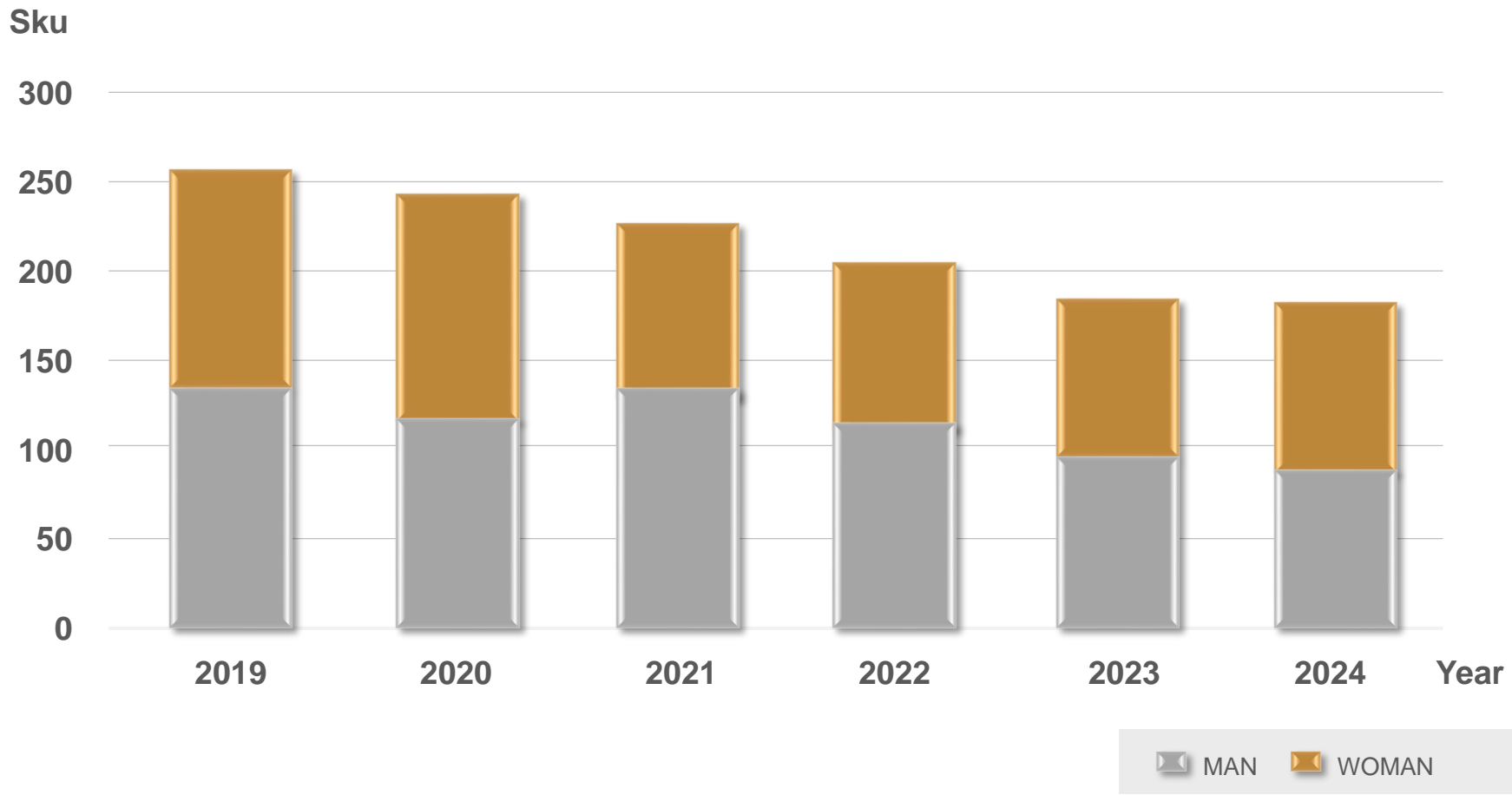
FRANCE

5° MARKET

3.8 MLN€ (4.5% OF TOTAL SALES)
IN 2019

GEOX RTW SKU NUMBER 22-24

MERCHANDISING
BOOST
EDIT TO
AMPLIFY



SKU'S REDUCTION : FOCUS ON OUR BEST SELLING ITEMS ,
INVESTING ON TECNOLOGY AND A PURPOSE BUILT COLLECTION .

GEOX THE SEASONALITY CHALLENGE

PRODUCT
STRATEGY:
BE
WEATHER
PROOF

TECHNOLOGY (AND STYLE) FOR EVERY SEASON
FROM OUR PROVEN AND TESTED
AMPHIBIOX TO OUR NEWEST AWC AND
UV PROTECTION



PRODUCT STRATEGY BE GREENER FIRST STEP



23%
OF OUR JACKETS ARE
COMPLETELY
MADE OF SUSTAINABLE
MATERIALS*



62%
OF OUR JACKETS ARE
MADE WITH 1+
SUSTAINABLE MATERIALS



SS23-2024
EVERY JACKET WILL BE
MADE WITH 1+SUSTAINABLE
MATERIALS

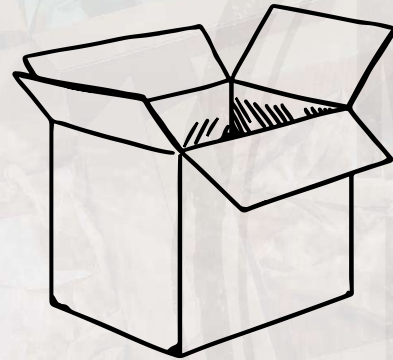


2024
90% OF OUR OFFER WILL BE
MADE OF SUSTAINABLE
MATERIALS

*FW22 materials trims excluded

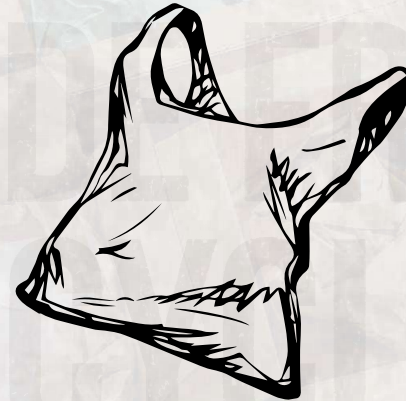
PRODUCT STRATEGY
BE GREENER
SECOND STEP

BOXES



STRENGTHEN CURRENT LEADING POSITION IN ALL GENDERS

POLYBAG



STARTING FROM FW '23 WE WILL INTRODUCE SUSTAINABLE MATERIALS FOR THE SHIPPING GOODS

HANGERS



OUR GOAL IS TO COMPLETE THIS TASK BY THE END OF 2024
SUBSTITUTE ALL THE NECESSARY MATERIALS :
BOXES , POLYBAG AND HANGERS

GEOX

DIGITAL TRANSFORMATION –
OMNICHANNEL & OMNICUSTOMER

Giulio Salvucci
Web & Digital Transformation Director



MARKET TRENDS



Covid-19 channel mix shift

Online share rising to ~32% in Europe at detriment of physical stores

- Brand.com covering pivotal role beyond transactions (inspiration, engagement, etc.)
- 3P platform used to expand consumer outreach and acquisition

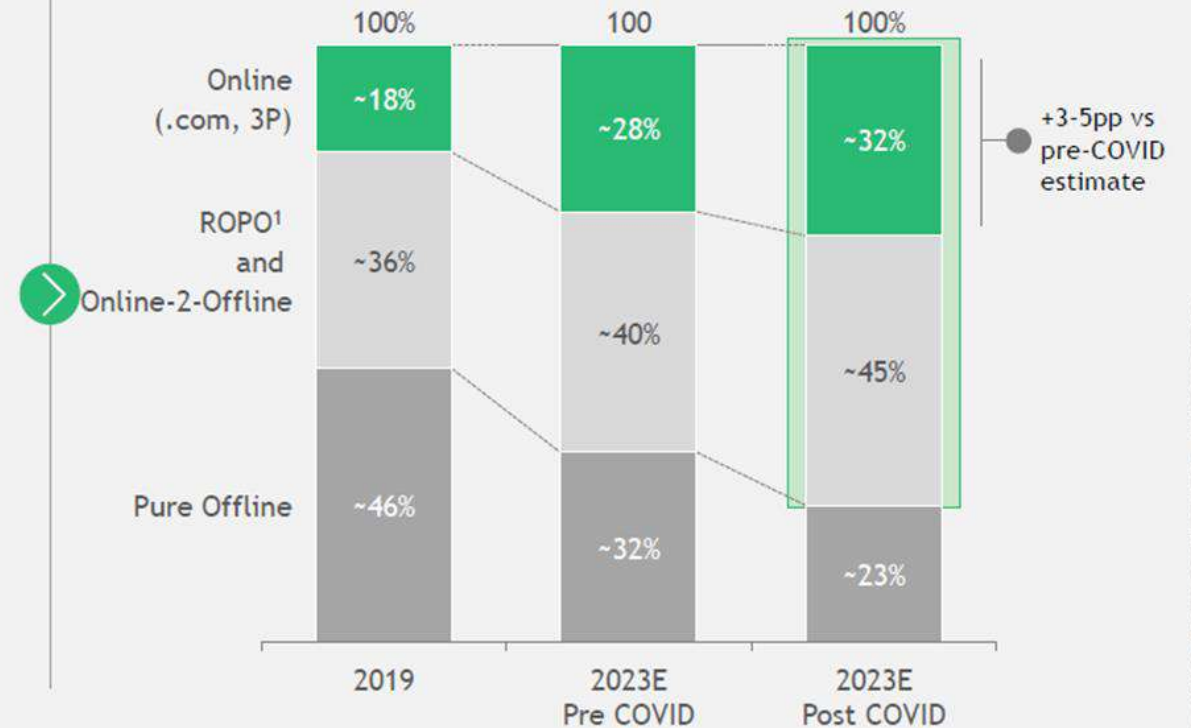
Rise in omnichannel pathways, especially among younger consumers, i.e. ROPO¹, online to offline from ~35% to ~45% journeys

Steady decline in share of:

- Pure offline journeys
- Traditional offline wholesale

Online expected to grow to >30% of sales

Apparel & Footwear industry channel mix in Europe, %



1. Research Online Purchase Offline

Source: Euromonitor; Forrester; Statista; Expert interviews; Press research; BCG analysis and estimates

GEOX DIGITAL EVOLUTION



GEOX VIEW ON DIGITAL EVOLUTION

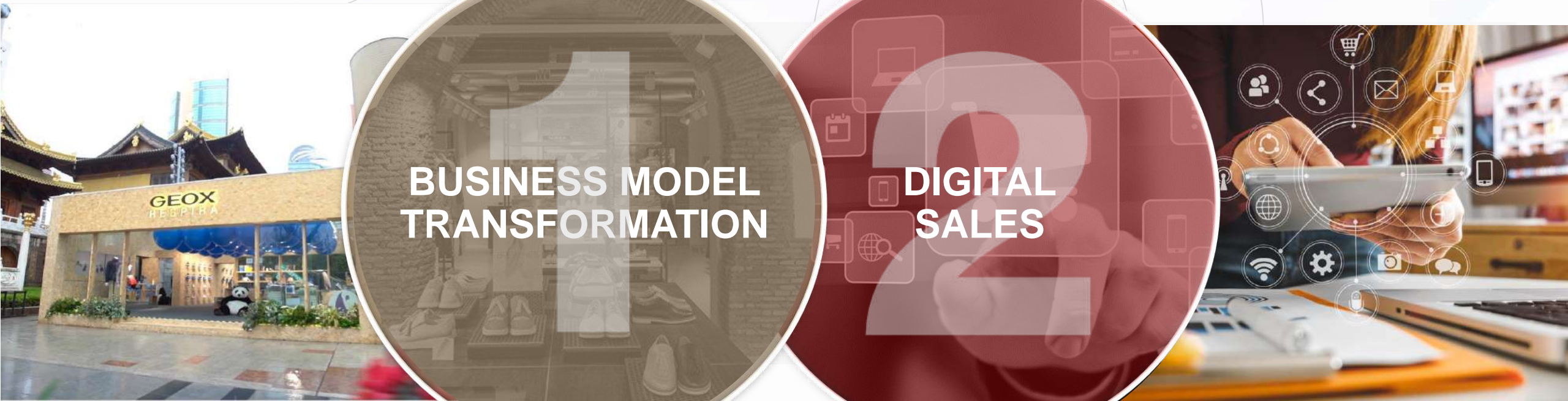
**DIGITAL IS THE KEY TOOL TO TRANSFORM THE BUSINESS MODEL,
THUS THE SINGLE BIGGEST OPPORTUNITY TO INCREASE REVENUES**



**BUSINESS MODEL
TRANSFORMATION**



**DIGITAL
SALES**



BUSINESS MODEL TRANSFORMATION



GEOX DIGITAL TRANSFORMATION COMMITTEE

IN ORDER TO TRACK AND ORCHESTRATE THE DIGITAL INITIATIVES ACROSS ALL COMPANY, WE ADOPTED AN AGILE PORTFOLIO MANAGEMENT APPROACH, WITH THE AIM OF FOCUSING ON PROJECTS WITH THE HIGHEST BUSINESS VALUE, REDUCING LEAD-TIMES AND IMPROVE RELIABILITY IN PLANNING.

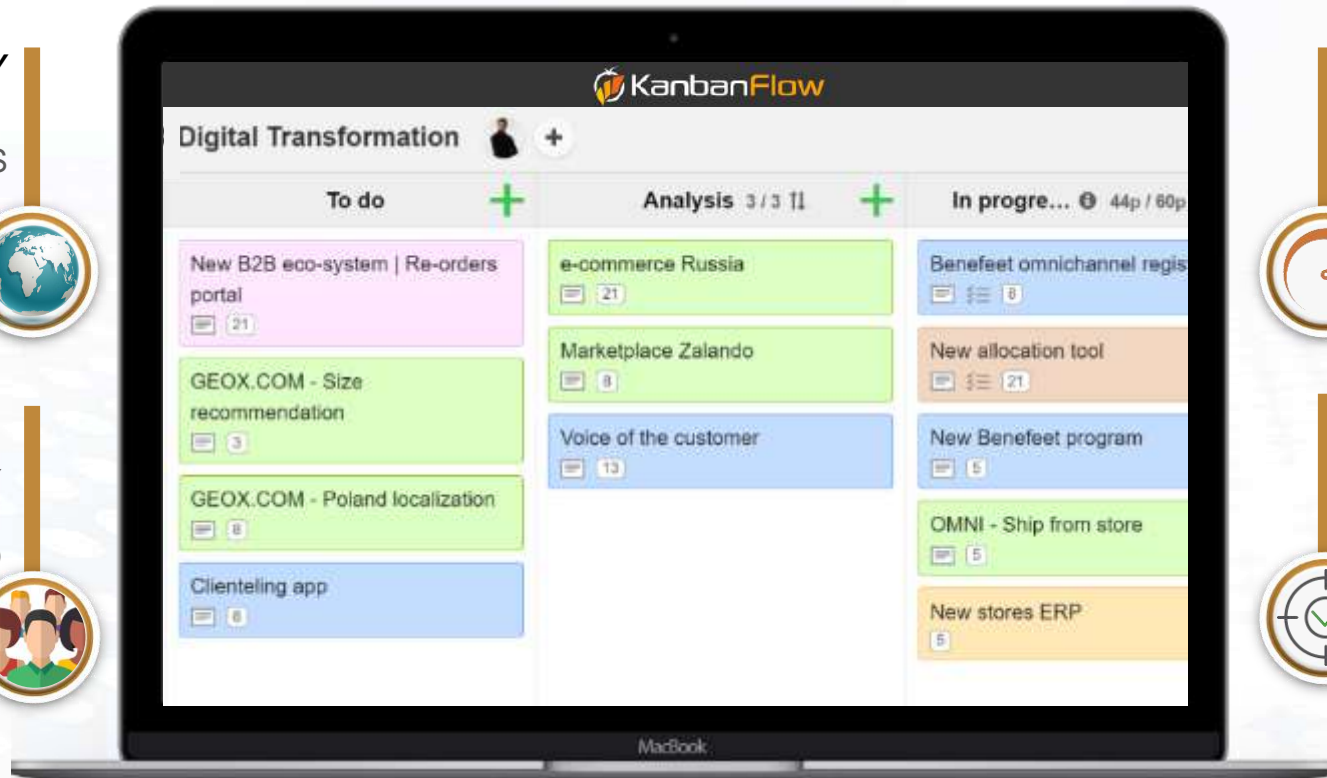
1. VISIBILITY

ACROSS ALL COMPANY'S DEPARTMENTS AND LEVELS



2. PRIORITIZATION

PERFORMED BY THE TOP EXECUTIVES TEAM INCLUDING CEO



3. SPEED OF EXECUTION

ALL FOCUS ON DELIVERING OPEN PROJECTS, BEFORE STARTING NEW ONES



4. BUSINESS GOALS

ALL PROJECTS ARE PROPERLY SHOWCASED AND MEASURED ON BUSINESS KPIS



GEOX 4 PILLARS

WE IDENTIFIED 4 MAIN PILLARS FOR OUR DIGITAL TRANSFORMATION JOURNEY

UNIFIED COMMERCE



INCREASE THE NUMBER OF DIGITAL
WINDOWS AND SEAMLESSLY
INTEGRATE ALL OF THEM

NEWh. ERA



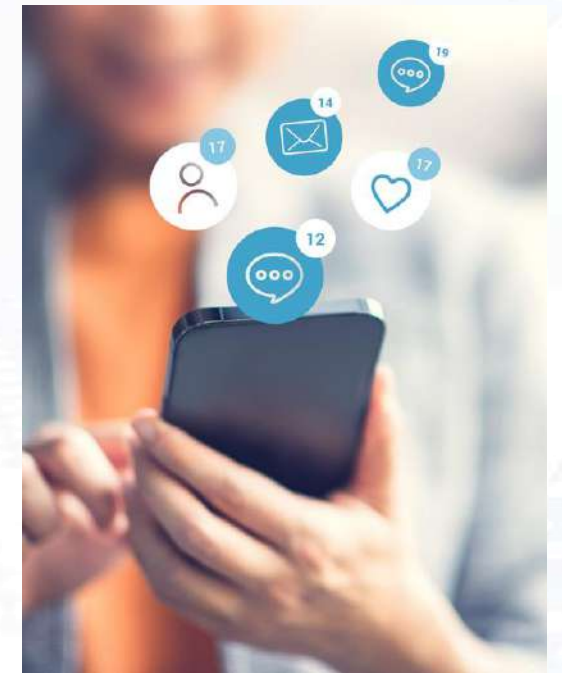
A NEW ERA FOR OUR WHOLESALE
BUSINESS, FOUNDED ON SPEED
AND DATA ANALYSIS

DIGITAL BACKBONE



THE TECHNOLOGICAL BACKBONE
TO MANAGE CONTENT AND ORDERS
IN AN OMNI-CHANNEL AND
INTEGRATED WAY

CUSTOMER CENTRICITY

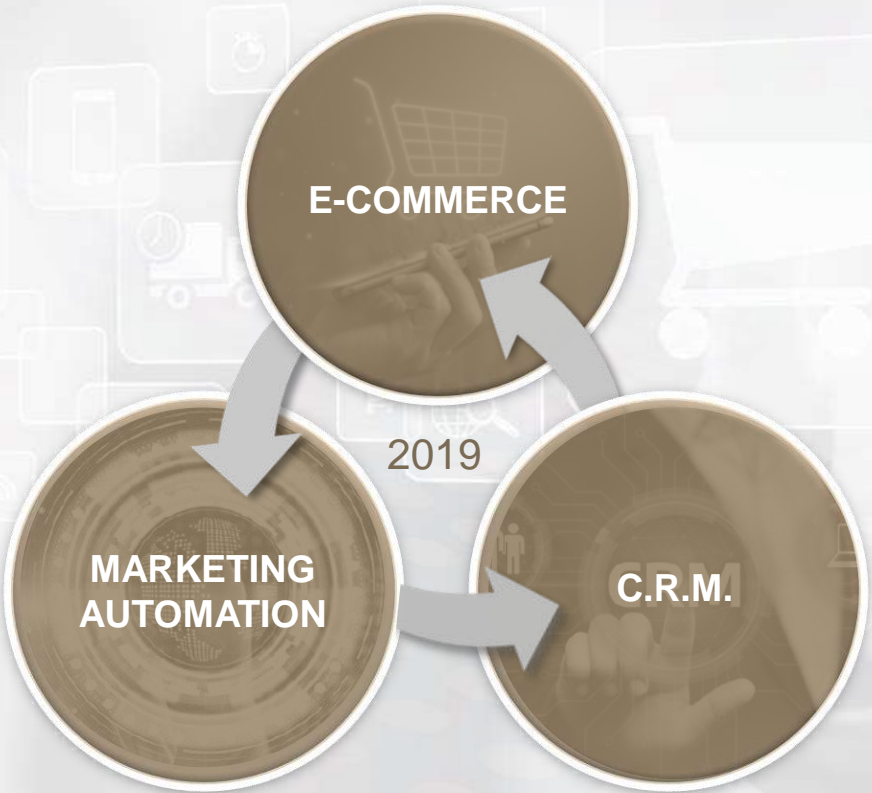


INCREASE THE NUMBER
OF TOUCHPOINTS AND BETTER
ENGAGE OUR CLIENTS

GEOX NEW WHOLESALE ERA

LEVERAGE THE EXPERIENCE MADE ON B2C, TO FULLY TRANSFORM OUR B2B ECOSYSTEM TO INCREASE THE SERVICE LEVELS AND REDUCE COST-TO-SERVE

B2C



B2B



DIGITAL SALES



Covid-19 impact

Acceleration of eCommerce **share of sales**

- For both brand.com and platforms

Differentiated **roles** by channel

- **Brand.com** for brand inspiration, engagement, 1P customer data collection, omni-channel, CRM and personalization
- **Online multi-brand platforms** for further customer outreach and new customer acquisition, especially in countries with lower brand awareness or less penetrated via owned channels

