SUMMARY

1. DIGITAL & LUXURY

2. KERING’S DIGITAL STRATEGY

3. AGENDA OF THE DAY
TECHNOLOGY IS CREATING 3 TYPES OF DISRUPTIONS

I
Consumer behaviors are changing

II
Artificial Intelligence is a new force

III
Digital native players are emerging
WE SPEND AN INCREASING AMOUNT OF TIME ONLINE AND ON SOCIAL MEDIA

AVERAGE DAILY CONSUMPTION WORLDWIDE

FROM TV...  ... TO SOCIAL MEDIA

200 minutes

170

140

110

80

50


Internet

TV

70 minutes

60

50

40

30

20

10

0

YouTube

facebook

Instagram

WeChat

LINE

Monthly Active users

1.9B

2.3B

1B

1.1B

0.2B


DIGITAL STRATEGY
ONLINE HAS BECOME A KEY DISTRIBUTION CHANNEL

ONLINE PENETRATION BY INDUSTRY (% OF TOTAL SALES)

* Source: Bain, 2017
LUXURY INDUSTRY IS NO EXCEPTION

ONLINE INFLUENCED PURCHASES

Continuous integration and convergence between e-commerce websites and digital content/marketing platforms:
- Social media enhanced with editorial content
- E-commerce website enriched with editorial content

DIGITALLY ENABLED PURCHASES

Implementation of technologies throughout the entire value chain to support the digital enabling:
- Virtual Reality
- Internet of Things
- Mobile payments
- “Smart” Inventory and Supply Chain management

* Source: Bain, Luxury goods worldwide market study, 2018

DIGITAL STRATEGY
ONLINE SALES ARE GROWING FAST IN LUXURY AS WELL

ONLINE SALES PENETRATION IN PERSONAL LUXURY GOODS MARKET WORLDWIDE

* Source: Bain, Luxury goods worldwide market study, 2018.
ARTIFICIAL INTELLIGENCE IS A NEW FORCE

PROJECTED GLOBAL ECONOMIC EFFECTS OF AI BY 2030

$15 TRILLION IMPACT

* Source: PWC, Sizing the prize, What’s the real value of AI for your business and how can you capitalize? Estimates of Incremental GDP brought by AI to the global economy by 2030

DIGITAL STRATEGY
AI CAN IMPROVE VIRTUALLY EVERY AREA OF THE LUXURY FASHION BUSINESS

1. Trend prediction
2. Performance management: Sales forecasting (global, country, store level)
3. Buying quantities showroom & in season
4. Collection structure optimization
5. Supply chain Replenishment & Store-to-Store optimization
6. Store location evaluation
7. Ideal store layout
8. Customer-centric store assortment
9. CRM & clienteling
10. Precision media
11. Markdown optimization
12. Price Premium optimization
13. Store workforce planning
DIGITAL NATIVE PLAYERS DISRUPTING ENTIRE INDUSTRIES

$874B  $68B  $23B

$387B  $80Be  $22B

NO DIGITAL NATIVE LUXURY BRANDS YET...

SHARE OF SEARCH INTEREST

* Source: Luxe Digital Website, S1 2018. Share of search interest is calculated based on Google Trends data as the ratio between the individual average search interest for S1 2018 of each brand divided by the total search interest for the top 15 luxury brands of Deloitte 2018 report, Global Powers of Luxury Goods.
... BUT ECOMMERCE PLATFORMS ARE EMERGING

<table>
<thead>
<tr>
<th>PLATFORM LAUNCH DATES</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>€2.1B revenue</td>
</tr>
<tr>
<td>€303M revenue</td>
</tr>
<tr>
<td>$394M revenue</td>
</tr>
<tr>
<td>$602M revenue</td>
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</tbody>
</table>

### Digital Disruption in the Luxury Industry

<table>
<thead>
<tr>
<th>Changing Consumer Behavior</th>
<th>Other industries today</th>
<th>Luxury today</th>
<th>Luxury in 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Communications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecommerce</td>
<td></td>
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</tr>
</tbody>
</table>

#### Artificial Intelligence is a New Force

#### Digital Native Players Are Emerging
PLAYING OFFENSE TO DEVELOP A COMPETITIVE ADVANTAGE
KERING DIGITAL STRATEGY

Create the aspiration in social media

Expand online retail

Leverage data/Al for personalized experiences & operational excellence
WE ARE INCREASINGLY INVESTING IN DIGITAL MEDIA

DIGITAL AS A % OF TOTAL MEDIA SPEND

2015-2018 EVOLUTION:
Total spend: +49%
Digital spend: +240%

c. 20%
c. 50%

* Source: Kering internal data
... AND BUILDING OUR PRESENCE IN SOCIAL MEDIA GLOBALY

<table>
<thead>
<tr>
<th></th>
<th>Instagram</th>
<th>Facebook</th>
<th>Twitter</th>
<th>YouTube</th>
<th>Not public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexander McQUEEN</td>
<td>7.9 M</td>
<td>2.0 M</td>
<td>1.9 M</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BALENCIAGA</td>
<td>9.5 M</td>
<td>1.5 M</td>
<td>0.8 M</td>
<td>0.02 M</td>
<td></td>
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<td></td>
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<td>0.1 M</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOTTEGA VENETA</td>
<td>1.6 M</td>
<td>0.8 M</td>
<td>0.1 M</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>0.3 M</td>
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<td>0.0 M</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.03</td>
</tr>
<tr>
<td>GUCCI</td>
<td>33.7 M</td>
<td>17.9 M</td>
<td>5.6 M</td>
<td>0.38 M</td>
<td></td>
</tr>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>1.2 M</td>
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<td></td>
<td></td>
<td></td>
<td>0.38</td>
</tr>
<tr>
<td>SAINT LAURENT</td>
<td>6.1 M</td>
<td>3.0 M</td>
<td>4.2 M</td>
<td>0.05 M</td>
<td></td>
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<td>0.1 M</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>0.0 M</td>
</tr>
</tbody>
</table>

* Source: Kering internal data, 30th April 2019
NEW SOCIAL MEDIA FOLLOWERS IN Q1 19 VS YEAR-END 2018 (IN M)

* Source: Kering internal data computed by Linkfluence.
New social media followers are calculated as the net difference between the total number of followers on Instagram, Facebook, Twitter and Sina Weibo on April 30, 2019 and December 31, 2018 (i.e. it includes following and unfollowing activities).
POSITIVE IMPACT ON BRAND AWARENESS...

EARNED MEDIA
AWARENESS (SHARE OF REACH)

- GUCCI
- SAINT LAURENT
- BALENCIAGA
- Alexander McQUEEN
- BOTTEGA VENETA

KERING BRANDS CAPTURE 29% OF TOTAL REACH

* Source: Kering internal data computed by Linkfluence. Earned is defined as user & media generated content on public web perimeter (Instagram, Facebook, Twitter, WeChat, Sina Weibo, blogs, forums, online media, websites totaling more than 10 M websites).
Total estimated reach: sum of posts published mentioning the brands from the sample x people potentially exposed to the posts.
EARNED MEDIA
SHARE OF ENGAGEMENT

* Source: Kering internal data computed by Linkfluence. Earned is defined as user & media generated content on public web perimeter (Instagram, Facebook, Twitter, WeChat, Sina Weibo, blogs, forums, online media, websites totaling more than 10 M websites). Total engagement actions: sum of engagement actions (likes, retweets, comments, shares, favorites…) on posts published mentioning the brands from the sample.
KERING DIGITAL STRATEGY

Create the aspiration in the digital space

Expand online retail

Leverage data/Al for personalized experiences & operational excellence
ONLINE DISTRIBUTION TO MIRROR OFFLINE

GRADUAL SHIFT TOWARDS RETAIL DEPENDING ON STAGE OF BRAND MATURITY AND PRODUCT MIX

<table>
<thead>
<tr>
<th>Physical</th>
<th>Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mono-brand Stores</td>
<td>Online store Brand.com</td>
</tr>
<tr>
<td>Mono-brand Concessions</td>
<td>Virtual Concessions</td>
</tr>
<tr>
<td>Multi-brand environment</td>
<td>Market places</td>
</tr>
<tr>
<td>Dep. Stores</td>
<td>E-tailers</td>
</tr>
</tbody>
</table>