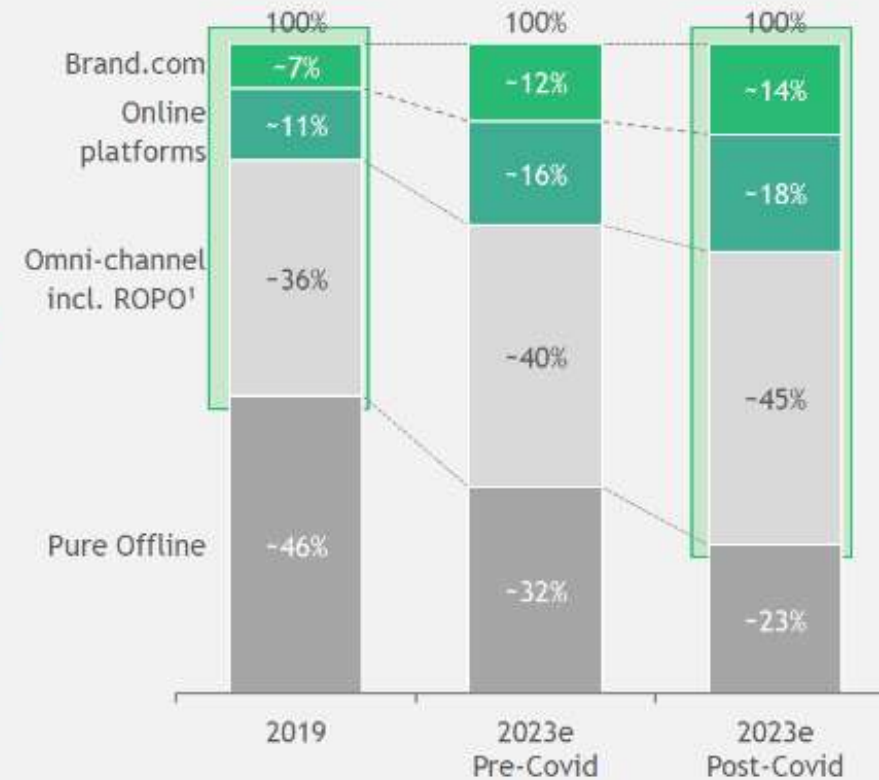
Further rise in **omnichannel journeys**, including both:

- Tracked transactions, e.g. Click & Collect
- Research Online, Purchase Offline

Steady decline in pure offline journeys

Fashion market

Channel mix, %



¹Research Online Purchase Offline

Source: Future of Distribution consumer survey, Post-Covid Luxury scenarios (BCG Lighthouse); BCG analyses and estimates

GEOX'S RECIPE

AT GEOX WE BELIEVE IN A COMBINATION OF THESE THREE CHANNELS AS THE PERFECT MIX TO SUCCEED IN DIGITAL

[A]

OMNI-CHANNEL BOOST



OUR STRATEGY IS TO CONNECT
IN A SEAMLESS WAY
OUR DIGITAL AND PHYSICAL
TOUCHPOINTS

[B]

DIRECT WEB BUSINESS



OUR .COM AND
DIRECTLY OPERATED WEBSITES
AS THE CORE OF
OUR DIGITALS SALES

[C]

ONLINE PLATFORM BUSINESS



3PS AND MARKETPLACES
ARE CRUCIAL TO
REACH NEW CLIENTS
AND EXPAND GEOX VISIBILITY

DIGITAL SALES

OMNI-CHANNEL
BOOST

A



GEOX PATH TO AN OMNI-CHANNEL INTEGRATION

OUR PATH FROM THE IN-SOURCE OF GEOX.COM TO A SEAMLESS OMNI-CHANNEL INTEGRATION

2019

THE FOUNDATIONS



INSOURCING OF OUR DIRECT WEBSITE AND THE ACTIVATION OF THE MAIN OMNI-CHANNEL SERVICES

2021

A FULL SET OF SERVICES



GOING DEEPER INTO OMNI-CHANNEL SERVICES CAPABILITES AND INTEGRATE ACROSS ALL NETWORK

2022

OMNI AT FULL SPEED



INTRODUCE "SHIP FROM STORE" SERVICE AND REVIEW OF INVENTORY MANAGEMENT

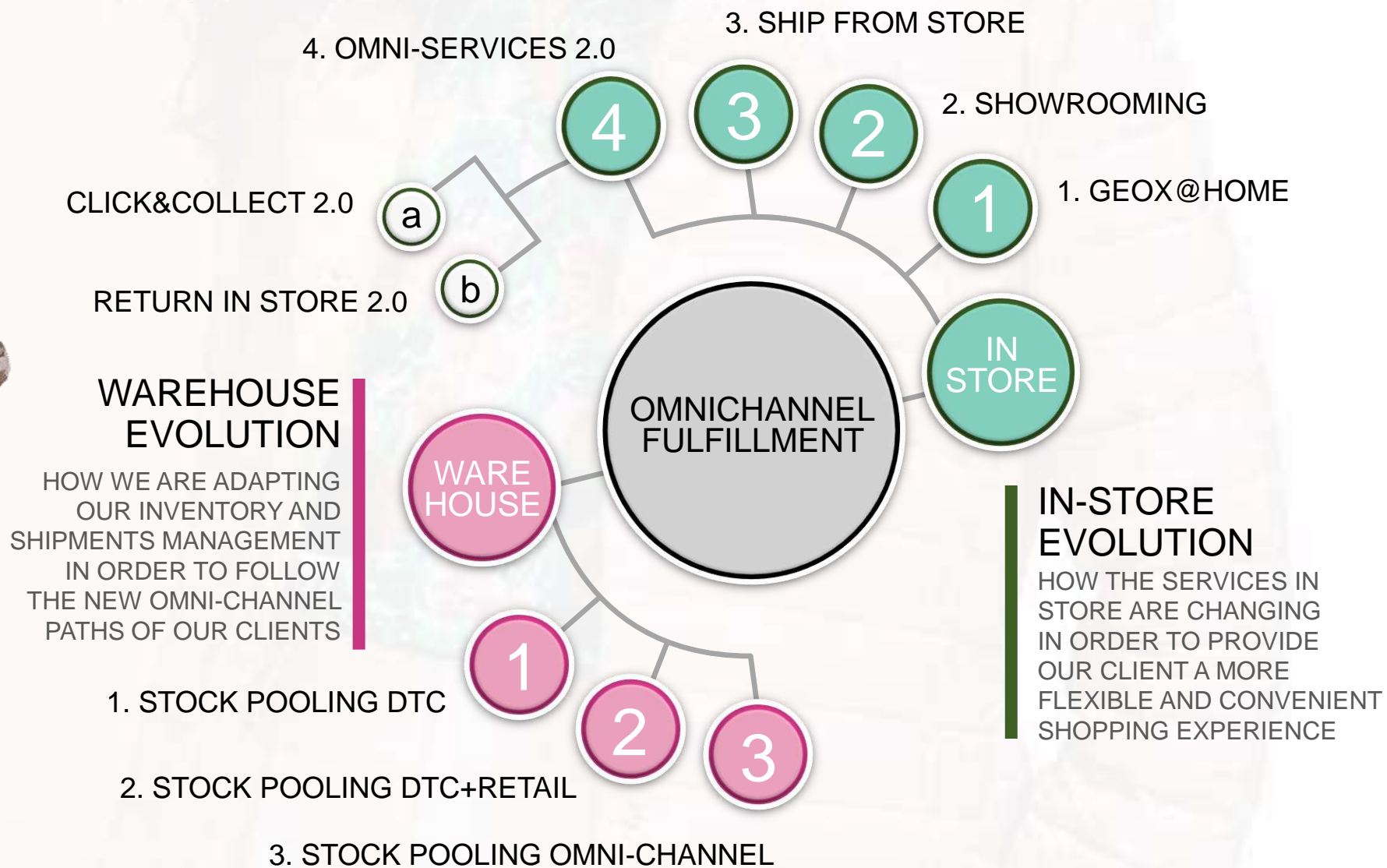
2023

SEAMLESS INTEGRATION



FULL INTEGRATION OF THE INVENTORY MANAGEMENT AND ORDER FULFILLMENT

GEOX OMNI-CHANNEL FULFILLMENT MODEL



DIGITAL SALES

DIRECT
WEB BUSINESS **B**



GEOX DIRECT WEB BUSINESS MAIN DRIVERS

[1]

PERSONALIZATION



THE RIGHT PRODUCT
AND THE RIGHT CONTENT
TO EACH SINGLE CLIENT IN
EACH SINGLE MOMENT

[2]

LEVERAGING DATA



RELYING ON BIG DATA
TO PROVIDE THE PERFECT SHOES
AND THE PERFECT FIT
TO OUR CLIENTS

[3]

DEEP DIVE ON GEOGRAPHIES



FOCUS ON NEW MARKETS
BY OPENING NEW STORES
(I.E. RUSSIA) OR PROVIDING A
SPECIFIC OFFER
AND SET OF SERVICES

[4]

LOYALTY PROGRAM ENHANCEMENT



FULLY INTEGRATE AND PROMOTE
OUR LOYALTY PROGRAM
AS A KEY ASSET TO
BETTER ENGAGE OUR CLIENTS

DIGITAL SALES

ONLINE
PLATFORMS BUSINESS ©



GEOX ONLINE PLATFORMS MAIN DRIVERS

[1]

**QUALITY
OVER QUANTITY**



A SELECTIVE NETWORK OF STRATEGIC PARTNERS WITH STRONG RELATIONSHIPS AND TAILOR MADE PRODUCT OFFERS AND SERVICES

[2]

**CENTRALIZED
MANAGEMENT**



CENTRALIZED ACCOUNT MANAGEMENT TO RELY ON THE MAIN CORPORATE TOOLS AND INCREASE PERFORMANCES

[3]

**IN-SEASON
MANAGEMENT**



STRONG FOCUS ON DIGITAL ASSETS, ON-SITE MARKETING CAMPAIGNS AND IN-SEASON REPLENISHMENTS TO INCREASE SELL-OUT

[4]

**NEW
BUSINESS MODELS**



MARKETPLACE AS THE STARTING POINT OF A NEW SET OF BUSINESS MODELS, MAKING THE MOST OF B2B AND B2C APPROACH

GEOX AWARDS IN DIGITAL AND OMNI-CHANNEL

MAIN AWARDS IN DIGITAL AND OMNI-CHANNEL FIELD

KPMG



CUSTOMER EXPERIENCE EXCELLENCE

GEOX INCLUDED IN TOP 15 COMPANIES FOR “CUSTOMER EXPERIENCE EXCELLENCE” AND TOP 10 AMONG NON-GROCERY RETAILERS

CORRIERE + STATISTA



LE STELLE DELL'ECOMMERCE

GEOX AWARDED AS ONE OF THE TOP 500 E-COMMERCE WEBSITE, RANKING TOP 15 IN THE SHOES INDUSTRY

RETAIL-X



RETAIL-X EURO BRAND INDEX

GEOX INCLUDED IN TOP500 BRANDS IN EUROPE FOR E-COMMERCE AND MULTICHANNEL CAPABILITES, SCORING IN TOP 150

GEOX

RESHAPE RETAIL
BUSINESS MODEL

Massimo Manenti
Retail Director



GEOX STRATEGIC PILLARS

[1]

**NETWORK
SEGMENTATION**



[2]

**CUSTOMER
CENTRICITY**



[3]

**OMNICHANNEL
MINDSET**



[4]

**TEAM
EMPOWERMENT**



A NEW CHAPTER
FOR OUR RETAIL

- FEWER & BETTER STORES
- STRONGER DIGITALIZATION
- BETTER CUSTOMER EXPERIENCE
- HIGHER PROFITABILITY

GEOX NETWORK SEGMENTATION

OPERATING MODEL

CLUSTERIZATION

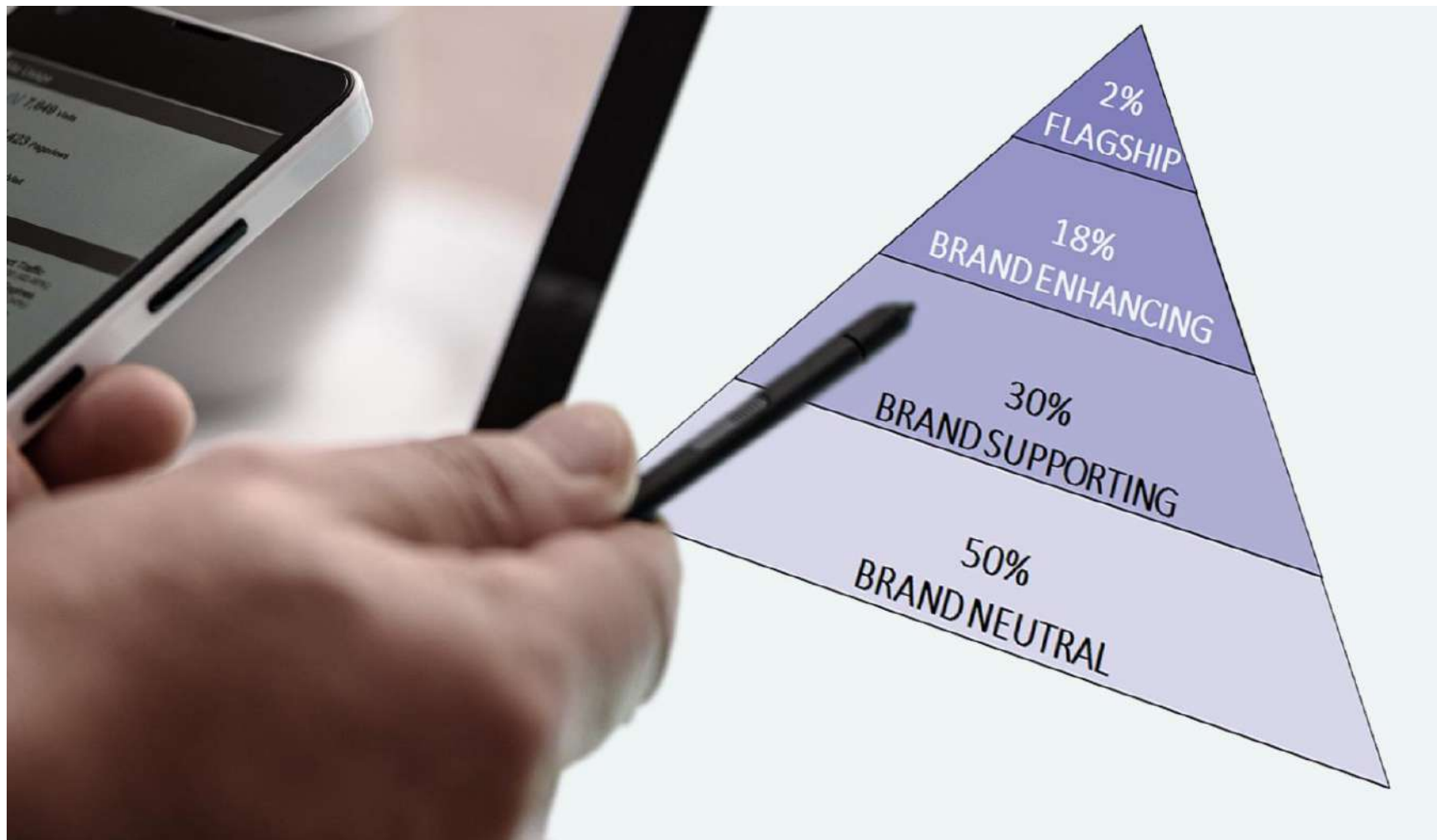
- 4 CLUSTERS
- BRAND-LED / BUSINESS-LED

OPTIMIZING NETWORK

- RENEW PROFITABLE STORES
- LATEST STORE CONCEPT
- THE-END OF LIFE CYCLE
- REBALANCING MIX OF CLUSTERS
- FOCUS ON 4 CORE MARKETS

ALIGNING ACTIVITIES:

- CUSTOMER EXPERIENCES
- PRODUCT ASSORTMENT
- VISUAL MERCHANDISING
- REDUCE COST TO SERVE
- PROFITABILITY



GEOX NETWORK SEGMENTATION

CLUSTERIZATION

BRAND-LED

FLAGSHIP



- TOP LOCATIONS
- KEY CITIES
- HIGHEST CX

BRAND ENHANCING



- HI-STREET LOCATIONS
- HIGHER VISIBILITY
- ASPIRATIONAL

BUSINESS-LED

BRAND SUPPORTING



- SHOPPING MALL LOCATIONS
- HIGHER FOOTFALL
- HIGHER PROFITABILITY

BRAND NEUTRAL



- MAINLY FRANCHISING
- COST EFFECTIVE
- CAPILLARY DISTRIBUTION

GEOX NETWORK SEGMENTATION

OPTIMIZING NETWORK

INVESTING OR RENEWING ONLY THE PROFITABLE STORES

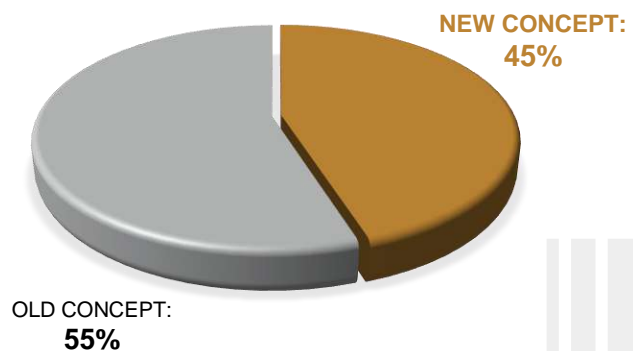
80% OF THE DOS STORES WITH THE LATEST CONCEPT BY 2024

RATIONALIZATION ON:

- STORES "BRAND NEUTRAL"
- STORES AT THE END OF THEIR LIFE-CYCLE
- STORES NON PERFORMANT

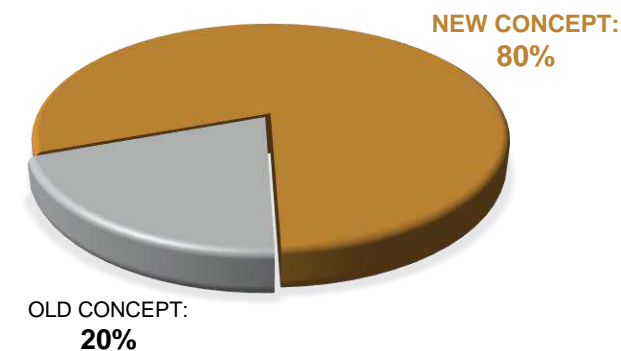
2019A

CONCEPT BREAKDOWN



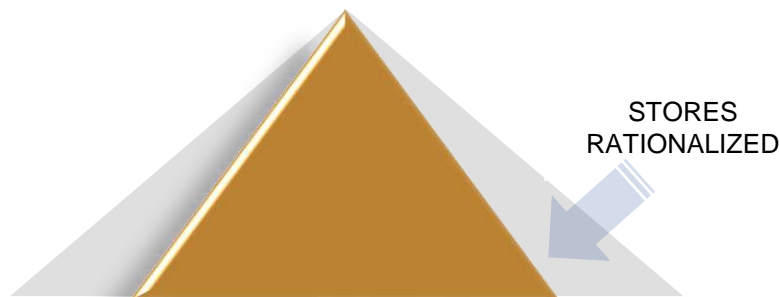
2024E

CONCEPT BREAKDOWN

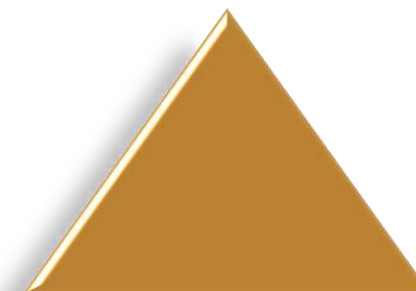


RATIONALIZATION
2020-2021
+ FINE TUNING 2022-2024

CLUSTER MIX



CLUSTER MIX



GEOX NETWORK SEGMENTATION

ALIGN ACTIVITIES & OFFER

DIFFERENT SHOPPING BEHAVIOUR

ALIGNED CUSTOMER EXPERIENCE

DIFFERENTIATED VISUAL MERCHANDISING

OPTIMIZED MERCHANDISING MIX BY CLUSTER

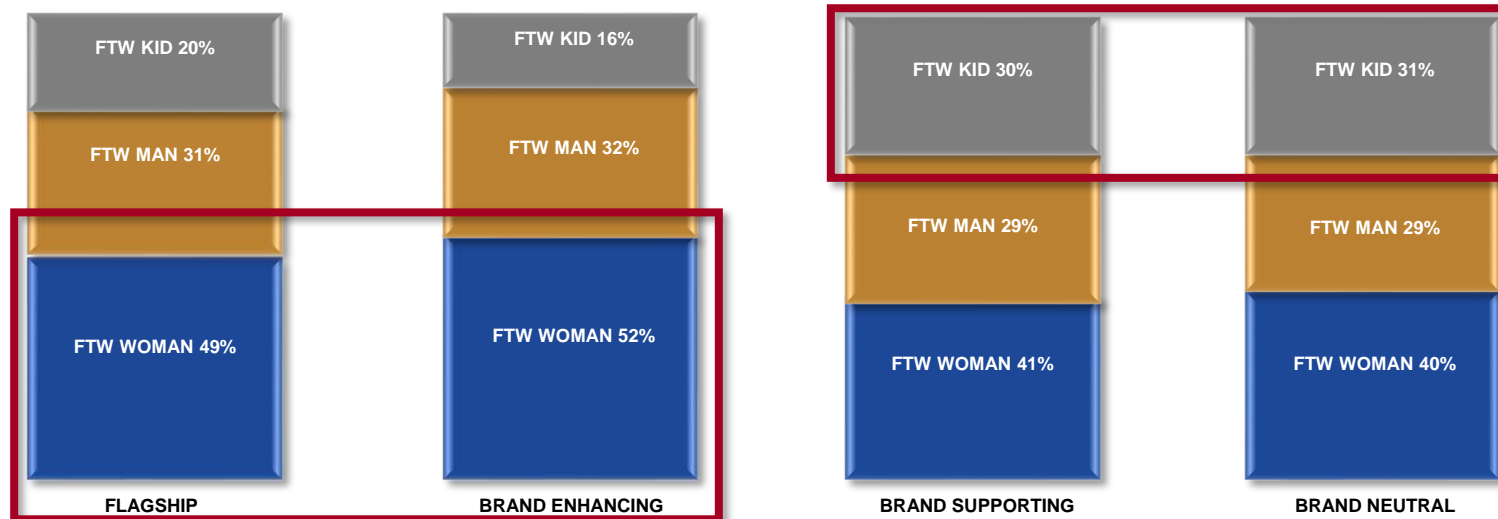
- FLAGSHIP & BRAND ENHANCING: WOMAN
- BRAND SUPPORTING & BRAND NEUTRAL: KIDS

ONGOING SKU OPTIMIZATION

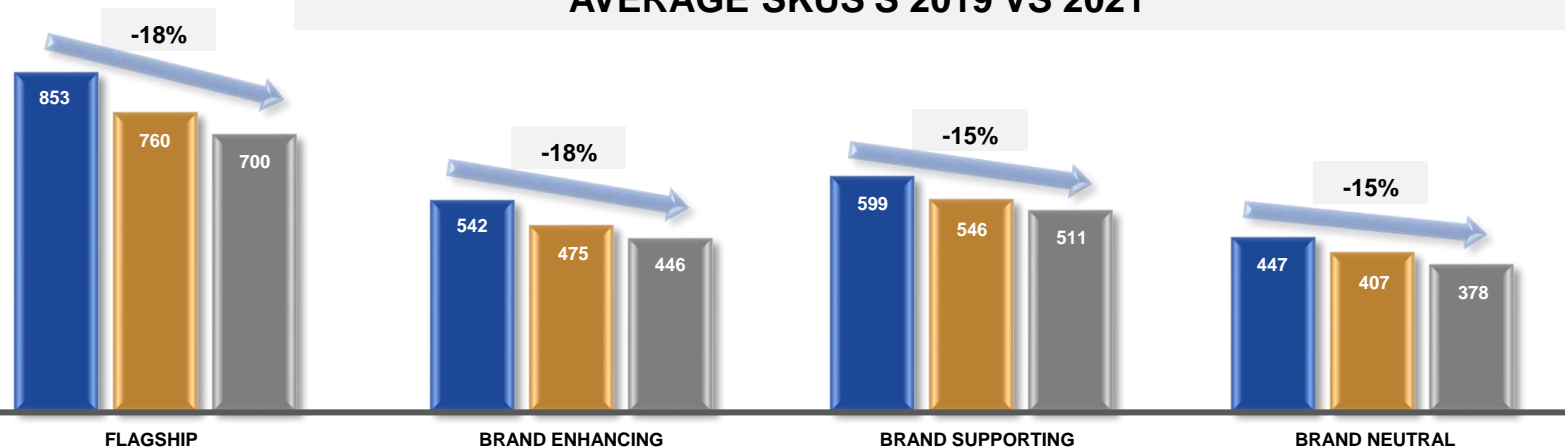
- CUT THE LONG UNPRODUCTIVE TAIL
- FLAGSHIP & BRAND ENHANCING -18%
- BRAND SUPPORTING & NEUTRAL -15%