DIGITAL STRATEGY
ONLINE SALES BREAKDOWN BY CHANNEL

<table>
<thead>
<tr>
<th>Company</th>
<th>E-tailers at wholesale value</th>
<th>VC</th>
<th>brand.com</th>
<th>Online retail (brand.com + VC)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kering Luxury</strong></td>
<td>4.7% of total sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gucci</strong></td>
<td>5.4% of total sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Bottega Veneta</strong></td>
<td>1.3% of total sales</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Saint Laurent</strong></td>
<td>3.3% of total sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balenciaga</strong></td>
<td>8.6% of total sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Alexander McQueen</strong></td>
<td>4.1% of total sales</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If we apply retail markup on e-tailers, % of total sales at retail value 2018

- **Kering Luxury**: 9.4%
- **Gucci**: 9.5%
- **Bottega Veneta**: 4.2%
- **Saint Laurent**: 11.6%
- **Balenciaga**: 15.5%
- **Alexander McQueen**: 13.6%

* Source: Kering internal, 2018.

DIGITAL STRATEGY
WE PLAN TO GROW ONLINE SALES THROUGH ONLINE RETAIL

<table>
<thead>
<tr>
<th></th>
<th>Online store brand.com</th>
<th>Virtual concessions</th>
<th>E-tailers wholesale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CLIENT EXPERIENCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CONTROL ON CLIENT EXPERIENCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOP LINE GROWTH</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CLIENT DATA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ECONOMICS</strong></td>
<td>At scale, accretive to retail offline margin</td>
<td>Good level of value capture but long-term margins depend on negotiated terms</td>
<td>High level of profitability; limited value capture in absolute terms</td>
</tr>
</tbody>
</table>
WE INVESTED EARLY IN ECOMMERCE WITH 2 DIFFERENT MODELS

LAUNCHED IN 2001
GUCCI OWN PLATFORM

LAUNCHED IN 2012
OTHER LUXURY BRANDS* THROUGH JV W/ YNAP

* Saint Laurent, Bottega Veneta, Balenciaga, Alexander McQueen, McQ, Brioni
LEADING TO STRONG GROWTH IN ONLINE RETAIL

ONLINE RETAIL REVENUE (€M)

- Gucci
- Other luxury brands exc. SMC

Gucci
Other luxury brands exc. SMC

CAGR 2013-18
+47%
+38%

Online retail sales as % of total sales
1.8%  2.1%  2.3%  2.6%  3.6%  4.7%

* Source: Kering internal data, Total sales: Luxury excluding SMC and C. Kane

DIGITAL STRATEGY
SIGNIFICANT GROWTH OPPORTUNITIES IN APAC

* Source: Kering internal data for FY18. Total sales for Luxury Houses. Online retail sales are sum of brand.com and virtual concessions

DIGITAL STRATEGY
GUCCI CMD – AMBITION TO REACH c.10% ONLINE RETAIL

**E-commerce: ongoing roll-out on a global scale**

On the way to cover all key geographies. New Zealand and Hong Kong next launches in 2018

- **Sales growth**: sales more than doubled between 2015 and 2017, mostly from US, (from €120M to c. €270M)
- **Traffic growth**: doubled in the period (from 100M to 224M)
- **New launches**: successful launch of China in June 2017, Saudi Arabia in November 2017, Qatar and Kuwait in April 2018
- **Mid-term launches**: Mexico and shopable international website
- **Concession**: development of online concession

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**Gucci.cn**

- Fully adapted to local specificities, showing very positive results since soft launch on June 8, 2017
- **Locally hosted to ensure fast site speed**
- **Local payment methods**: AliPay, WeChat
- **Store locator** integrated with Baidu
- **Integrated store**
- **Purchases received from over 300 cities, 1/3 from Tier 1**
- **Fully localized marketing strategy leveraging China specific ecosystem**