INTRODUCING SHOWROOMING PROJECT

CONSUMER MIX BY STORE CLUSTER AVG '19/'20



AVERAGE SKU'S 2019 VS 2021



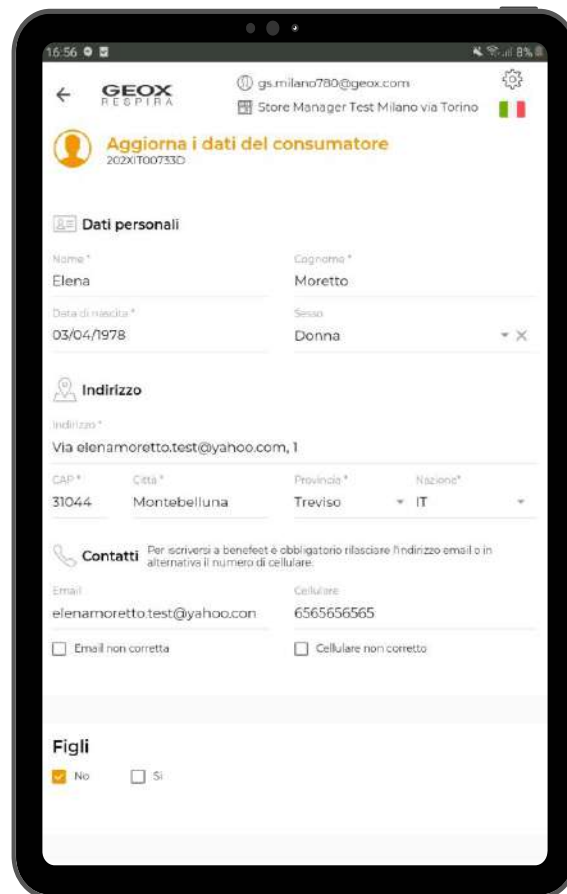
GEOX CUSTOMER CENTRICITY

CUSTOMER FIRST

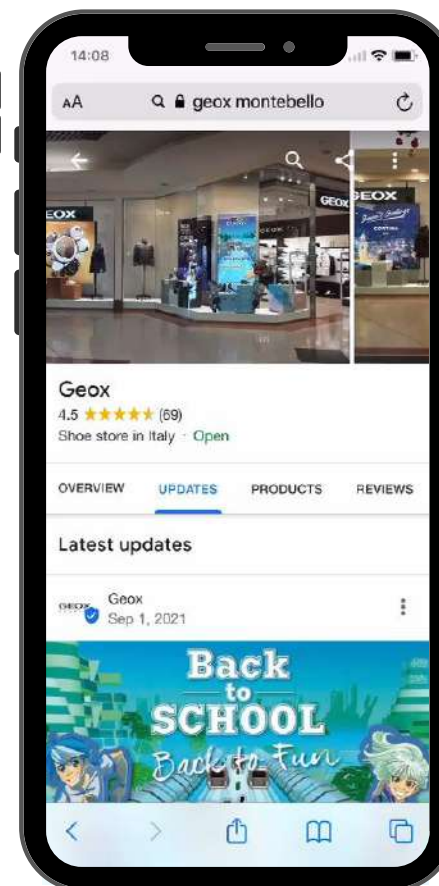
ACCELERATING THE **DIGITAL TRANSFORMATION** TO BRING THE CUSTOMER AT THE CENTER OF ALL OUR ACTIVITIES

INTRODUCE **NEW DIGITAL TOOLS**

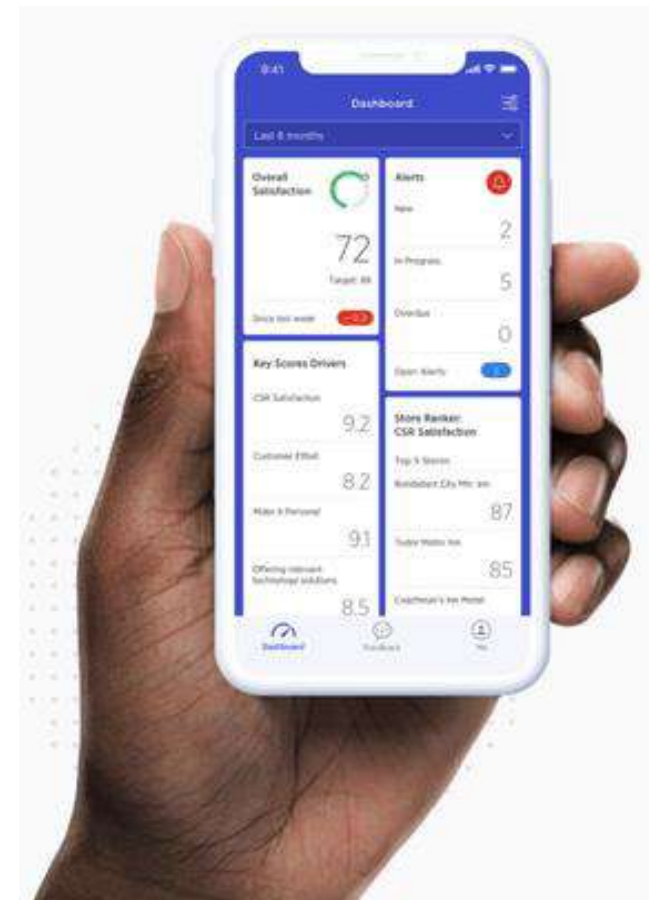
SEAMLESS PROCESS TO MAKE THEIR LIVES EASIER



Data Acquisition &
Unique Customer ID



Boosting GMB



Voice of Customer

GEOX CUSTOMER CENTRICITY

CUSTOMER DATA ACQUISITION

- SPEED-UP PROCESS WITH NEW DIGITAL TOOLS
- IMPROVING DATA QUALITY & QUANTITIES
- SUPPORT CONTACT STRATEGY
- DRIVE QUALITY TRAFFIC TO STORES

UNIQUE DIGITAL CUSTOMER ID

- MERGING ONLINE AND OFFLINE CUSTOMER DATA
- SEAMLESS EXPERIENCE
- SIMPLIFIED PROCESS
- ENHANCED ADVANTAGES

16:56 | gs.milano780@geox.com | Store Manager Test Milano via Torino

Aggiorna i dati del consumatore
202X1T00733D

Dati personali

Nome *
Elena

Cognome *
Moretto

Data di nascita *
03/04/1978

Sexo
Donna

Indirizzo

Indirizzo *
Via elenamoretto.test@yahoo.com, 1

CAP *
31044

Città *
Montebelluna

Provincia *
Treviso

Nazione *
IT

Contatti Per iscriversi a benefeet è obbligatorio rilasciare l'indirizzo email o in alternativa il numero di cellulare.

Email
elenamoretto.test@yahoo.com

Cellulare
6565656565

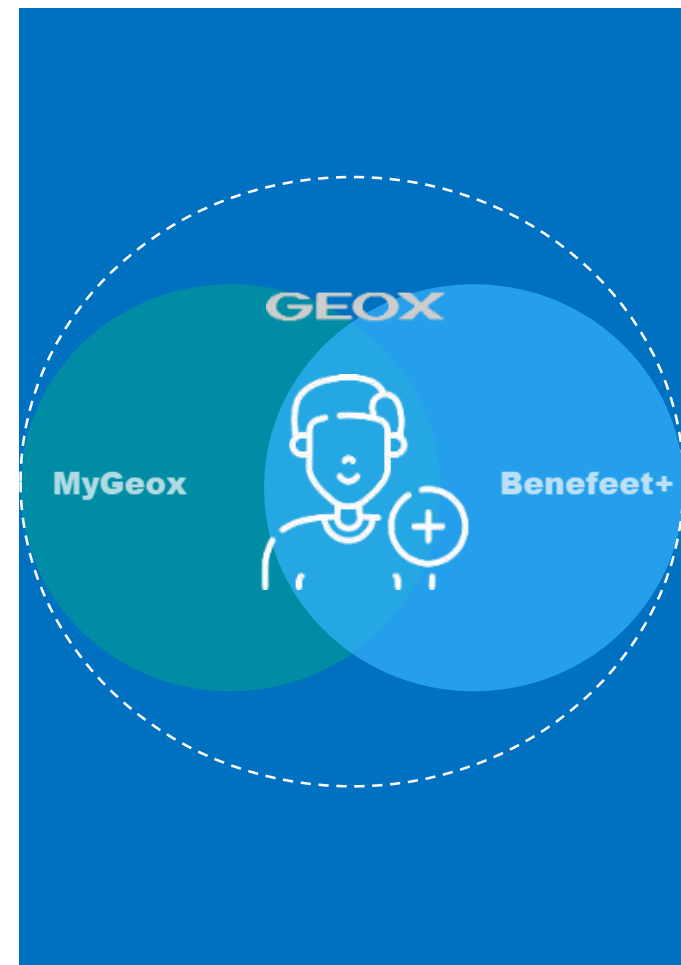
Email non corretta

Cellulare non corretto

Figli

No Sì

benefeet



BENEFEEET
UNIFIED REGISTRATION

GEOX CUSTOMER CENTRICITY

BOOSTING

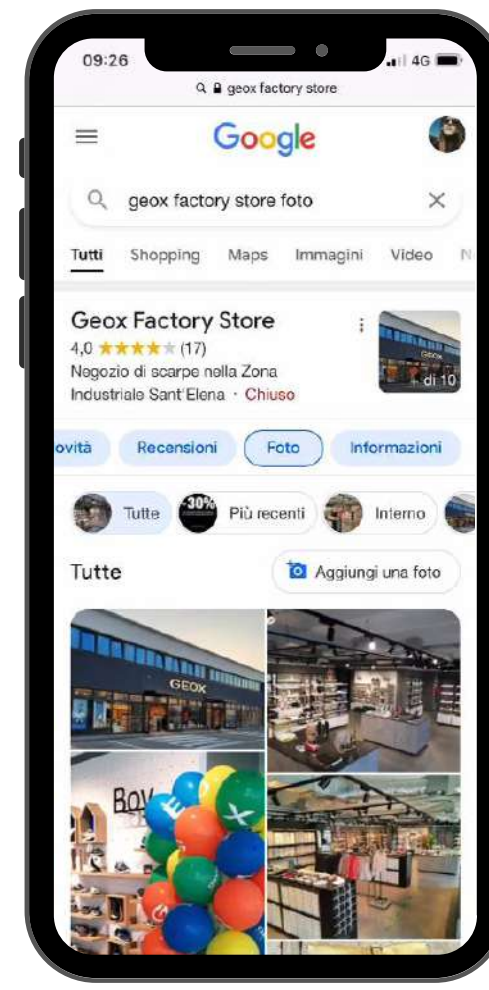
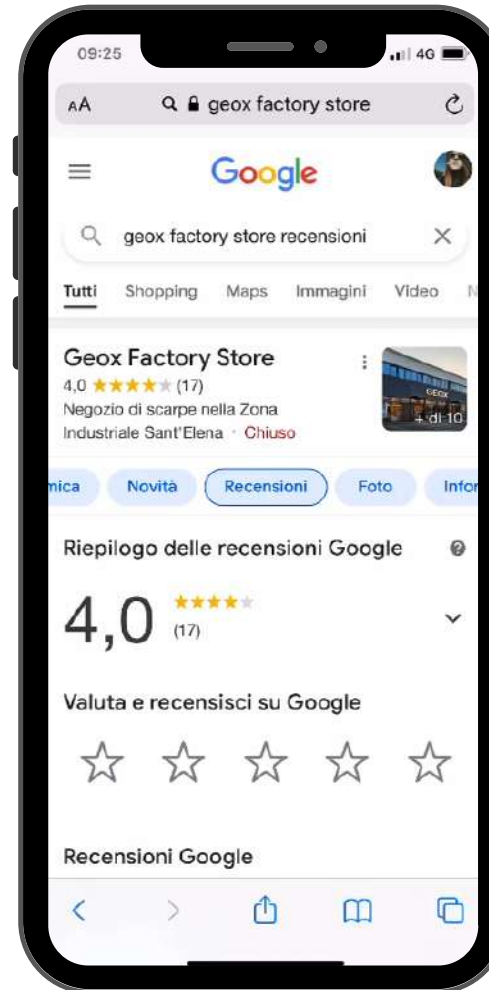


TRAFFIC DRIVER

ALL GLOBAL POINTS OF INTEREST (POI) UPDATED

RELEVANT INFORMATION ACCESSIBLE TO ALL CUSTOMERS

NEW POSTS AND PHOTOS REGULARLY PUBLISHED



GEOX CUSTOMER CENTRICITY

VOICE OF CUSTOMER

- PARTNERING WITH MEDALLIA
- REPLACING MYSTERY SHOPPING
- MONITORING THE CX SATISFACTION AFTER PURCHASING
- ANSWERING CUSTOMER REVIEWS AND FEEDBACKS
- TURN SIGNALS INTO ACTIONS THAT DRIVE GROWTH

The image shows a hand holding a smartphone displaying a dashboard with various metrics and a video feedback overlay. The dashboard includes a 'Overall Satisfaction' score of 72, a 'New Alerts' count of 2, and a 'Key Scores Drivers' table. The video feedback overlay features a play button and the text: "I love your product, but my order arrived way later than expected." Above the overlay are icons for WhatsApp and Google. Below the overlay is a notification icon with a speech bubble containing the number 4 and a sad face emoji.

VIDEO FEEDBACK

"I love your product, but my order arrived way later than expected."

powered by

Medallia

GEOX OMNICHANNEL MINDSET

OMNICHANNEL SERVICES

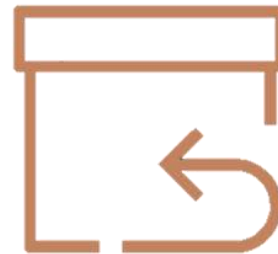
- ENHANCING O2O CONCEPT
- OPTIMIZING ALL THE OMNICHANNEL SERVICES
- BOOSTING G@H REVENUES
- FROM 6% TO 10%
- INTRODUCING SFS



CLICK & COLLECT



CLICK & RESERVE



IN-STORE RETURN



GEOX@HOME

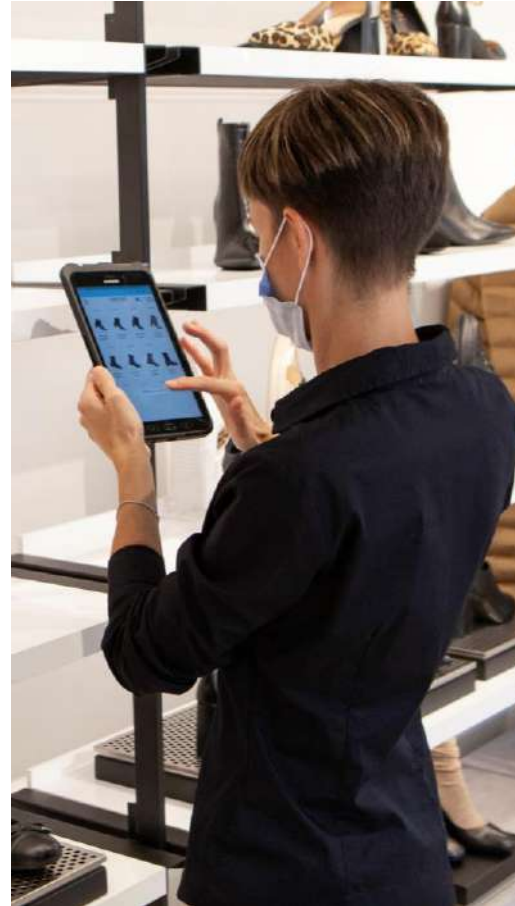


SHIP FROM STORE

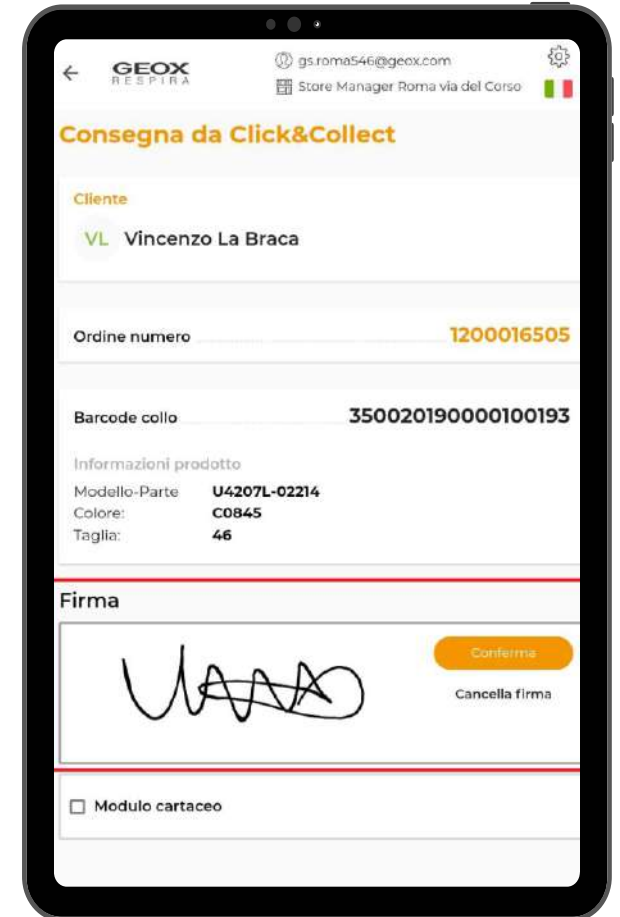
GEOX OMNICHANNEL MINDSET

GOING PAPERLESS

- MORE DEVICES IN STORE
- INCREASING DATA ACCURACY
- MORE SUSTAINABLE
- EASIER EXPERIENCE IN STORE



TABLET & MOBILES



PAPERLESS

MAIN AWARDS IN SHOPPING EXPERIENCE

IPSOS AND LARGO CONSUMO



SHOPPING EXPERIENCE
EXCELLENCE

FOR THE **2ND YEAR IN A ROW**

GEOX HAS BEEN AWARDED BY IPSOS
AND LARGO CONSUMO AS **ITALY BEST
FOOTWEAR BRAND**
BY THE CONSUMERS



GEOX TEAM EMPOWERMENT

DIGITAL TOOLS

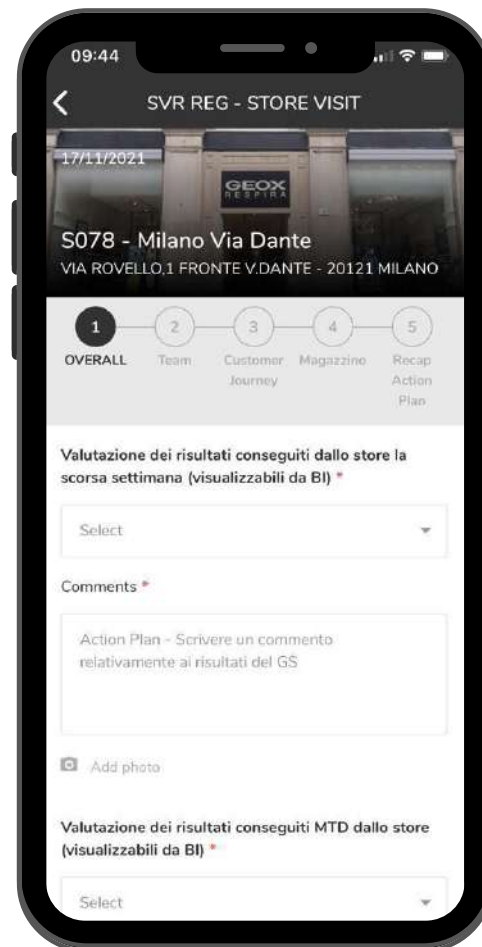
ENABLING OUR TEAMS WITH DIGITAL TOOLS:

- STORE VISIT REPORTS
- MOBILE KPI DASHBOARD

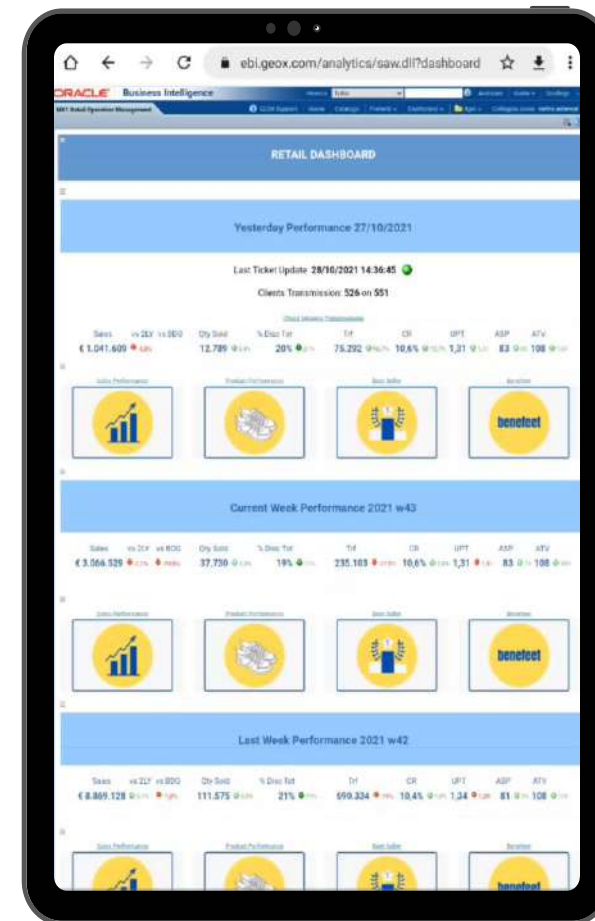
GIVING CLEAR GUIDELINES TO IMPROVE PERFORMANCES

CONSTANTLY TRACKING OF SALES & KPI

FOCUS ON DELIVERING THE EXCELLENCE IN THE EXECUTION



DIGITAL STORE VISIT



MOBILE SALES & KPI DASHBOARD

GEOX TEAM EMPOWERMENT

DIGITAL BUSINESS COMMUNITY

step 

LIVE SINCE NOVEMBER

ALL YOU NEED TO KNOW IN ONE APP

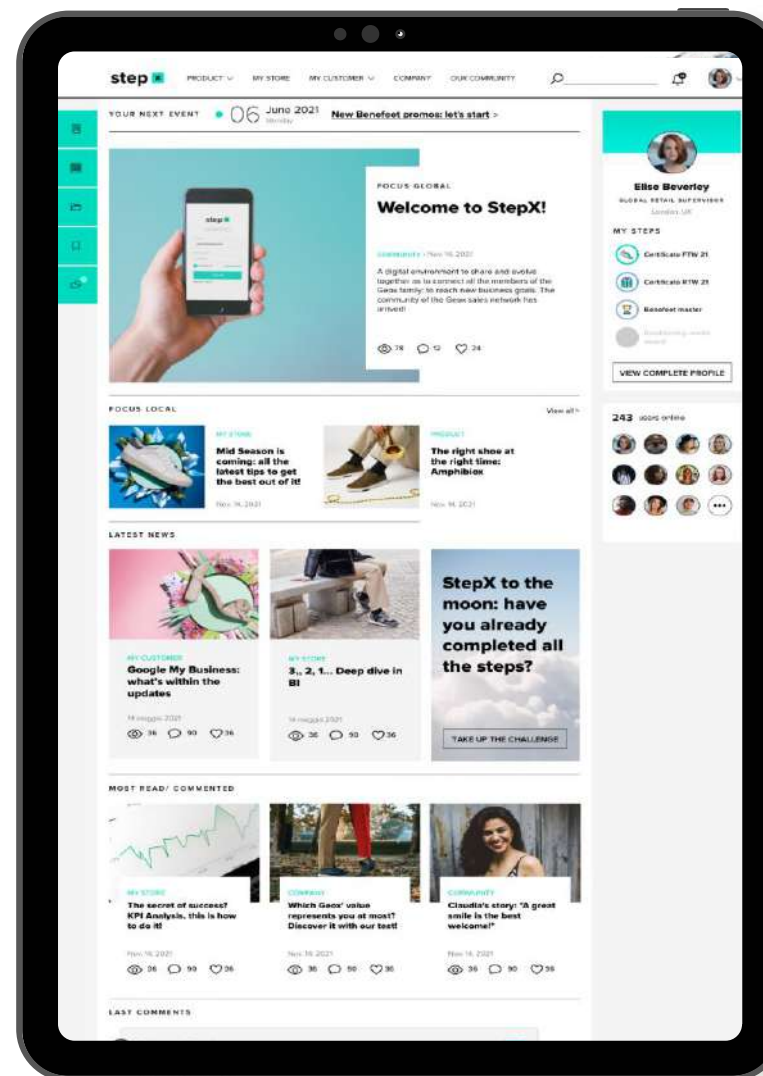
A POWERFUL BUSINESS TOOL

ACCESSIBLE TO ALL THE EMPLOYEES

LEARN, PERFORM AND CONNECT

TWO WAYS COMMUNICATION

A NEW ENGAGING WAY TO DO RETAIL




Logotel
making together.

GEOX

REGAIN QUALITATIVE
WHOLESALE

Monica Guidolin
Wholesale Director





WHOLESALE AIMS TO
REACH A LARGE PART
OF CUSTOMERS
DEVELOPING
PARTNERSHIPS ABLE
TO GENERATE VALUE
FOR CLIENTS AND
FOR GEOX

WHOLESALE DIGITAL TRANSFORMATION STRATEGY

- 
1. NEW B2B-ECOSYSTEM
 2. RETAILIZATION OF CONCESSION BIZ
 3. DISTRIBUTION SEGMENTATION
 4. DIGITAL DOOR MANAGEMENT

GEOX 1. NEW B2B ECOSYSTEM

POWERED BY  **accenture**

MOVING TO B2C-LIKE SERVICES BEYOND PRODUCTS

UNIQUE
IMMERSIVE
B2B CLIENT
JOURNEY
FROM
PRE-SEASON
TO POST-SALES

360°
DISTRIBUTION
CENTRIC



UNIQUE CUSTOMER
JOURNEY

CUSTOMER
SERVICE



MORE EFFECTIVE
CUSTOMERS'
INTERACTION

SALES
CAMPAIGN



FAST &
SUSTAINABLE
SALES PROCESS

B2B
REPLENISHMENT



ENGAGED &
PROACTIVE B2B

GRADUALLY RENOVATE
EXISTING NETWORK
IMPLEMENTING
NEW STRATEGIC PARTNERS



GEOX

2. RETAILIZATION OF CONCESSION BIZ TO ELEVATE BRAND POSITIONING

ASSORTMENT GOVERNANCE

SEAMLESS CENTRALIZED INVENTORY

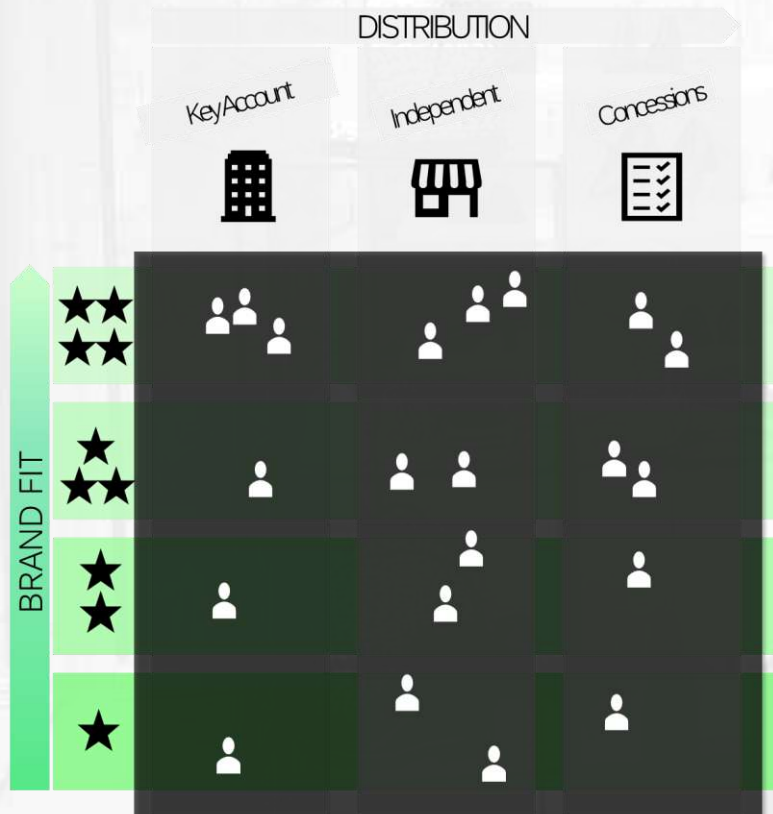
IN SEASON MANAGEMENT TO INCREASE FULL PRICE
PERFORMANCE

OMNICHANNEL COMMERCIAL CALENDAR



3. DISTRIBUTION SEGMENTATION LED BY DTC STRATEGY

DISTRIBUTION MAPPING ASSESSMENT



CLIENT PRIORITIZATION

RULES OF ENGAGEMENT BASED ON PROFITABILITY,
STRATEGIC FIT & GROWTH POTENTIAL

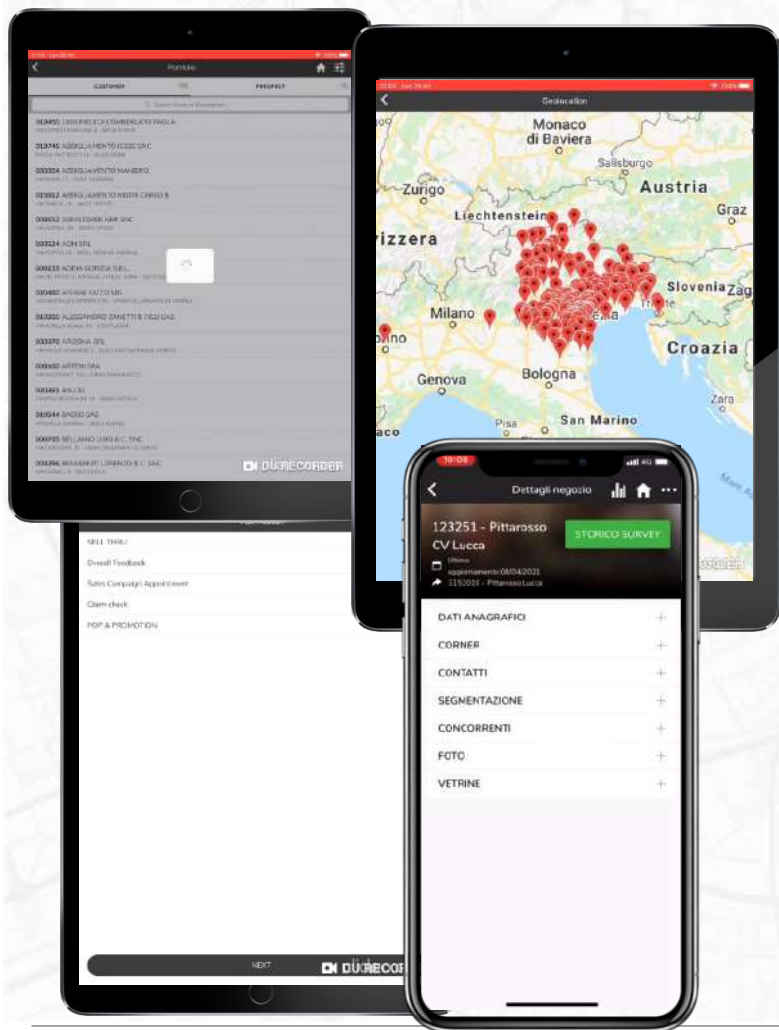
ASSORTMENT STRATEGY

ASSORTMENT VS OMNICHANNEL DISTRIBUTION
SEGMENTATION

SALES CAMPAIGN CUSTOMIZATION

MAPPED & PERSONALIZED CLIENT'S JOURNEY

EXPLORE NEW FUNCTIONALITIES
DATA EXCHANGE WITH THE FIELD



DATA & ANALYTICS FOR REAL-TIME INSIGHTS ACROSS CLIENTS' PORTFOLIO

SALES FORCE CONNECTION EMPOWERMENT

- CLIENT PROFILE MANAGEMENT
- GEO-MAPPING PROSPECTION
- MARKET PERFORMANCE MONITORING 24/7
- SEGMENTATION ASSESSMENT

REGAIN

QUALITATIVE
WHOLESALE



GEOX GROWTH PILLARS

DISTRIBUTION PILLARS



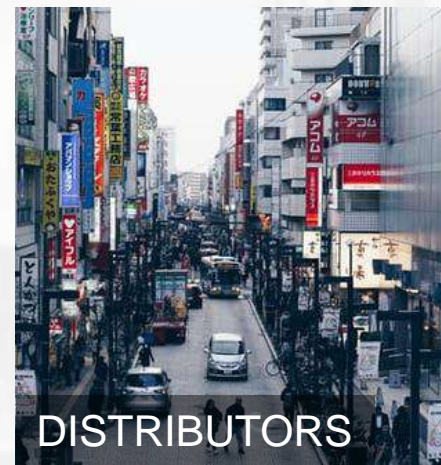
KEY PARTNERS

Strengthen relationships



INDEPENDENTS

Leverage Premium Distribution



DISTRIBUTORS

Establish local relevance

GAIN MARKET SHARE



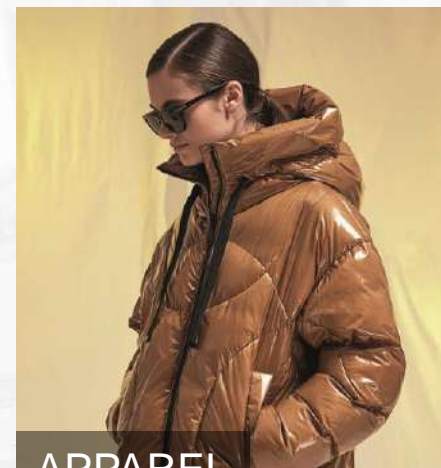
WOMAN

Boost penetration by category approach



KIDS

Reinforce Leadership



APPAREL

Build up solid growth

GEOX WHOLESALE DISTRIBUTION

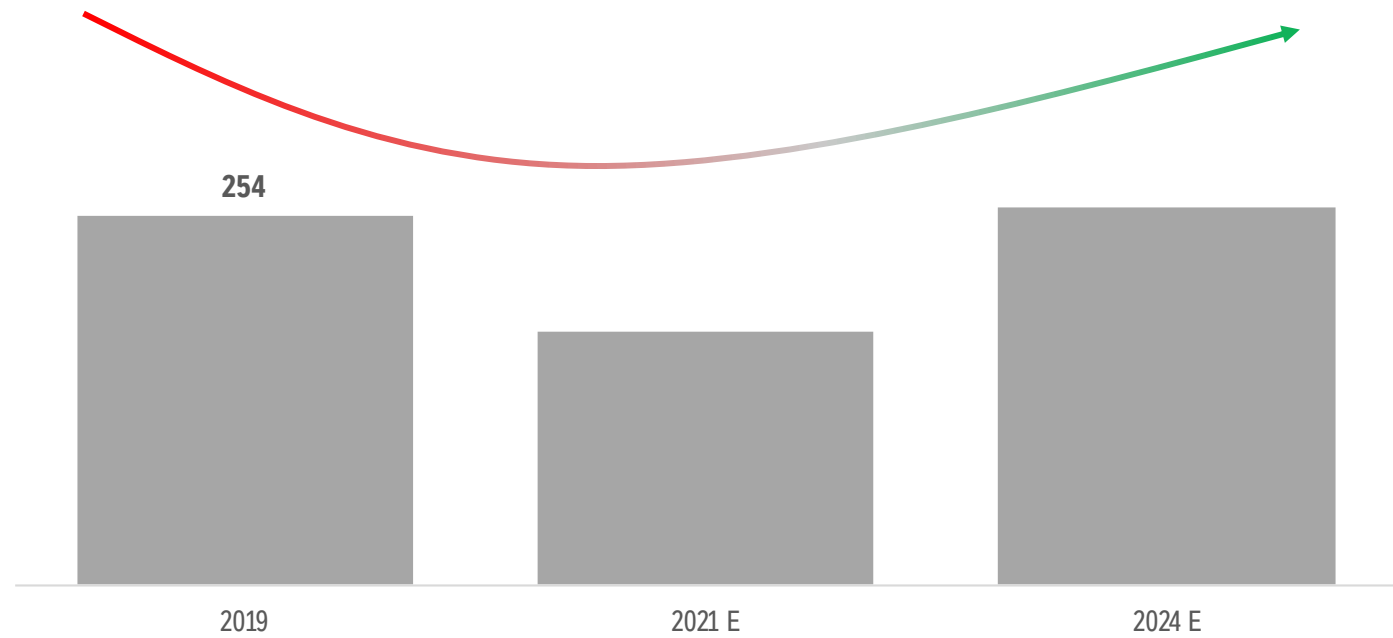
80 MARKETS
8.600 DOORS

- KEY ACCOUNT & DISTRIBUTORS
#3.500 DOORS
- CONCESSIONS
#400 DOORS
- INDEPENDENT
#4.700 DOORS



GEOX WHOLESALE GLOBAL AMBITION

CAGR 21-24
+14%



DATA: WHS B&M NET INITIALS + INSEASON ORDERS M€



**OVERVIEW
BY DISTRIBUTION SEGMENT**

GEOX STRENGTHEN RELATIONSHIP WITH KEY PARTNERS

CONSUMER FOCUS ASSORTMENT

FOSTER CATEGORY APPROACH

IN SEASON MANAGEMENT SUPPORTED
BY DIGITAL ENABLERS

IMPLEMENT SHOP IN SHOP CONCEPT

**TOP 20 CLIENTS
30% 2024 REVENUES**

Galerias
Lafayette

SPHERIC
Transformez le monde
en marchant

GEOX

GEOX LEVERAGE INDEPENDENTS



PREMIUM DISTRIBUTION
EXPAND FOOTPRINT

ASSORTMENT GUIDELINES
FOCUS ON EFFICIENCY

REDUCE COST TO SERVE
DIGITAL SALES TOOLS ON **40%** OF CLIENTS

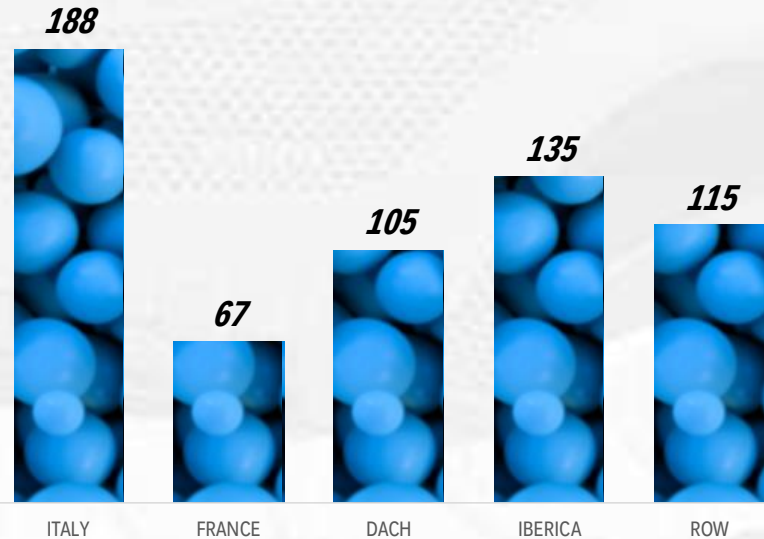
B2B ECOSYSTEM
NEW DIGITAL EXPERIENCE TO BOOST ISM

GEOX SPHERICA IMPACT

CONSUMER DRIVEN PROJECT

GAIN ADDITIONAL DISTRIBUTION LEVERAGING ON OUR BRAND NEW SNEAKER PROPOSITION.