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**Continuous improvement to deliver a best-in-class experience**

- **Improvements**:
  - Seamless blend of commerce and rich storytelling
  - Mobile: fully optimized mobile website (capturing c. 75% of the traffic)
  - Optimization: constant optimization of the user interface and overall shopping experience
  - Languages: 8 languages and 32 markets covered and continuous enrichment of languages on the existing website
  - New services: gradual addition of services (payment methods, order tracking, same-day delivery...)
  - Centralization of buying: dedicated merchandising team to optimize assortment
  - Exclusive product: capsule collections and DIY
- **And continuous innovation and experiments**
  - Shoppable stories
  - Personalization
  - Machine learning fraud detection engine
  - Reactive and proactive live chat
  - Omnichannel service plans (iPad in store, 90 min service, Find in Store)
  - Chatbot experiments
BRINGING ECOMMERCE IN-HOUSE FOR OTHER FASHION HOUSES

- ENHANCE client experience
- IMPROVE financials
- SCALE omnichannel services
- ENRICH our client understanding
Create the aspiration in the digital space

Expand online retail

Leverage data/Al for personalized experiences & operational excellence
AI IS A HUGE OPPORTUNITY

Are the Most Innovative Companies Just the Ones With the Most Data?

by Viktor Mayer-Schönberger and Thomas Ramge

FEBRUARY 07, 2018
CREATING A POSITIVE FEEDBACK

THREE PILLARS OF AI BUSINESS

- Strategic Data Acquisition
- Unified Data Warehouse
- Automation

Algorithms are important, DATA is even more critical

* Source: Lee Kai-Fu, AI Superpowers
KERING IS TURNING DATA INTO A COMPETITIVE ADVANTAGE

DATA CAPTURE

- Ecommerce navigation
- Client Service
- Direct Client interaction (opening rates, participation to events…)
- Aftersales
- NPS
- In-store insights
- 2nd & 3rd party data (social media, etc.)*

DATA PROCESSING

- Unique data base
- Data cleansing
- Data lake

DATA EXPLOITATION

- Salesforce eco-system
- AI Factory
- CRM Factory

* Coming
ACTIONABLE & CLEAN DATA COLLECTION HAS BEEN OUR FOUNDATIONAL WORK

89% Transactions attached to a client profile

62% Clients contactable by at least one mean of contact

47% Clients contactable by at least 2 means of contact

* Kering internal data, 2018. Contactable means valid contact detail and client consent to be contacted via available mean.
OVERVIEW OF KERING DATABASE

2015 year of brands data centralization
6 fashion brands
>8 different sources of data feeding the database
>25 data points collected in a single client profile
15 models running daily to enrich client knowledge
46M client profiles in database

Zoom on 2018:
13.8M transactions registered
7.3M client profiles collected
5% of cross-brand clients
2% of clients buying both online & offline representing 3% of sales
ONLINE CLIENT ID CARD

Age

Gender Split (% of women)

AOV (€)

UPT

Frequency

Share of Leather Goods

Share of Shoes

Share of RTW

* Kering internal data, 2018. AOV stands for Average Order Value. UPT stands for Units per Transaction – it includes returns. Frequency is the average number of transactions per client per year. Shares are computed as % of total sales.

DIGITAL STRATEGY
LEADING TO MAJOR OPPORTUNITIES

OMNICHANNEL

PERSONALIZED EXPERIENCES

DATA/AI

OPERATIONAL EXCELLENCE
LEADING TO MAJOR OPPORTUNITIES

OMNICHANNEL

PERSONALIZED EXPERIENCES

DATA/AI

OPERATIONAL EXCELLENCE
PERSONALIZED COMMUNICATIONS

CONTROL:
Regular e-card

TEST:
Personalized product mail

DIGITAL STRATEGY
EMPOWER CLIENT ADVISORS TO ENHANCE IN-STORE EXPERIENCE

* Brands in Luce app scope: Gucci, Saint Laurent, Bottega Veneta, Balenciaga, Alexander McQueen, Brioni

- Live in 90% of store network*
- 16% of sales
- +15-20% in average ticket
PROVIDE BEST-IN-CLASS EXPERIENCE WHEN CLIENTS REACH OUT