■ BRAND NEW #DOORS SPHERICA



**610
DOORS**

IMPACT OF SPHERICA ON BRAND NEW CLIENTS
80% OF BRAND NEW CLIENTS ACQUIRED THANKS TO SPHERICA



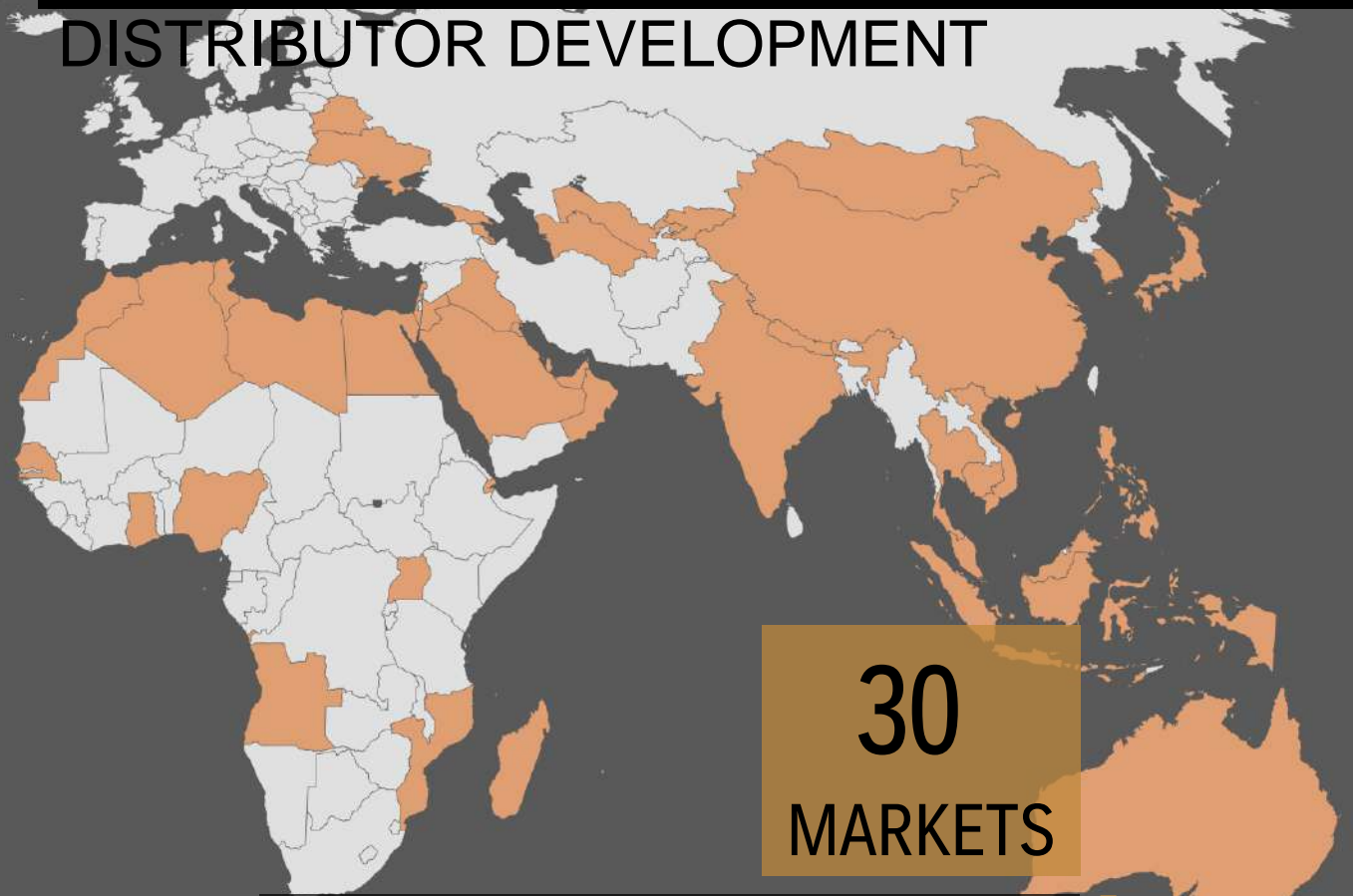
GEOX GLOBAL INTERNATIONAL DISTRIBUTOR DEVELOPMENT

ENSURE GLOBAL CONSISTENCY TO BE LOCALLY RELEVANT

BOOST HIGH POTENTIAL MARKETS

EXPAND DISTRIBUTION ACROSS MARKETS IN K-LOCATIONS

BOOST 360° OMNICHANNEL APPROACH



30
MARKETS

EXCLUSIVE PARTNERS IN MARKETS WHERE GEOX HAS NO DIRECT OPERATION

GEOX NEW INTERNATIONAL SHOWROOM



IMMERSIVE EXPERIENCE ACROSS COMPANY
TRASFORMATION JOURNEY



**STRATEGIC PRIORITIES &
TARGETS BY MARKET**

GEOX OVERVIEW BY MARKET

NORAM

**PRIORITIZE
DIGITAL**

EUROPE

**ESTABLISH TOP
LEADING
POSITION ON
CORE MARKETS**

EASTERN EUROPE

**GROWTH
ACCELERATION**

APAC & ROW

**EXPAND
FOOTPRINT**

NORAM PRIORITIZE DIGITAL

KEY PARTNERS
ACCELERATE DIGITAL & SERVICES

FTW
EXPAND PERIMETER IN ADULT
GROW KIDS L4L

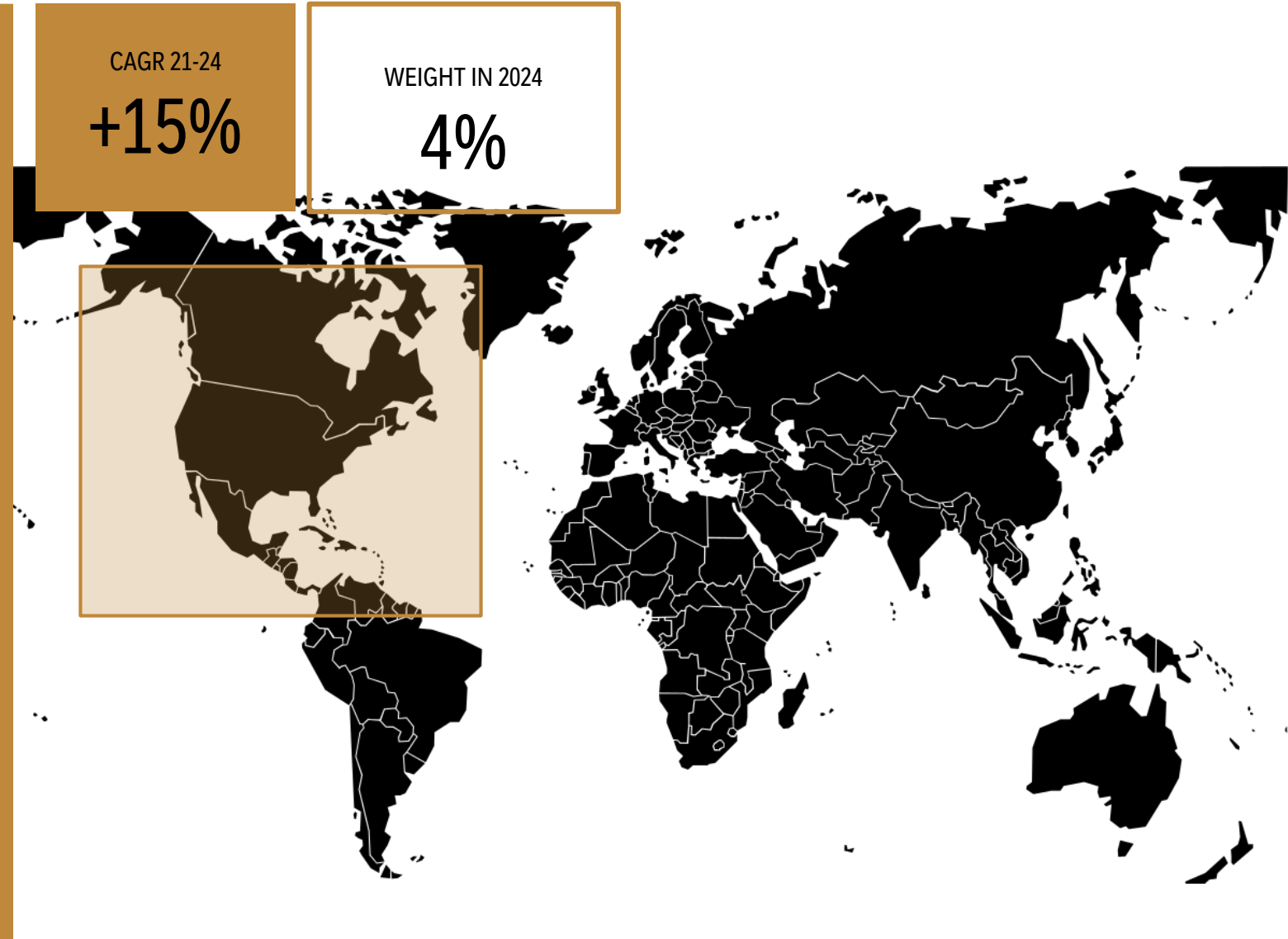
RTW
EXPLORE K-ACCOUNTS
WITH 360° APPROACH

CAGR 21-24

+15%

WEIGHT IN 2024

4%



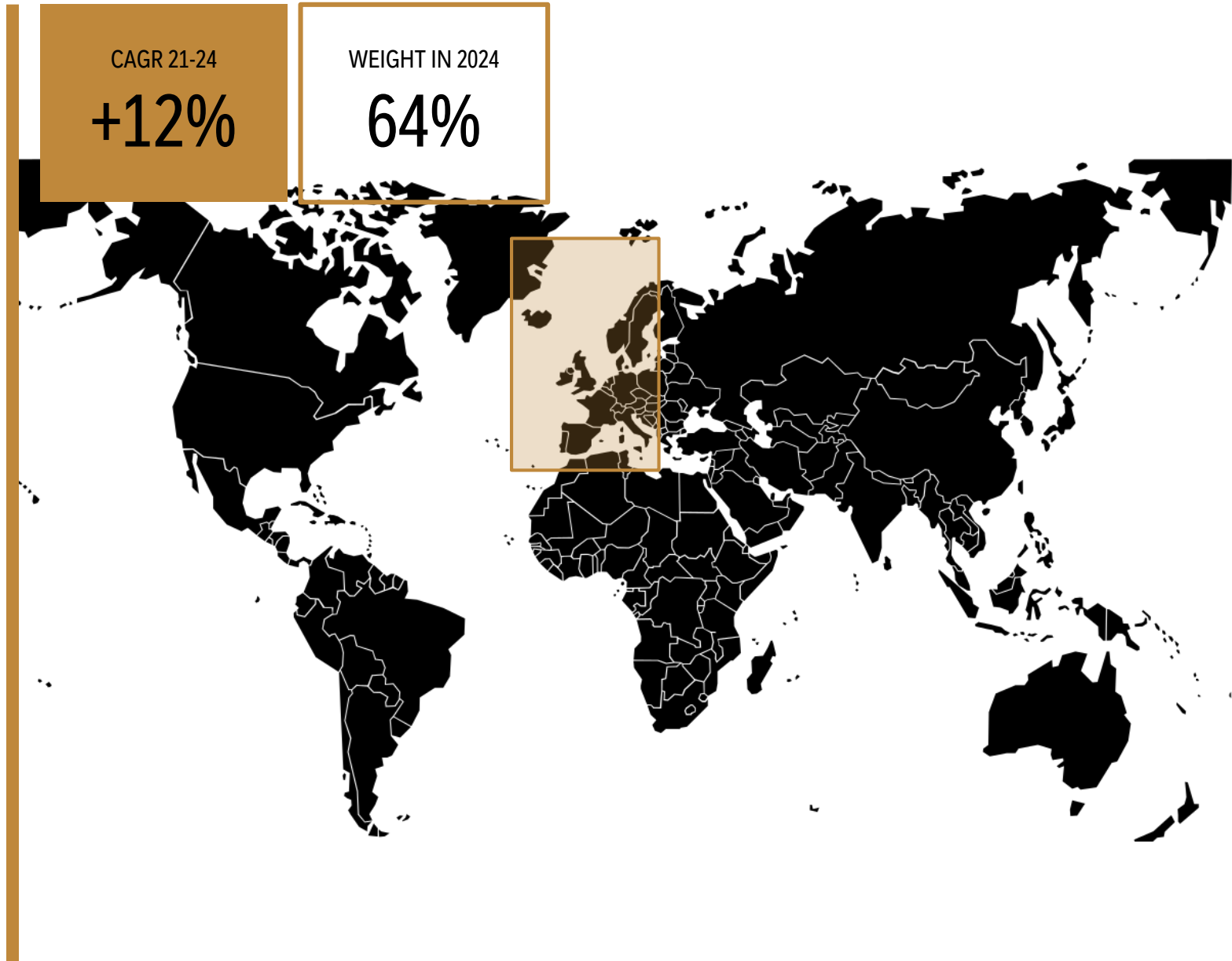
EUROPE ESTABLISH TOP LEADING POSITION ON CORE MARKETS

LEVERAGE QUALITATIVE DISTRIBUTION
DEVELOP KEY PARTNERS ALLIANCES
OFFER SEGMENTATION VS DISTRIBUTION
UPGRADE INDEPENDENTS EFFICIENCY

WOMAN
GAIN RELEVANT MARKET SHARE

KIDS
FOSTER "MOMENTUM"

RTW
MAXIMIZE PERIMETER
ENHANCE VISIBILITY IN PREMIUM
DISTRIBUTION



EASTERN EUROPE ACCELERATE GROWTH

RUSSIA

GET LEADING POSITION IN FTW MARKET
BECOME BEST PREMIUM BRAND IN RTW
ACCELERATE EXPANSION WITH K-PARTNERS
LEVERAGING ON SEGMENTATION

EASTERN EUROPE

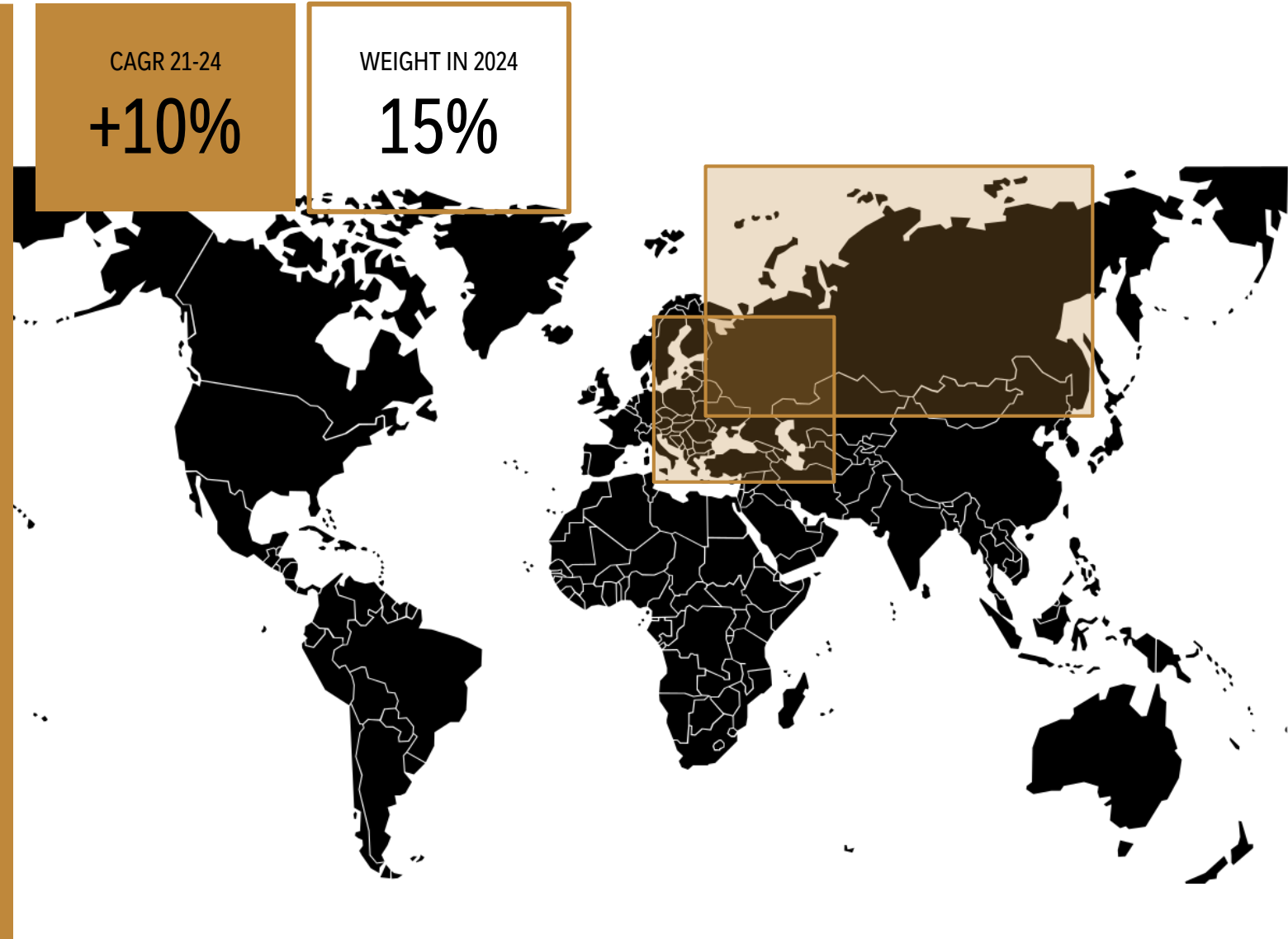
INVEST IN STRATEGIC PARTNERSHIP
EXPLOIT FULL POTENTIAL OF CURRENT
DISTRIBUTION
PENETRATE ATHLEISURE MARKET SEGMENT
EXPLOIT ADULT FTW WITH FOCUS ON WO'S

CAGR 21-24

+10%

WEIGHT IN 2024

15%



APAC & ROW EXPAND FOOTPRINT

PRIORITIZE GREATER CHINA

+28% CAGR 19-24

REGIONAL DISTRIBUTORS

EXPAND IN TIER2 CITIES

GLOBAL INTERNATIONAL DISTRIBUTORS

SUPPORT GROWTH ACCELERATION

IN K-MARKETS

OFFER

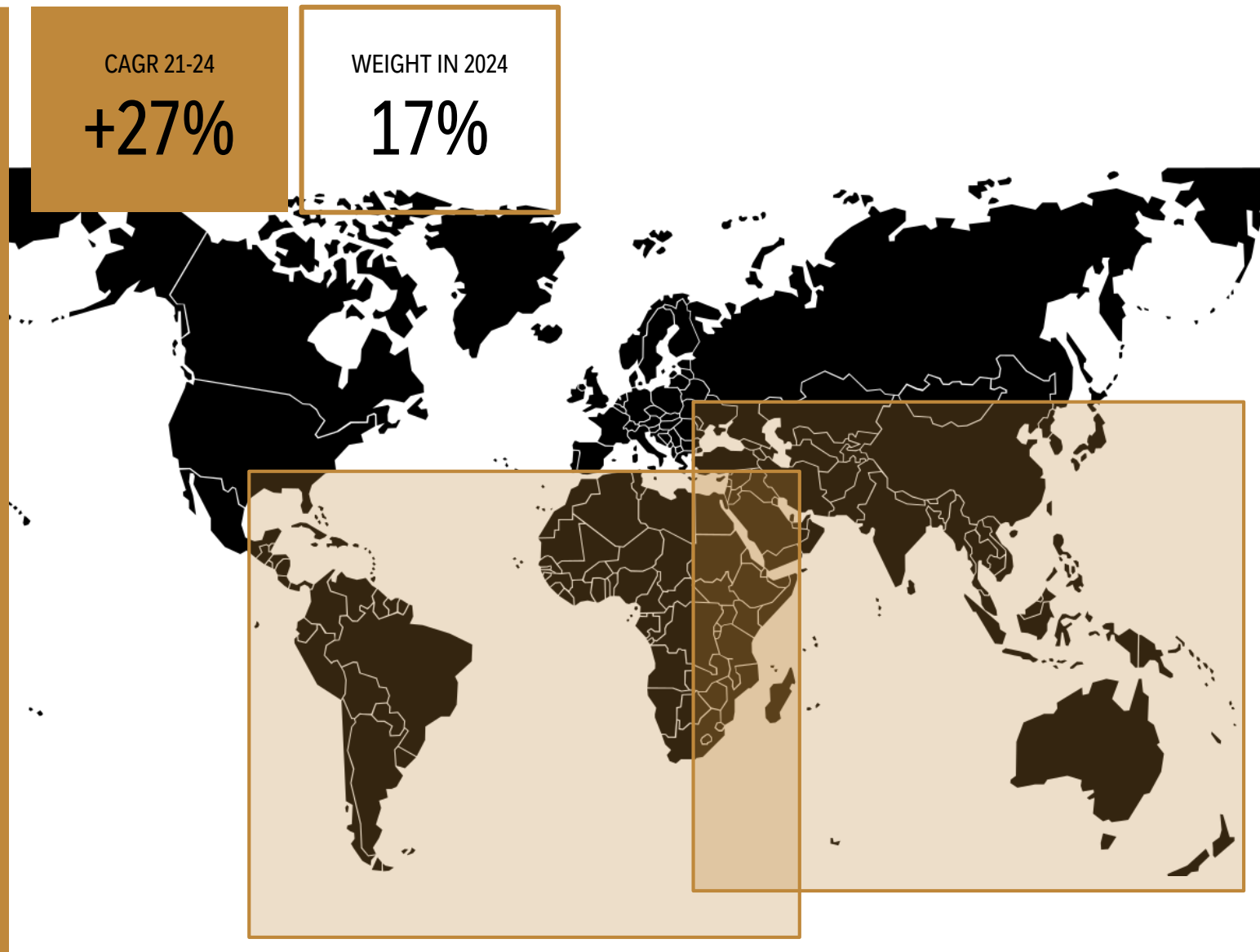
EXPLOIT TAYLOR-MADE COLLECTION

CAGR 21-24

+27%

WEIGHT IN 2024

17%



FOCUS ON A SUCCESSFUL STORY **RUSSIA**

DISTRIBUTION ARCHITECTURE



ESTABLISH RELEVANCE ACROSS DISTRIBUTION

- OWN RETAIL
- FRANCHISING
- WHOLESALE OFF-LINE
- WHOLESALE ON-LINE
- OWN E-COMM

OFFER vs DISTRIBUTION SEGMENTATION



OMNICHANNEL STRATEGY STRICT PRODUCT SEGMENTATION VS MARKET SEGMENTS

GEOX KIDS



- ### DEVELOP KIDS STORES & SIS
- EXPLOIT MARKET OPPS RETAIL AND WHOLESALE
 - INCREASE PRODUCTIVITY PER SQM
 - HIGH RELEVANCE FOR FAMILY BRAND'S VALUE

RTW "KEEP MOMENTUM"



- ### EXCELLENT EXECUTION IN ALL CHANNELS
- RETAIL: OVER 35% SHARE IN FW/25% IN SS
 - WHOLESALE: LEAD IN PREMIUM DISTRIBUTION
 - KEEP EXCLUSIVITY IN B&M TO REACH TARGET AUDIENCE

FOCUS ON A SUCCESSFUL STORY **RUSSIA**

BRAND RELEVANCE IN PREMIUM SEGMENT



PREMIUM SEGMENT

- FOCUS ON CONTEMPORARY UPPER CASUAL OFFER
- 360° MEDIA PLAN

FOCUS ON CONTEMPORARY TARGET WO'S PERSONA



WOMEN'S FOCUS

- HIGH PENETRATION (80% SHARE)
- CORE AGE: 30-50Y.O. (70%)
- PRODUCT PREFERRED: BELONGS TO GLOBAL TRUSTED BRANDS WITH ENSURED QUALITY, STATUS AND BEAUTY – FOR WHOLE FAMILY

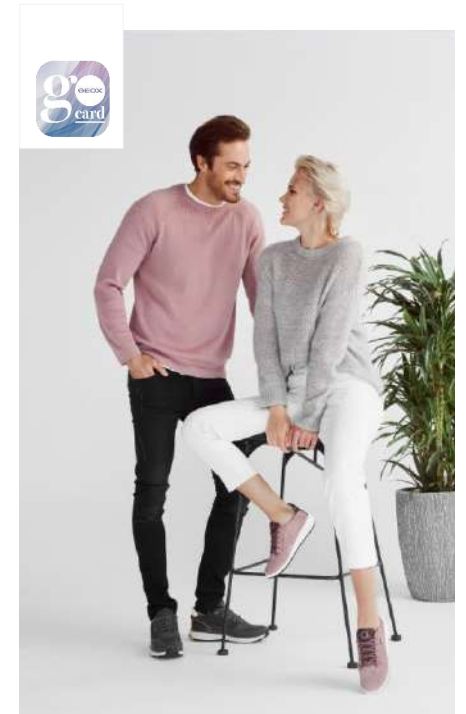
BEST SHOPPING EXPERIENCE



EXPERIENCE

- HIGH LEVEL OF PRODUCT PRESENTATION (VM)
- STORE MANAGEMENT EXCELLENCE BOTH RETAIL & WHLS

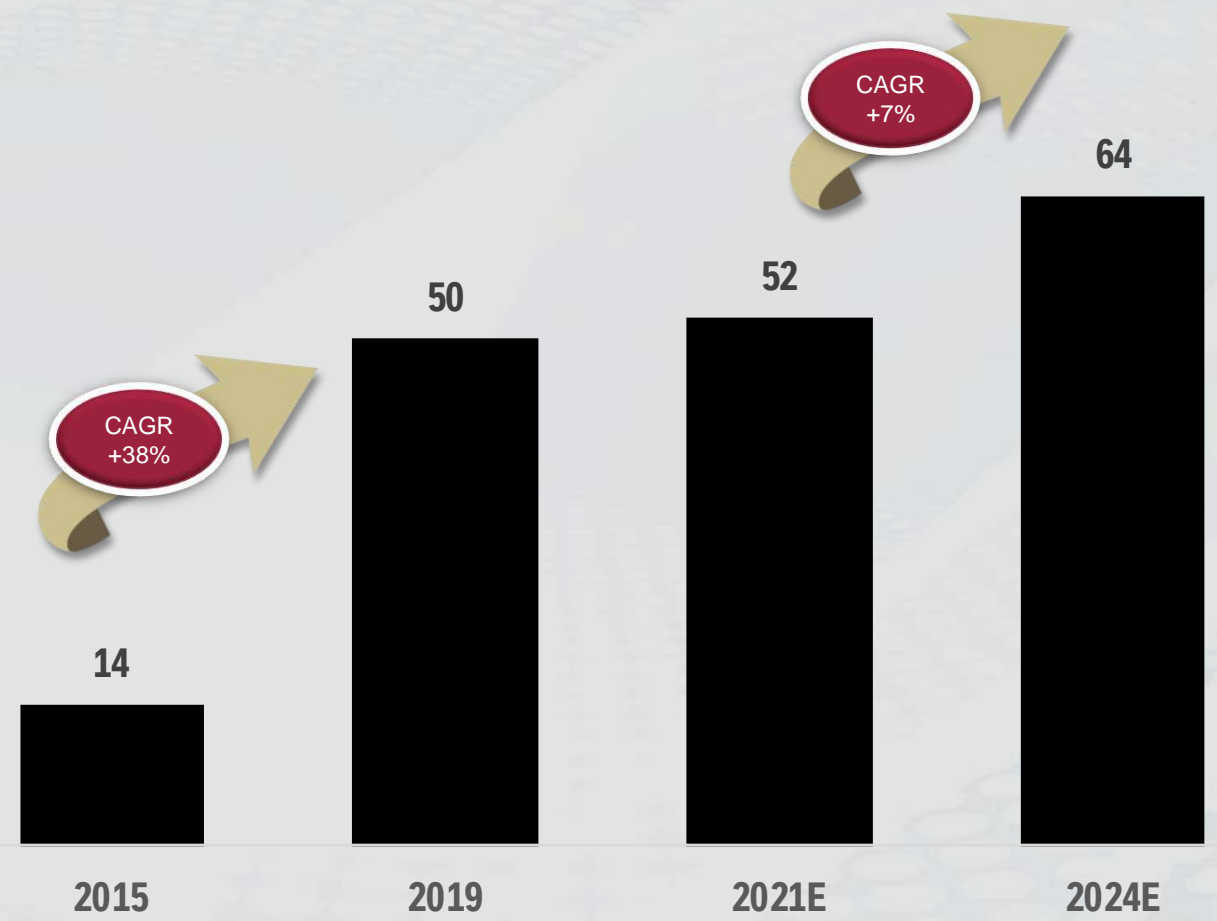
UNIQUE CRM PROGRAM



CUSTOMER RELATIONSHIP

- QUALITATIVE DATABASE VS. EFFECTIVE COMMUNICATIONS
- DATA ANALYTICS DRIVE OFFER AND OPTIMIZE SALES

FOCUS ON A SUCCESSFUL STORY RUSSIA



SALES IN MLN€

GEOX

OMNICHANNEL EXECUTION
BY MARKETS

Alessandro Zamuner
VP, Head of EMEA & International Business



GEOX OMNICHANNEL EMEA BUSINESS 2019

EUROPE → 78%

MEA & INTL → 6%

28%

ITALY

30%

FRANCE – GERMANY - SPAIN

20%

REST OF EUROPE

2%

MIDDLE EAST & AFRICA

4%

INTERNATIONAL:
CENTRAL ASIA – FAR EAST - LATAM

FOOTWEAR MARKET VALUE SHARE 2020



TOP1

ITALY

TOP10

FRANCE – SPAIN

TOP15

GERMANY

TOP5

KID'S
IN ALL CORE MARKETS

*Focus: Brown Shoes / Athleisure
Source: Geox estimation based on Sita Ricerca/Kantar/GfK research panel 2020



GEOX OMNICHANNEL EMEA BUSINESS 2019

EUROPE → 78%

MEA & INTL → 6%

STRONG LEADERSHIP

HIGH POTENTIAL

WHERE TO GROW



GEOX 4 MAIN GROWTH AREAS

BE SOLID #1



STRENGTHEN CURRENT
LEADING POSITION
IN ALL GENDERS

GO TO TOP5



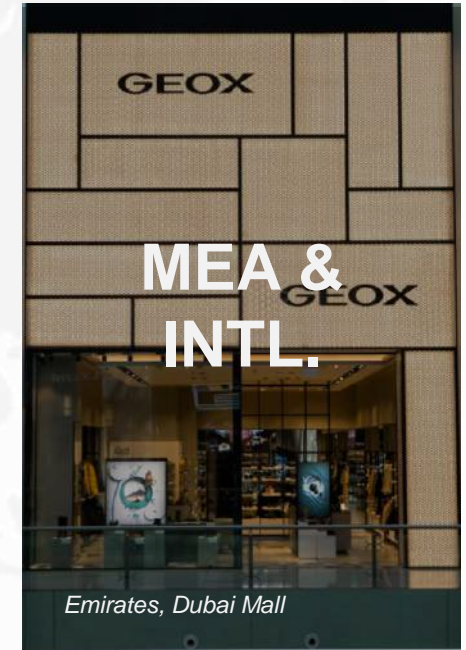
UPGRADE TOP RANKING
POSITION ON EACH CORE
MARKETS: FRANCE –
GERMANY – SPAIN

GROW HIGH DIGIT



SUPPORT GROWTH IN
DEVELOPING &
PROFITABLE MARKETS:
BALCANS
EASTERN COUNTRIES

DOUBLE SIZE



INVEST ON KEY
DISTRIBUTORS AND
ACCELERATE GROWTH:
MIDDLE EAST – CENTRAL
ASIA – FAR EAST

GEOX CORE MARKETS PLANS

BE SOLID #1

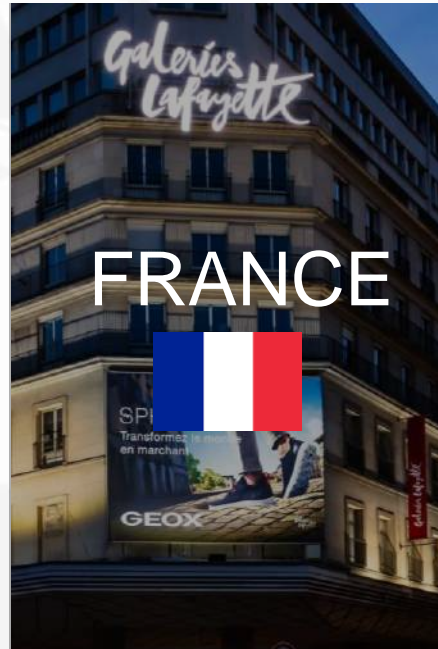


TURN INTO POSITIVE GROWTH AND PROFIT

REMARK DISTANCE FROM COMPETITORS

UPGRADE DISTRIBUTION BASED ON OMNICHANNEL STRATEGY

FROM #7 TO TOP5



LEVERAGE CURRENT GROWTH AND PROFIT

GO TO TOP5 IN ADULT'S AND TOP 3 IN KID'S

UPGRADE DISTRIBUTION BASED ON OMNICHANNEL STRATEGY

FROM #14 TO TOP10



TURN INTO POSITIVE GROWTH AND PROFIT

GO TO TOP5 IN MEN'S TOP10 IN W'S AND TOP3 IN KID'S

UPGRADE DISTRIBUTION BALANCE OFFLINE vs ONLINE

FROM #8 TO TOP5



TURN INTO POSITIVE GROWTH AND PROFIT

GO TO TOP5 IN ADULT'S AND TOP 3 IN KID'S

UPGRADE DISTRIBUTION BASED ON OMNICHANNEL STRATEGY

HOW TO GROW



PERFECT EXECUTION OF MARKET OMNICHANNEL STRATEGY



GEOX 5 GROWTH PILLARS

1. OPTIMIZE RETAIL

2. DEVELOP PARTNERSHIPS

3. REDEFINE WHOLESALE

4. ACCELERATE WEB

5. GAIN SHARE ON WOMEN'S

1. OPTIMIZE DIRECT RETAIL NETWORK



Paris, Rue de Rivoli

GEOX 5 GROWTH PILLARS

PERIMETER:

RATIONALIZE

UNPERFORMING AND
NOT REPRESENTATIVE
NETWORK

RENOVATE

ALL SELECTED AND
QUALIFIED STORES

RE-INVEST

ON KEY CITIES WITH
SOLID POTENTIAL

PERFORMANCE:

OMNICHANNEL

FULL SET OF SERVICES
TO UPGRADE
CONVERSION

WOMEN'S

MECHANDISING FOCUS
TO GROW DOUBLE
DIGIT

RTW/ACC

INCREASE SALES
PENETRATION TO
OVER 15%

2. DEVELOP FRANCHISING PARTERSHIPS IN CORE AND INTL MARKETS



GEOX 5 GROWTH PILLARS

CORE MARKETS:
(ITALY-FRANCE-SPAIN)

**MASTER
FRANCHISEES**

BEST SINERGIES
TO COMPLETE
TERRITORY STORE
PENETRATION

INTERNATIONAL:
(MEA-ASIA-LATAM)

**BEST
DISTRIBUTORS**

SUSTAINABLE
GROWTH PLANS
IN HIGH POTENTIAL
MARKETS

3. REDEFINE WHOLESALE MODEL AND LEVERAGE PROFITABILITY



GEOX 5 GROWTH PILLARS

SEGMENTATION

DISTRIBUTION MAP
ASSORTMENT STRATEGY BY
SEGMENTS AND
OMNICHANNEL APPROACH

TOP 20 KEY ACCOUNTS

360° PROGRAMS TO
LEVERAGE BRAND,
PERFORMANCE,
MARGINALITY

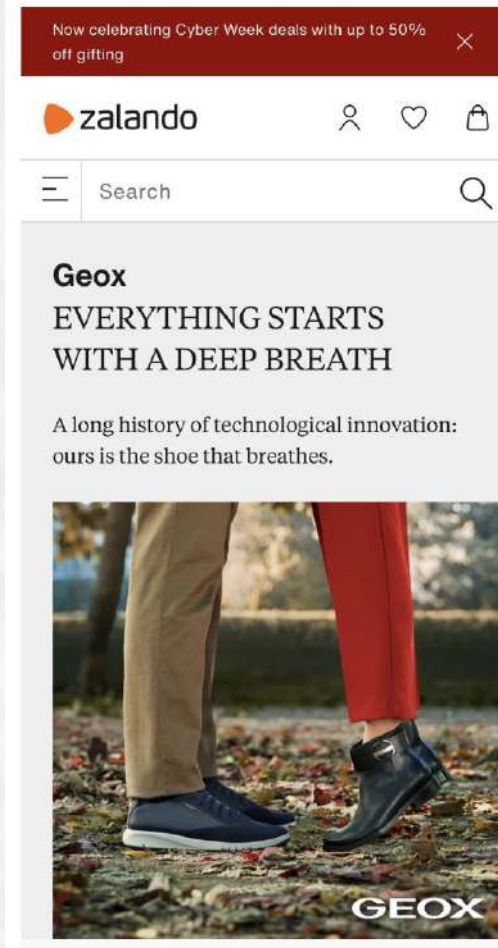
RETAILIZATION

TARGET PROJECTS
(CORNERS, SHOP-IN-SHOP,
SPACE MGM) TO ENHANCE
VISIBILITY AND SELL THRU

RTW

SOLID GROWTH
BY INCREASED PERIMETER
AND L4L PENETRATION

4. ACCELERATE WEB BUSINESS AND CONTROL PRICE INTEGRITY



GEOX 5 GROWTH PILLARS

EXPANSION:

GEOX.com

NEW FAST GROWING
EUROPEAN MARKETS
(EASTERN EUROPE)

CENTRALIZATION:

KEY PLATFORMS

CORPORATE
ALLIANCES AND LONG
TERM PROGRAMS
WITH CROSS-BOARDER
PLATFORMS

BOOST:

MARKET PLACE

DIRECT MARKET PLACE
BUSINESS WITH
SELECTED EUROPEAN
PLATFORMS

5. GAIN MARKET SHARE IN WOMEN'S

GEOX 5 GROWTH PILLARS



TARGET:

MARKET SHARE

GAIN MARKET SHARE
ACCORDING TO SIZE
OF DEMAND (62% OF
TOTAL ADULT
BUSINESS)

GROWTH:

FTW & RTW

CONSISTENT
BUSINESS INCREASE
AND OMNICHANNEL
PENETRATION IN KEY
FTW CATEGORIES AND
RTW

RELEVANCE:

RANKING

BEAT COMPETITION,
ESCALATE RANKING,
AND ESTABLISH SOLID
RELEVANCE IN THE
MARKET

HOW TO SUPPORT



GEOX 4 KEY ENABLERS

**6% INVESTMENT
ON CORE MARKETS**



MARKETING

DEDICATED MARKETING
PLANS ACCORDING
TO GLOBAL
COMMUNICATION
STRATEGY

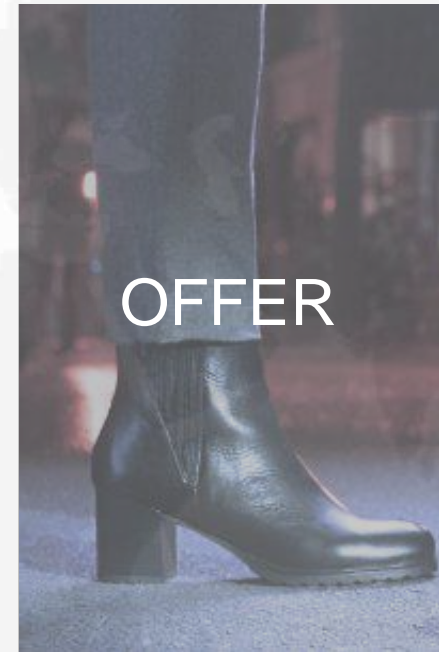
**MERCH. STRATEGY
vs MARKET DEMAND**



MERCH.

MAXIMIZE SINERGY
BETWEEN CENTRAL
MERCHANDISING
STRATEGY AND
MARKET DEMAND

**FOCUS ON W's
and RTW**



OFFER

PUSH ON WOMEN
CATEGORY AND RTW
TO LEVERAGE HIGH
POTENTIAL

**OMNICHANNEL
SERVICES**



DIGITAL

FULL SET OF SERVICES
AND SEAMLESS
INTEGRATION

A low-angle, close-up photograph of a person's legs and feet. The person is wearing bright red, form-fitting trousers and black Chelsea-style boots. They are walking on a cobblestone street. In the background, there are multi-story European-style buildings with arched windows and balconies. The sky is a clear, pale blue. The overall mood is bright and urban.

GEOX

SUPPLY CHAIN

GEOX OUR GLOBAL DISTRIBUTION PLATFORM



GEOX WE ARE ENHANCING OUR SUPPLY CHAIN



**CONSUMER
EXPECTATION
ARE GROWING FASTER**

**DIGITAL
REQUIRES A NEW
SUPPLY CHAIN MODEL
WITH MORE SPEED &
AGILITY**

**NEW BIZ
MODEL
REQUIRES A
GREATER CONTROL
OF THE INVENTORY
LEVEL & ROTATION**

GEOX NEW DTC INVENTORY MANAGEMENT

BEFORE

STORES
REPLENISHMENT

E-COM
ORDERS

RETAIL
INVENTORY

E-COM
INVENTORY

TODAY

STORES
REPLENISHMENT

E-COM
ORDERS

MARKETPLACE
ORDERS

OMNI-CHANNEL
DTC INVENTORY



NEW

SUPPLY CHAINS ARE IMPACTED BY UNUSUAL DISCONTINUITIES

[1]

UNRELIABILITY



- FACTORY LOCKDOWNS
- GLOBAL TRANSPORTATION BOTTLE NECKS
- SHORTAGE OF SHIPPING CONTAINERS
- PORT CONGESTIONS

[2]

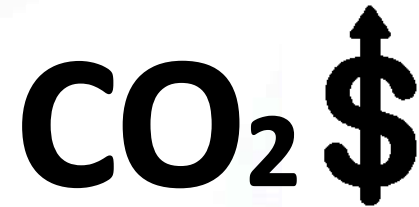
RAW MATERIAL PRICES



- RAW MATERIAL PRICES FLUCTUATION
- RISING OIL PRICES

[3]

CARBON TAX



- CABM APPROVED IN JULY 2021 BY EU INTRODUCES A CARBON TAX ON IMPORTS
- DETAILED IMPACT ON INDUSTRIES NOT FULLY CLEAR AT THIS POINT IN TIME

[4]

LOGISTICS



- SHIPPING CRUNCH
- INCREASE IN SEA FREIGHT TARIFFS
- INCREASE IN AIR FREIGHT COSTS
- DELAYS IN ORBOARDING AND DOWN LOADING GOODS

BEST APPROACH AND OPPORTUNITY GOING AHEAD

[1]

SHORT TERM REACTION TO ENSURE SUPPLY CHAIN CONTINUITY

- IMPROVED VISIBILITY ON OUR SUPPLIERS IN ORDER TO ANTICIPATE POTENTIAL ISSUES
- SPEED UP PAYMENTS OR PROVIDED OTHER KIND OF FINANCIAL SUPPORT
- SPREAD OUT PRODUCTION AMONG BACK UP FACILITIES AND EXPLORED NEW FACTORY OPTIONS
- DIRECT SHIPPING TO CUSTOMERS/SUBSIDIARY
- BARGAIN WITH SHIPPING PARTNERS ON LONG TERM AGREEMENTS

[2]

MEDIUM TERM PRIORITIES

- IN DEPTH ASSESMENT OF SOURCING COUNTRIES TO RE-CONSIDER SUPPLY CHAIN CONFIGURATION
- INCREASE FLEXIBILITY TO RESPOND RAPIDLY TO MARKET DEMAND CLOSER TO SEASON AND AT FAR LESS RISKS («NEAR SHORING»)
- ENGAGE IN PROCESS INNOVATION TO REDUCE END TO END RISKS
- ADVANCE COSTING AND PLANNING
- STRATEGIC SUPPLIER CONSOLIDATION
- NEGOTIATION EXCELLENCE

«FIRST MILE» IS NO LONGER
ONLY A COMMODITY
MANAGED FOR:

**COST
QUALITY
SERVICE**

**SUPPLY CHAIN AS A
COMPETITIVE ADVANTAGE
TO INCREASE THE VALUE
OF THE BRAND
BY IMPROVING CUSTOMER
EXPERIENCE**

A photograph of a person's legs in red pants and black boots walking on a cobblestone street. The background shows European-style buildings with arched windows and balconies. The image is split vertically, with the left side being a darker, more muted version of the same scene.

GEOX

FINANCIAL TARGETS

Livio Libralesso
CEO

DISCLAIMER

CERTAIN STATEMENTS MADE IN THIS PRESENTATION ARE FORWARD LOOKING STATEMENT. SUCH STATEMENTS ARE BASED ON CURRENT EXPECTATIONS AND ARE SUBJECT TO A NUMBER OF RISKS AND UNCERTAINTIES THAT COULD CAUSE ACTUAL RESULTS TO DIFFER MATERIALLY FROM ANY EXPECTED FUTURE RESULTS IN FORWARD LOOKING STATEMENTS.

THIS ANNOUNCEMENT DOES NOT CONSTITUTE AN INVITATION TO UNDERWRITE, SUBSCRIBE FOR OR OTHERWISE ACQUIRE OR DISPOSE OF ANY GEOX S.P.A. SHARES. ANY REFERENCE TO PAST PERFORMANCE IS NOT A GUIDE TO FUTURE PERFORMANCE.

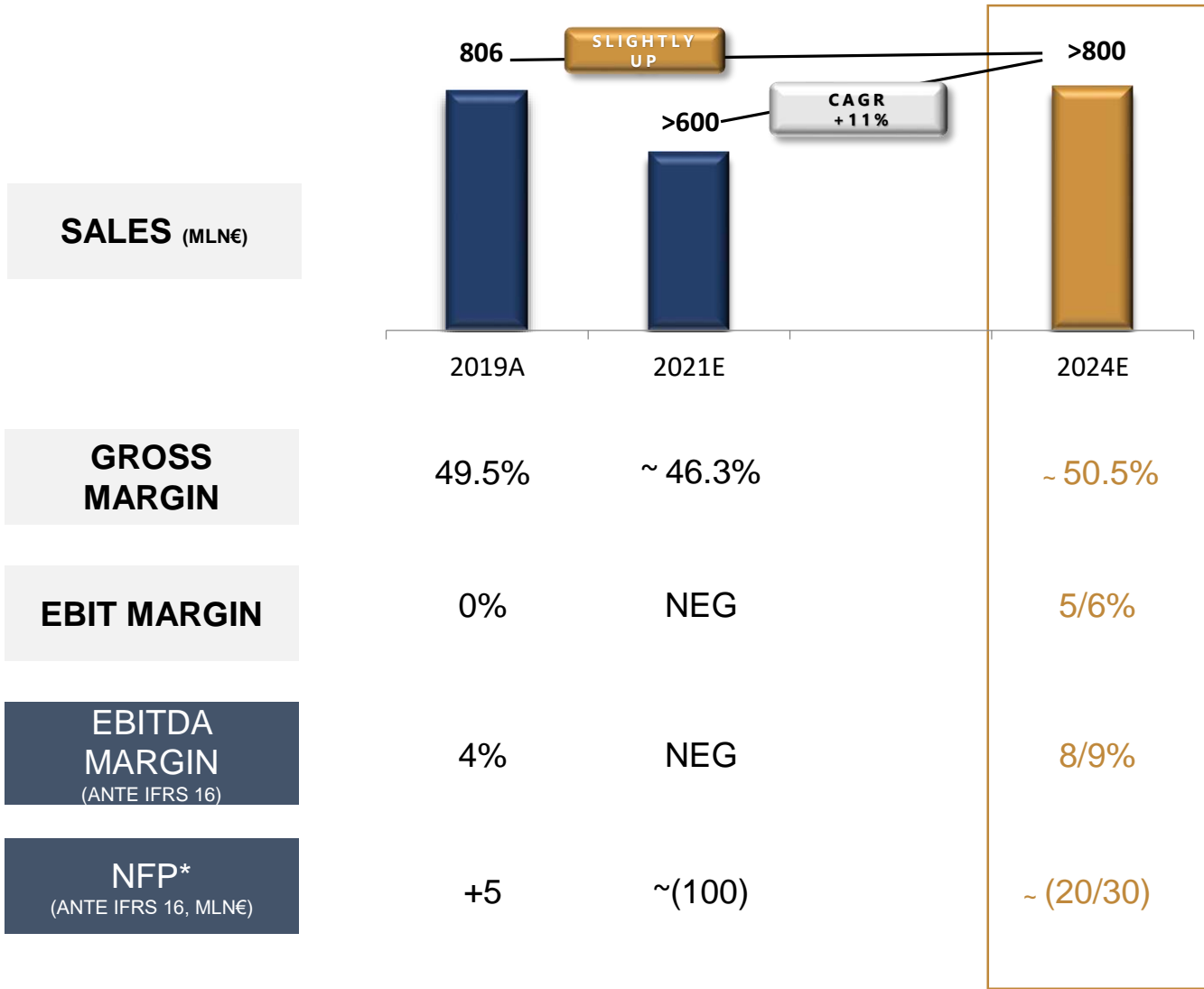
FINANCIAL TARGETS 22-24 ARE BASED ON THE ASSUMPTION THAT PANDEMIC EFFECTS WILL GRADUALLY DECREASE IN THE FIRST HALF OF 2022 AND A BACK TO NORMAL SITUATION IS EXPECTED TO COME FROM THE SECOND HALF OF 2022 AND IN 2023 FOR TOURISTIC FLOWS