8 BRANDS

- BALENCIAGA
- BOUCHERON
- Alexander McQUEEN
- Bottega Veneta
- SAINT LAURENT
- GUCCI

9 CHANNELS

- LINE
- Facebook
- Twitter
- Email
- Phone
- Website
- Store

6 REGIONAL HUBS

- US hub: Launch: May 2018
- EU hub: Launch: Oct. 2017
- CN hub: To come in 2020
- JP hub: To come in Jul. 2019
- APAC hub: Launch: Apr. 2019

>12 LANGUAGES

DIGITAL STRATEGY
MEASURING PROGRESS THROUGH NET PROMOTER SCORE

Thank you for your purchase on balenciaga.com.
Your experience is very important to us. Kindly take the time to answer 3 questions.

How likely are you to recommend Balenciaga to a friend or family member?

<table>
<thead>
<tr>
<th>Not at all</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
</table>

* Source: Kering internal data

DIGITAL STRATEGY
LEADING TO MAJOR OPPORTUNITIES

OMNICHANNEL

DATA/AI

PERSONALIZED EXPERIENCES

OPERATIONAL EXCELLENCE

DIGITAL STRATEGY
### WE HAVE ALREADY ROLLED-OUT KEY OMNICHANNEL SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>Gucci</th>
<th>Saint Laurent</th>
<th>Balenciaga</th>
<th>Bottega Veneta</th>
<th>Alexander McQueen</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Check Availability</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Check product availability in selected stores</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reserve in Store</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reserve product in store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retail Exclusive</strong></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Online window for product avail. only in store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Book an Appointment</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Book online a tailor appointment in store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pickup in Store</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Buy an online product and pick it up in store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Return in Store</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Buy online and return in store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Exchange in Store</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Exchange products bought online in a retail store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ipad in Store</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Buy in store a product available online</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Source: Kering internal data for Q1’19
WITH CONCRETE IMPACT ON BUSINESS

5.3% of brand.com sales
with only 23% of activated stores

AOV > 1.7× average online order value

5.3% of brand.com sales with only 23% of activated stores

* Source: Kering internal data for Q119
DIGITAL STRATEGY
ACTIVATE CLIENTS ACROSS ALL CHANNELS WITH THE RIGHT MESSAGE

Customer goes in store to see the bag

She sees a new bag in an Instagram ad

She adds the bag to her wishlist with a color that is not available

She buys the bag on the brand website

She receives a call from SA to say the color is back in stock

She receives a call from SA to collect the bag in store

She comes in store and gets the bag

She posts a review with a picture on Twitter

She receives an email with a selection of new items

IN STORE

OUT OF STORE

PHYSICAL

DIGITAL

PHYSICAL

DIGITAL

Activation

Services

Activation & Services

BECOME AWARE

CONSIDER

CHOOSE / ORDER

PAY

GET DELIVERED

BECOME LOYAL

MANAGE AFTER-SALES

DIGITAL STRATEGY
LEADING TO MAJOR OPPORTUNITIES

OMNICHANNEL

PERSONALIZED EXPERIENCES

DATA/AI

OPERATIONAL EXCELLENCE
AI will support improvement of every area of our business

**Design**
- Trend prediction
- Automatic Product Tagging
- Collection structure optimization

**Buying & Merch.**
- Buying product scoring

**Production**
- Demand planning
- Automatic Product Tagging

**Logistics**
- Supply chain replenishment & Store-to-Store optimization

**Store Layout**
- Store location evaluation
- Ideal store layout
- Customer-centric store assortment

**Marketing**
- CRM & clienteling
- Precision media
- Ideal store layout

**Sales**
- Markdown optimization
- Price premium optimization
- Store workforce planning

Performance management: Sales forecasting (global, country, store level)

**Digital Strategy**
- Ideation
- Prototyping & validation
- Building capabilities
- Scaling up & industrializing
PROVEN IMPACT IN SALES FORECAST FOR REPLENISHMENT