GEOX FINANCIAL AMBITION – MAIN TARGETS



«IT WON'T BE THE SAME COMPANY»



*PRE FAIR VALUE OF HEDGE DERIVATIVES

2019-2024 NET SALES BY CHANNEL – B&M AND ONLINE –



DELTA 19-24 B&M: ~ (90 MLN€)
 PERIMETER: (95 MLN€) + PERFORMANCE: +5 MLN€



DELTA 19-24 ONLINE: ~ +100 MLN€

BREAKDOWN 2024 SALES

29% DIGITAL

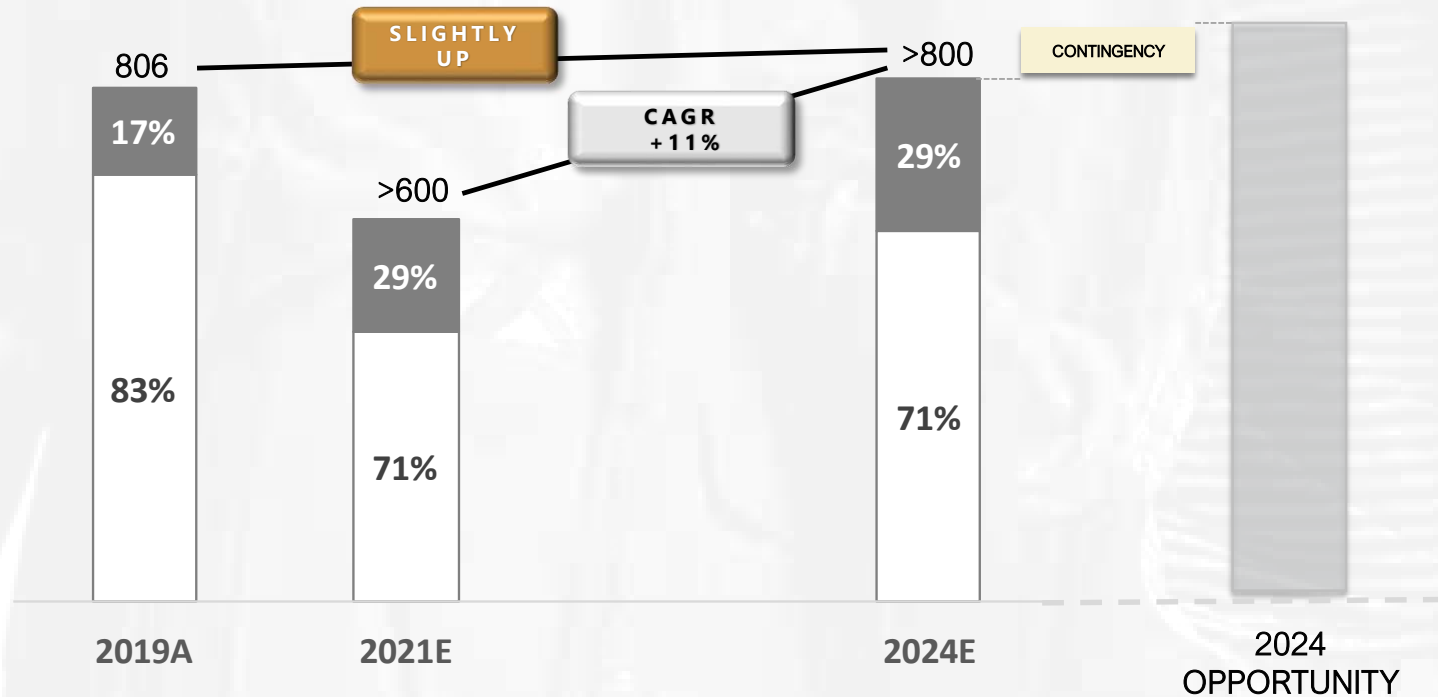
71% B&M

CAGR BY CHANNEL

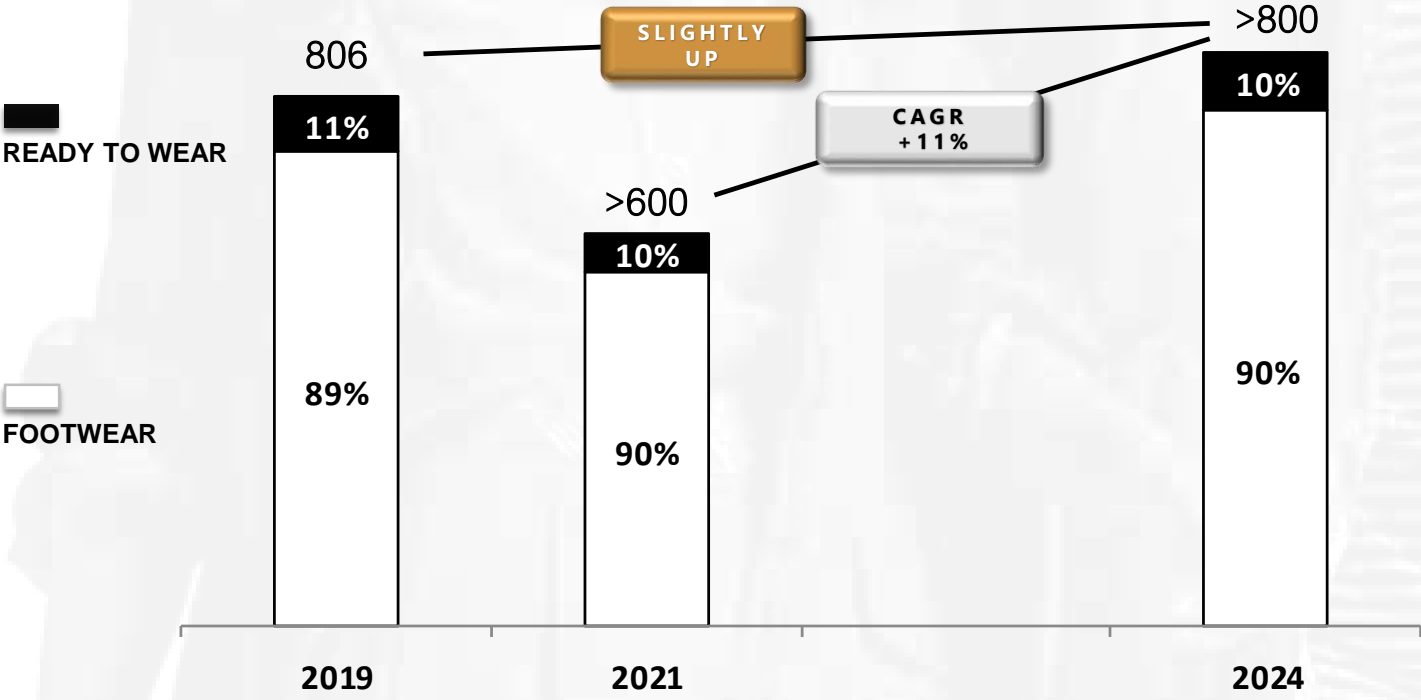
SALES BY CHANNEL	CAGR 1924	CAGR 21-24
WHOLESALE	>0%	+14%
FRANCHISING & DOS	(5%)	+9%
TOT. B&M CHAN.	(3%)	+11%
WHOLESALE ONLINE	+6%	+6%
DOS ONLINE	+27%	+21%
TOT. ONLINE CHAN.	+11%	+11%
TOT. SALES	>0%	+11%

ONLINE CHANNELS

B&M CHANNELS



2019-2024 NET SALES BY PRODUCT



KEY STRATEGY PILLARS AND TARGETS

FOOTWEAR
FOCUS ON WOMAN AND NON SNEAKER. KEEP LEADERSHIP ON KIDS.

RTW
FOCUS ON INNOVATION, STYLE AND SUSTAINABILITY. EXPAND DISTRIBUTION

CAGR BY CHANNEL

SALES BY CHANNEL	CAGR 19-24	CAGR 21-24
FOOTWEAR	>0%	+11%
READY TO WEAR	<0%	+12%
TOT. SALES	>0%	+11%

2019-2024 NET SALES BY CHANNEL – WHOLESALE –



DELTA 19-24 B&M: ~ +5MLN€



DELTA 19-24 ONLINE: ~ +35 MLN€

KEY STRATEGY PILLARS AND TARGETS

REGAIN QUALITATIVE WHOLESALE

- STRENGTHEN KEY PARTNERSHIP
- EXPAND FOOTPRINT ON INDEPENDENTS AND APAC
- FOSTER INTERNATIONAL DISTRIBUTORS PARTNERSHIP

SHARE IN 2024

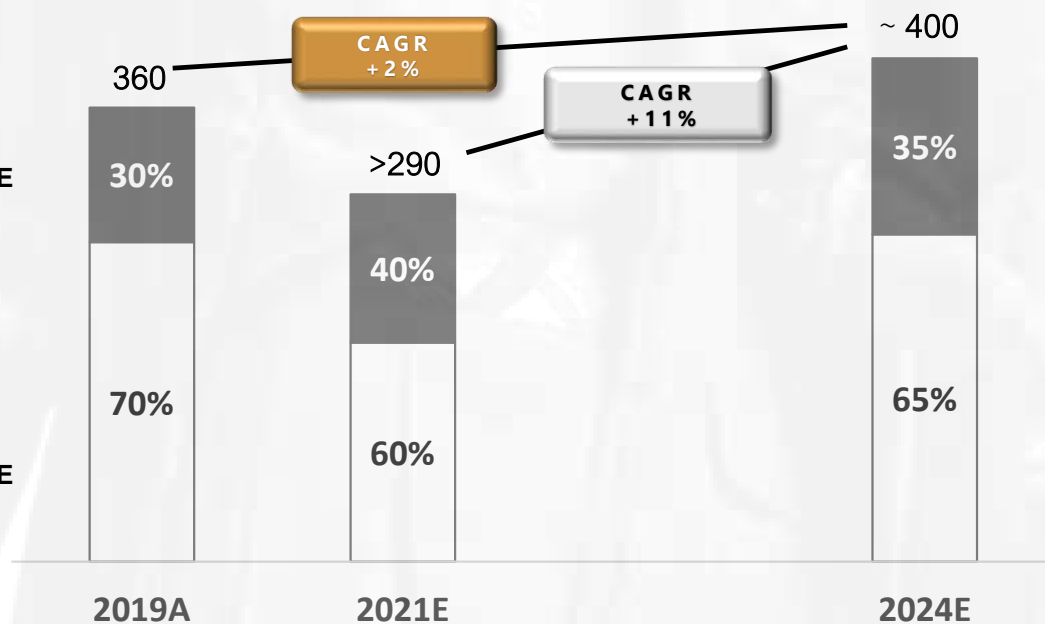
49% OF SALES
(B&M 32%, ONLINE 17%)

CAGR BY CHANNEL

SALES BY CHANNEL	CAGR 19-24	CAGR 21-24
WHOLESALE B&M	>0%	+14%
WHOLESALE ONLINE	+5%	+5%
TOT. SALES	+2%	+11%

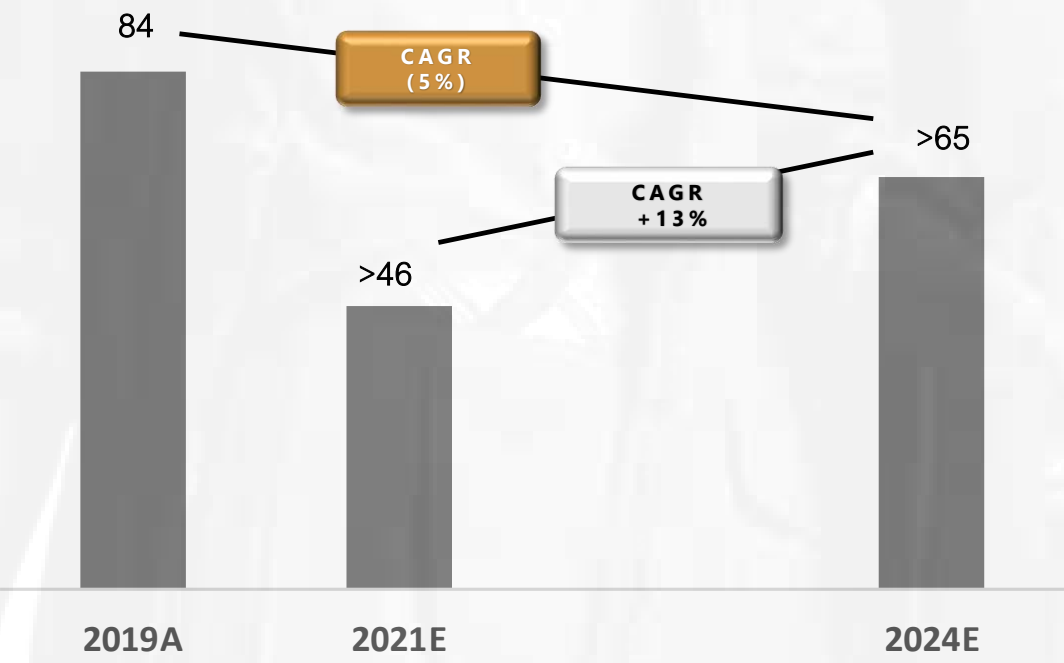
WHOLESALE ONLINE

WHOLESALE B&M



2019-2024 NET SALES BY CHANNEL – FRANCHISING –

▲ **DELTA 19-24: ~(15 MLN€)**
 PERIMETER: (20 MLN€) + PERFORMANCE: +5 MLN€



KEY STRATEGY PILLARS AND TARGETS

- NETWORK SEGMENTATION AND OUT OF DEAL* NETWORK EXPANSION**
- NETWORK SEGMENTATION AND MERCHANDISING BOOST (LFL 19-24 +5%)
- 2022-2024 POSITIVE PERIMETER EFFECT (17 NEW STORE OPENINGS OUT OF DEAL*)

SHARE IN 2024
8% OF SALES

OUT OF DEAL* FRANCHISING SHARE IN 2024
47%
 (FROM 31% IN 2019)

*WHOLESALE LIKE DISTRIBUTION MODEL (NO RETURNS AND NO GUARANTEED MARGIN)

2019-2024 NET SALES BY CHANNEL – DOS –



DELTA 19-24 B&M: ~(-75 MLN€)
 PERIMETER: (80 MLN€) + PERFORMANCE: +5 MLN€



DELTA 19-24 ONLINE: ~ +70 MLN€
 MARKETPLACE: +15 MLN€ + PERFORMANCE: +55 MLN€

KEY STRATEGY PILLARS AND TARGETS

DIGITAL TRANSFORMATION AND OMNICHANNEL BOOST

- **ONLINE: LEVERAGING DATA AND DEEP DIVE ON GEOGRAPHIES.**
- **B&M: NETWORK SEGMENTATION AND MERCHANDISING BOOST (LFL 19-24 +3%)**

SHARE IN 2024

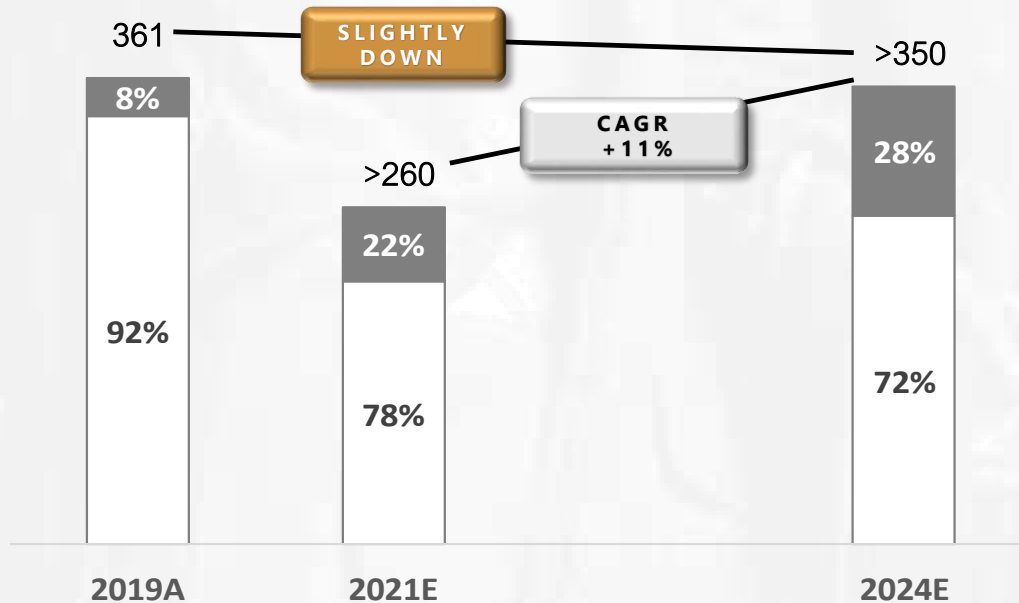
43% OF SALES
 (B&M 31%, ONLINE 12%)

CAGR BY CHANNEL

SALES BY CHANNEL	CAGR 19-24	CAGR 21-24
DOS B&M	(5%)	+8%
DOS ONLINE	+27%	+21%
TOT. SALES	<0%	+11%

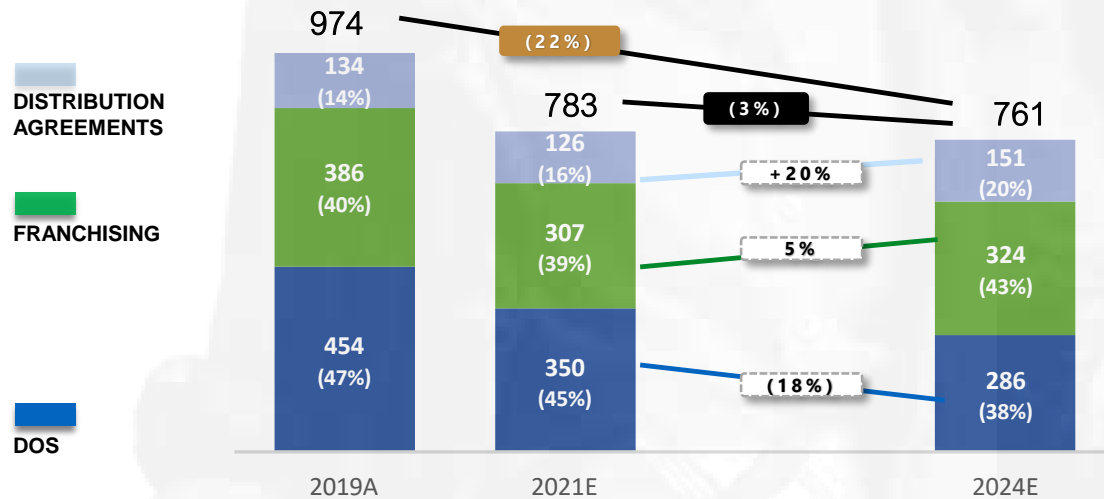
DOS ONLINE

DOS B&M

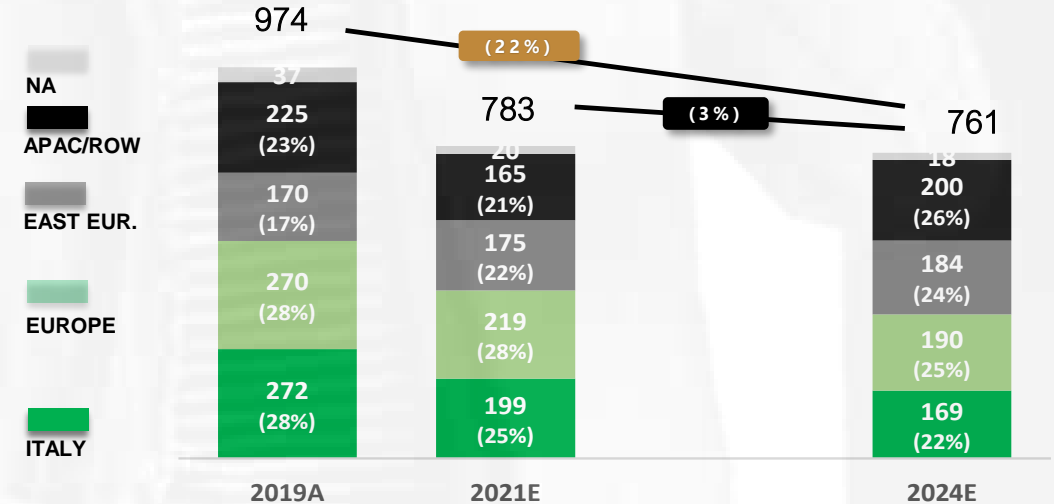


2019-2024 DISTRIBUTION NETWORK EVOLUTION

GEOX STORES EVOLUTION BY TYPE



GEOX STORES EVOLUTION BY REGION



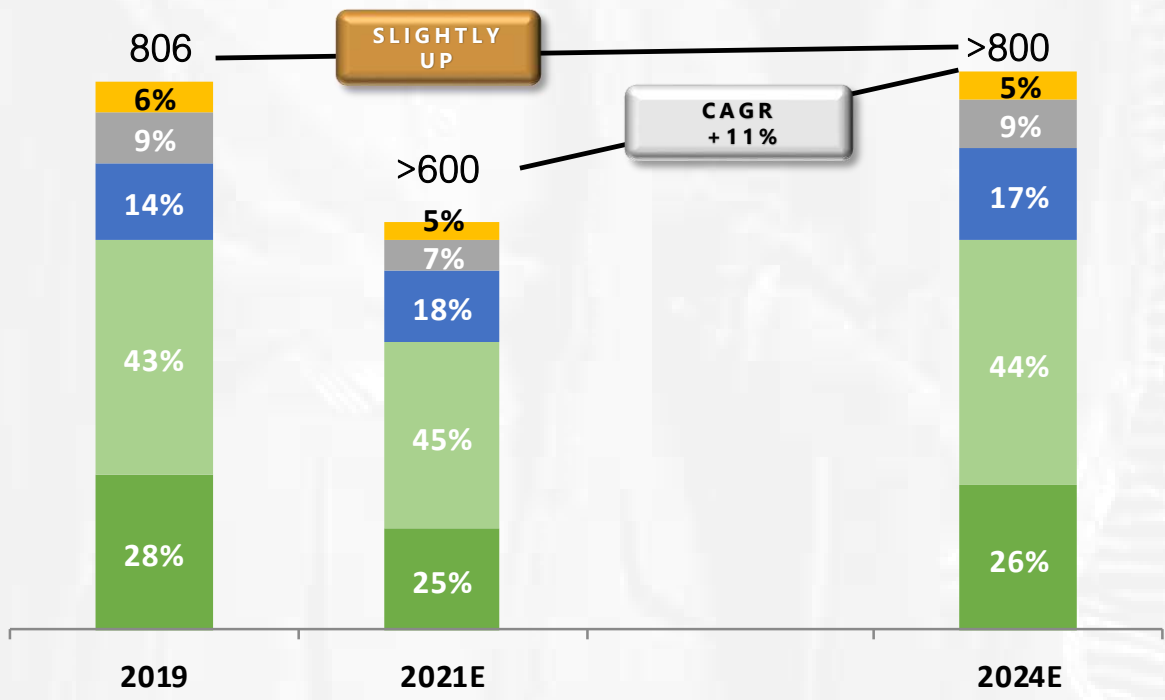
GEOX STORES EVOLUTION 2022-2024

- **DOS** : 64 NET CLOSURES MAINLY REFERRING TO POINTS OF SALE CHARACTERIZED BY OLD CONCEPT STORE AND LOCATED IN MORE MATURE MARKETS (36 IN EUROPE AND 29 IN ITALY). NEW DOS OPENINGS IN CHINA (9).
- **FRANCHISING** : 17 NET OPENINGS MAINLY IN EASTERN EUROPE (+11) UNDER WHOLESALE-LIKE BUSINESS MODEL
- **DISTRIBUTION AGREEMENTS** : 25 NET OPENINGS MAINLY IN MIDDLE EAST/AFRICA (13), ASIA (6) AND CHINA (5)