FORECASTS VS. REAL SALES COMPARISON

AI-powered forecast

Current forecast

Real adjusted sales

+20% improvement in sales forecast accuracy
COMBINING EXPERT INPUT AND STATISTICAL MODELS INTO OUR ALGORITHMS

PRODUCT RATING

PRODUCT COMPARISON

DIGITAL STRATEGY
<table>
<thead>
<tr>
<th>DISRUPTIONS IMPACTING OUR BUSINESS MODEL</th>
<th>NEW TECHNOLOGIES</th>
<th>ENABLERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material disruptions</td>
<td>In-store</td>
<td>Innovation ecosystem set-up</td>
</tr>
<tr>
<td>New business models</td>
<td>Online</td>
<td>Tech scouting</td>
</tr>
<tr>
<td></td>
<td>Customer service</td>
<td>Intrapreneurship / Culture</td>
</tr>
</tbody>
</table>
CLIENT, DIGITAL & INNOVATION – WW ORGANIZATION

TEAMS
- AI factory
- CRM factory
- Client services
- Mobile App dev
- Ecom
- Innovation

APAC

DATA AND TECHNOLOGY
- 1 centralized database
- Salesforce Mkg Cloud
- Salesforce Service Cloud
- Luce App designed with Apple
- Salesforce commerce Cloud
- VC partnerships
- Lean start-up

TEST WITH ONE BRAND & DEPLOY PROVEN SUCCESSFUL PROGRAMS

GROUP PLATFORMS

BRANDS
- GUCCI
- SAINT LAURENT
- BALENCIAGA
- BOTTEGA VENETA
- Alexander McQUEEN
- BRIONI

DIGITAL STRATEGY
## Digital Innovation is Creating New Ways of Working

<table>
<thead>
<tr>
<th>Scale Team to Deliver</th>
<th>Break Down Organizational Silos</th>
<th>Adopt Agile Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>From 4 people in 2017 to 80+ people as of today</td>
<td>Brands</td>
<td>50 people trained and certified</td>
</tr>
<tr>
<td></td>
<td>Digital</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tech</td>
<td></td>
</tr>
</tbody>
</table>

### Add New Expertises

- Data Science
- Salesforce
- UX

### Test & Learn

- Attribution models
- A/B testing
- MVP
AGENDA OF THE DAY

MORNING

8:30  INTRODUCTION & DIGITAL STRATEGY PRESENTATION
      Jean-François PALUS, Group Managing Director
      Grégory BOUTTÉ, Chief Client and Digital Officer

9:30  WORKSHOP 1

10:45 WORKSHOP 2

11:30 WORKSHOP 3

12:15 LUNCH BREAK

AFTERNOON

13:45 WORKSHOP 4

14:30 BALENCIAGA CASE STUDY
      Cédric CHARBIT, Chief Executive Officer

15:45 CONCLUSION AND Q&As

16:30 END OF THE DAY
## AGENDA OF THE DAY

### WORKSHOP 1

**DIGITAL COMMUNICATIONS**

**Speakers:**
- **Amélie Imbault**
  Kerling Media Director
- **Robert Triefus**
  Gucci EVP Brand & Customer Engagement

### WORKSHOP 2

**ECOMM & CLIENT SERVICES**

**Speakers:**
- **Marie-Estelle Lenoir**
  Kerling Digital & Omnichannel Business Project Director
- **Célia Staub**
  Kerling Omnichannel Client Relation Project Director

### WORKSHOP 3

**CLIENT EXPERIENCE, CRM & DATA**

**Speakers:**
- **Nicolas Polaillon**
  Kerling AI, CRM & Data Director
- **Sylvia Choi**
  Kerling Director of Digital & Innovation, Asia Pacific
- **Marco Gulieri**
  Bottega Veneta Global Clienteling Manager

### WORKSHOP 4

**AI & INNOVATION**

**Speakers:**
- **Imen El Karoui**
  Kerling Head of AI Factory
- **Amélie Lemoine**
  Kerling Innovation Director

### 40-MINUTE WORKSHOPS

**Speakers:**
- **40-Minute Workshops**

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**DIGITAL STRATEGY**