2019-2024 NET SALES BY REGION – OVERVIEW –

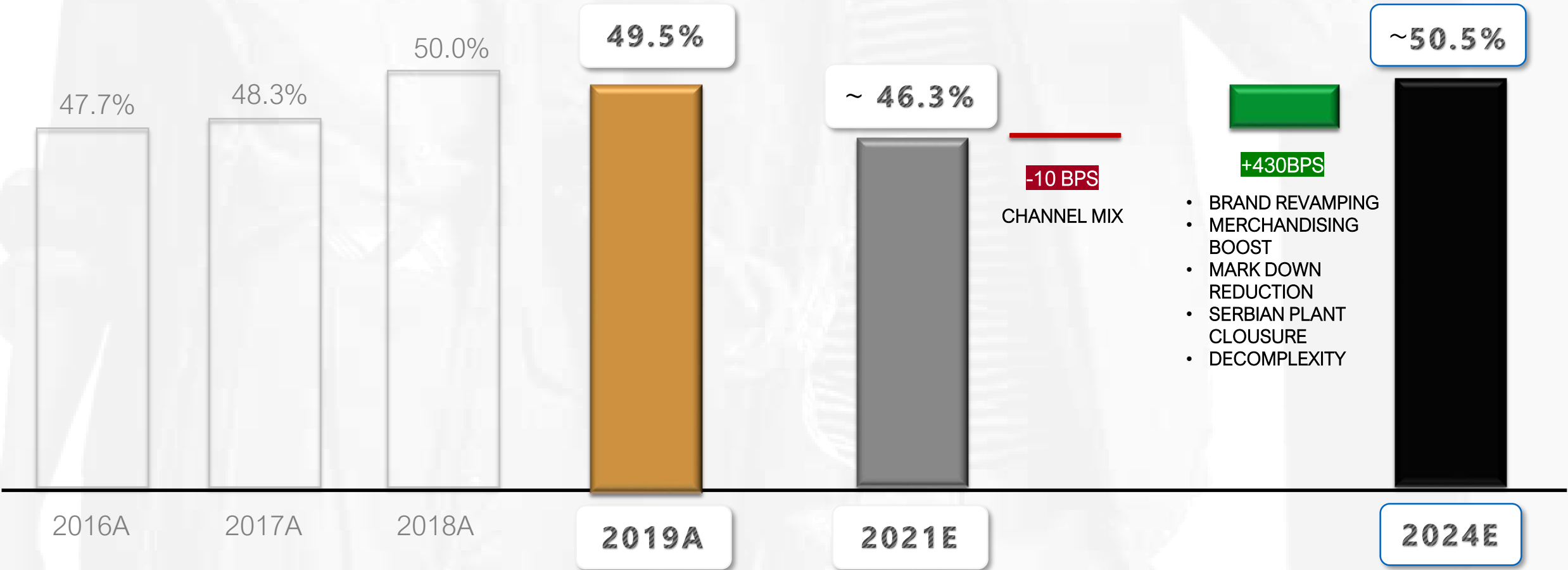
KEY STRATEGY PILLARS AND TARGETS

- APAC & ROW
- NORTH AMERICA
- EASTERN EUROPE
- EUROPE
- ITALY



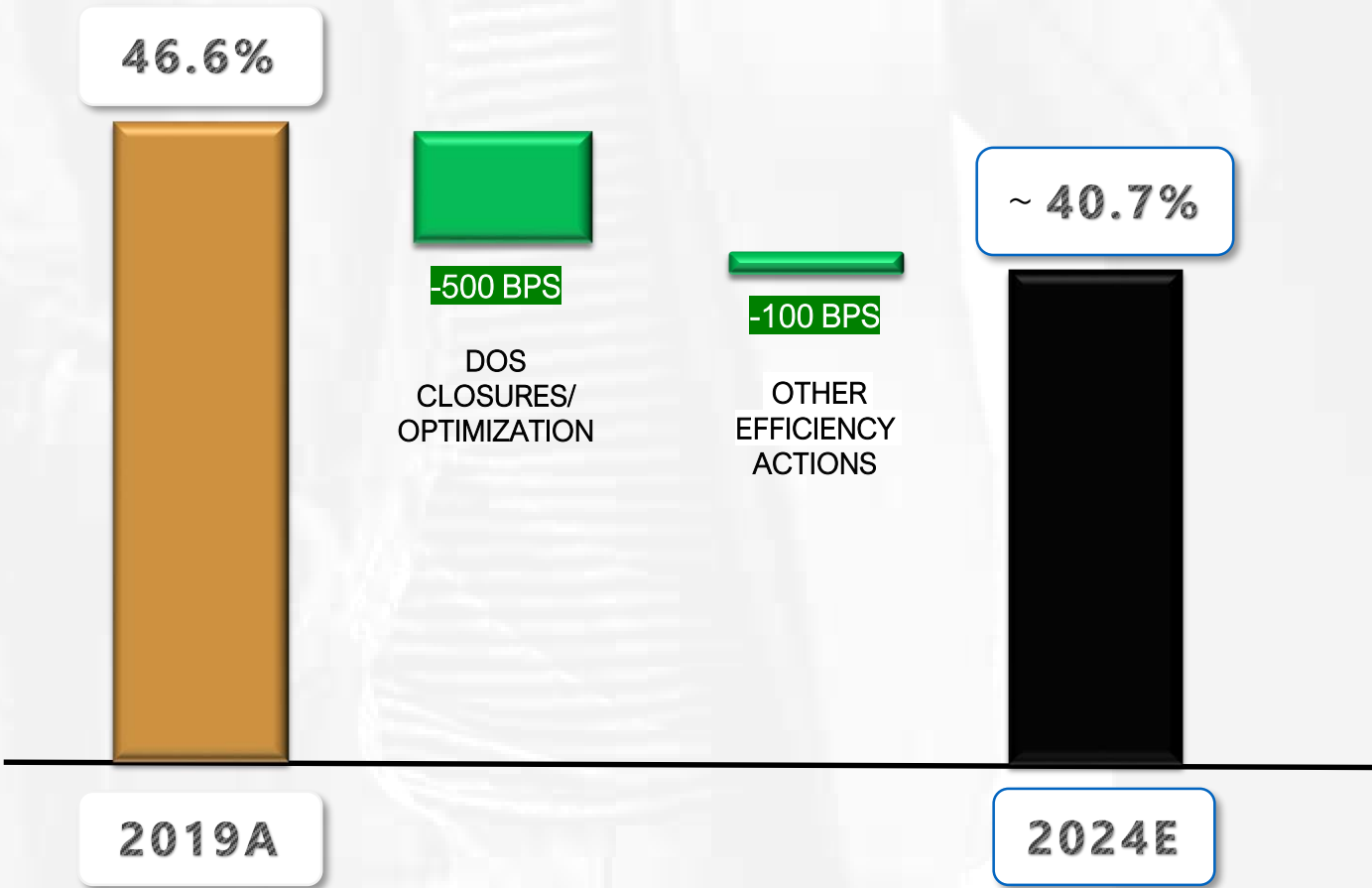
SALES BY REGION	CAGR 19-24	CAGR 21-24	KEY STRATEGY PILLARS
ITALY	(2%)	+13%	INCREASE MARKET SHARE
EUROPE	+1%	+10%	INCREASE MARKET SHARE
EASTERN EUROPE	+4%	+8%	EXPAND FOOTPRINT
NORTH AMERICA	(2%)	+16%	PUSH ON DIGITAL AND WHOLESALE
APAC & ROW	>0%	+18%	FOCUS ON WHOLESALE
TOTAL SALES	>0%	+11%	

2019-2024 GROSS MARGIN DEVELOPMENT



2019-2024 COSTS EVOLUTION – OPEX RATIO* –

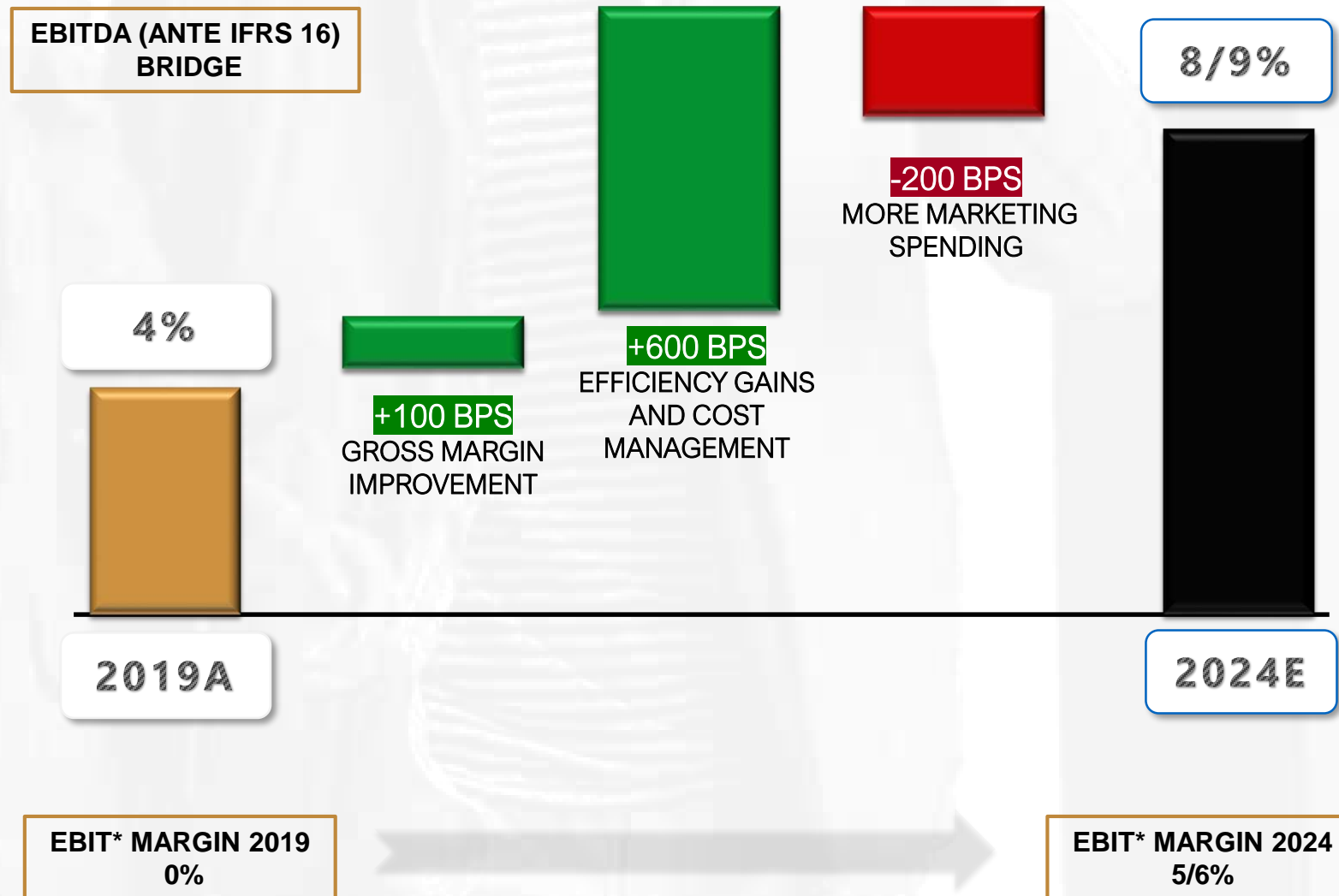
- **BENEFITS FROM RESTRUCTURING PLAN AT FULL REGIME FROM 2022**
- **OTHER EFFICIENCIES WILL COME FROM COST TO SERVE REDUCTION AND GENERAL COST MANAGEMENT**



2019-2024 EBITDA (ANTE IFRS 16) MARGIN BRIDGE

PROFITABILITY IMPROVEMENT
DRIVEN BY EFFICIENCY GAINS

MORE INVESTMENTS IN
MARKETING IN ORDER TO
SUPPORT BRAND REVAMP AND
INCREASE MARKET SHARE IN
CORE COUNTRIES WHERE
MARKETING EXPENSES WILL
EXCEED 5% OF TOTAL SALES
(APPROX. 5% AT GROUP LEVEL)



A STRONG START: IT INITIATIVES FROM 2019 TO 2021

UNIFIED COMMERCE



- GEOX E-COMMERCE PLATFORM: USA & CANADA ROLL-OUT AND EMEA RESTYLING
- OMNICHANNEL SERVICES PLATFORM AND ENDLESS AISLE IMPLEMENTATION
- MARKETPLACE PLATFORM AND INTEGRATION PROVIDER (CHANNEL ADVISOR)
- UNIQUE OMNICHANNEL PAYMENT PLATFORM (ADYEN)
- NEW POS SYSTEM IMPLEMENTATION (XSTORE)
- PRODUCT INFORMATION MANAGEMENT

CUSTOMER CENTRICITY



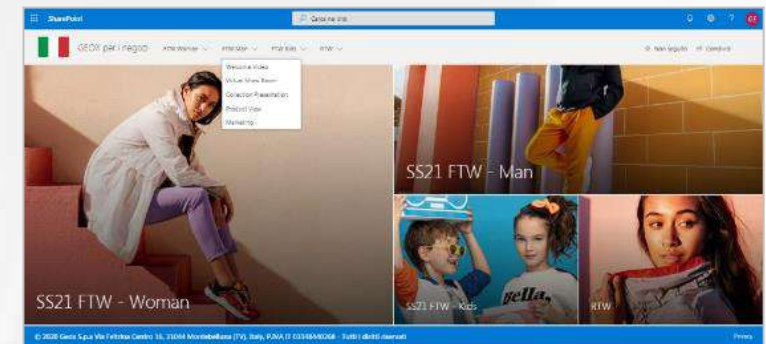
- CAMPAIGN MANAGEMENT PLATFORM WITH SINGLE CUSTOMER VIEW
- MARKETING AUTOMATION THROUGH AUTOMATED CUSTOMER JOURNEY



WHOLESALE DIGITALIZATION



- DIGITAL SMART SHOWROOM
- DIGITAL CATALOG AND ORDER COLLABORATION
- TERRITORY MANAGEMENT APP TO COLLECT CUSTOMER STORE INFORMATION (GEOX ON HAND)



2022-2024

INVESTMENTS



**TOTAL INVESTMENTS FOR 70/80 MLN€ IN 3Y PLAN
(APPROX.30 MLN€ TO SUPPORT DIGITAL TRANSFORMATION)**

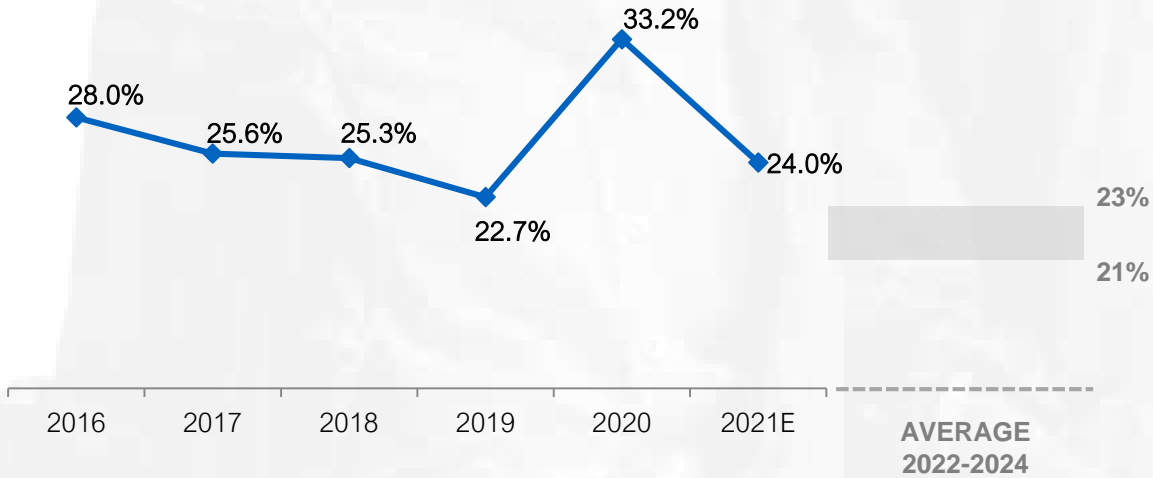
35%
IT

30%
PRODUCT,
LOGISTIC AND OTHER

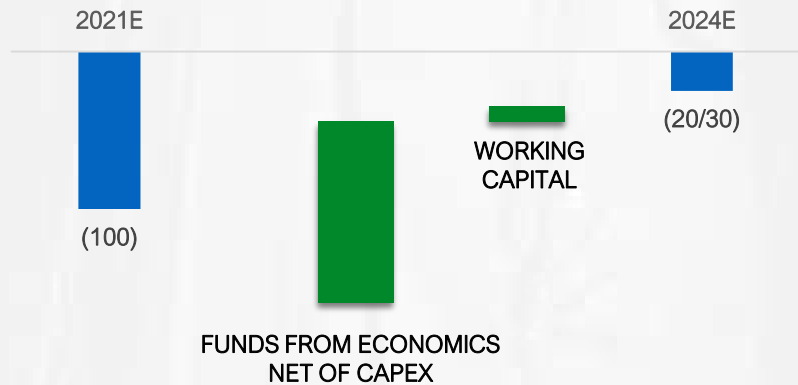
35%
GEOX STORES

2022-2024 NET WORKING CAPITAL AND NFP

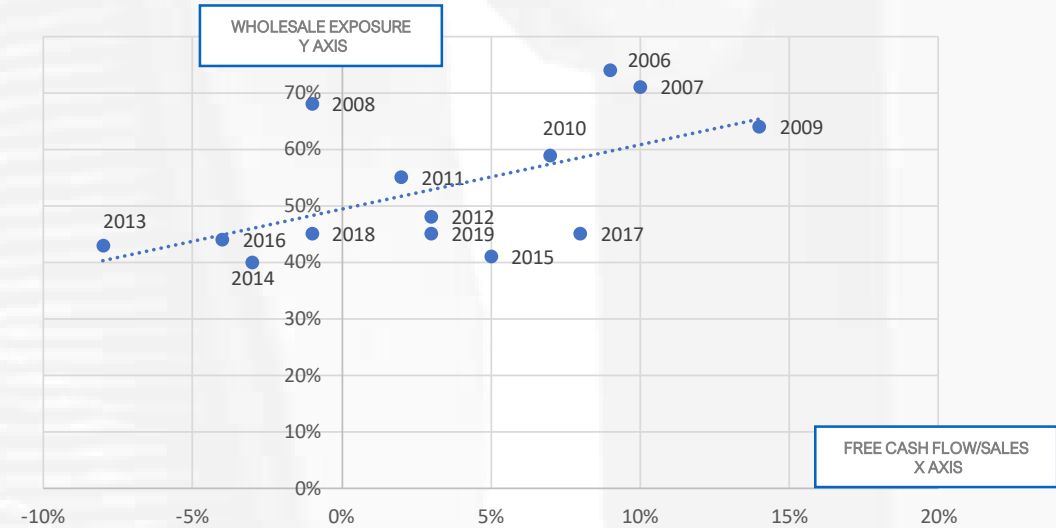
NET WORKING CAPITAL (AS % OF SALES)



NET FINANCIAL POSITION (ANTE IFRS 16 AND PRE FAIR VALUE ADJ OF DERIVATIVES)



FREE CASH FLOW/SALES VS WHOLESALE EXPOSURE HISTORICAL EVOLUTION



- POSITIVE CORRELATION BETWEEN WHOLESALE EXPOSURE AND CASH GENERATION.
- ON AVERAGE WITH AN AVG WHOLESALE EXPOSURE AT 49% GEOX SHOWED FCF POSITIVE EQUAL TO 2.5/3% OF SALES

GEOX STRATEGIC VISION – WRAP UP



TODAY AT GEOX WE WANT FIRST AND FOREMOST TO EXPLOIT A BRAND OPPORTUNITY. WE WANT TO RETURN TO GROW AND REACH MORE AND MORE PEOPLE, CONQUERING NEW TARGETS IN DIFFERENT MARKETS AND DIFFERENT MARKET SEGMENTS.

WE CAN DO IT BY IMPROVING OUR DISTRIBUTION STRATEGY, OPTIMIZING CHANNEL MANAGEMENT AND CHOOSING THE RIGHT POINTS OF SALES TO POSITION OUR BRAND AS AN EVERYDAY PREMIUM LIFESTYLE BRAND, AND NOT JUST A SHOE BRAND.

A BRAND THAT CONVEYS QUALITY, CERTAINLY ATTENTIVE TO FASHION TRENDS, YET DETACHED FROM ITS RULES AND CODES.

A STRONGLY CONTEMPORARY BRAND WHICH FOR THIS REASON DOES NOT AIM TO IDENTIFY IN A GENDER, BUT TO ADDRESS OPENLY AND INDISTINCTLY PEOPLE OF ALL SEXES, AGES, STYLES AND ORIGINS.

A BRAND THAT NEVERTHELESS MUST KEEP ITS OWN IMAGE, A FAMILY FEELING, STRONGLY RECOGNIZABLE IN ITS PRODUCTS AND IN ITS COMMUNICATION.

A STORY THAT WE WANT TO EVOLVE FROM THE FUNCTIONALITY OF THE PRODUCT TO BEING THE EXPRESSION OF THE VALUES OF GEOX.

A BRAND WITH THE ITALIAN DNA THAT WE WILL BE ABLE TO STRATEGICALLY ENHANCE.

A BRAND THAT HAS EARTH AND TECHNOLOGY IN ITS NAME, AND THAT THEREFORE MUST BE LED BY A MINDSET MADE OF RESPECT AND CARE FOR THE ENVIRONMENT, SOCIETY AND PEOPLE.

WE DO EXIST TO IMPROVE PEOPLE'S WELLBEING ON THE MOVE.