

ICOSAE

STRATEGIC PLAN
PARIS, JULY 2016
Confidential document

EXECUTIVE SUMMARY

In general terms, our Strategic objective is to define Icosae's positioning as a unique high end designer brand nurturing creativity, innovation and disruption while preserving its "savoir faire".

People/Organization

- Established design team.
- Stabilization of the industrial and supply chain organization.
- Upgraded commercial organization with internal commercial/ strategic director.
- Retain, develop and attract young talents to sustain activity.
- Define, share Icosae's values and engagement culture worldwide.

Products

- Further improvements in balancing product mix with the development of LLG.
- Reinforce supply chain to develop additional sales with optimized stock level.
- Improve price point in MRTW to increase margins.
- Develop collaborations with top of mind brands and artists to increase brand image.

Communication

- Improve efficiency with targeted magazines in key zones: Asia, Europe, USA
- Integrate the official calendar of the Paris Fédération de Couture to increase visibility on the fashion show.
- Include digital component in everything we do (priority US, China, Korea) to increase buzz and engagement.

Distribution

- Focus wholesale expansion in main luxury destinations. Network from 9 to 25 in FW17. Mid term target approaching 80 POS by SS19.
- Omni-channel mindset in everything we do. Launching of Ecommerce activity.
- Foster a Clientele mindset throughout the entire organization. Engage new layers of customers.

FINANCIALS SUMMARY

	SS16	FW16	SS17	FW17	SS18	FW18	SS19	FW19	SS20
NET SALES (K€)	26,2	15,8	100	200	300	450	600	700	900
Gross Margin Rate	46,6%	49,4%	60%	65%	65%	65%	65%	65%	65%
GROSS MARGIN (K€)	12,2	7,8	60	130	195	293	390	455	585
OPERATING RESULT (K€)	-37,9	-57,3	-4	3,8	42,8	117,8	158,8	209,8	310,8
Number of POS	4	2	9	25	40	60	80	80	85

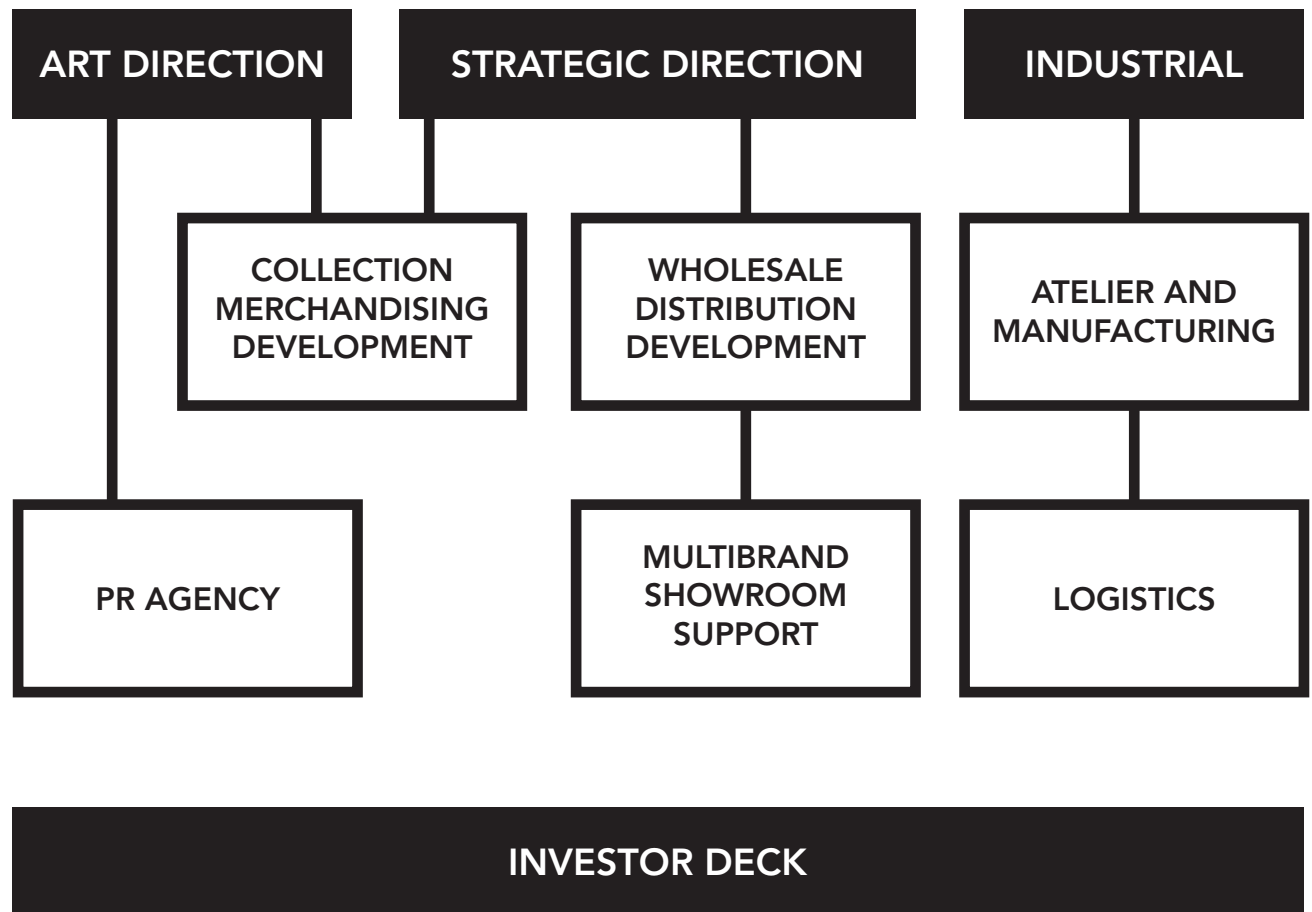
	SS18 vs SS17	FW18 vs FW17	SS19 vs SS18	FW19 vs FW18	SS20 vs SS19
NET SALES	200%	125%	100%	56%	50%
GROSS MARGIN	225%	125%	100%	56%	50%
OPERATING RESULT	1170%	3000%	271%	78%	96%

PEOPLE ORGANIZATION

During the last 2 years, we have worked to set up the basis of Icosae to support the rapid growth. Next step is to strengthen the organization in order to be more efficient and prepare for the next development phase.

GOALS

- Reinforce Commercial & Production
- Link Creation / Commercial and Production and think the strategy as global
- Reinforce Communication to support brand awareness and growth
- Reinforce the Industrial set up and diversify production sites
- Go further in the professionalization of teams and processes



COLLECTION BALANCE

NEW TAILORING



BUSINESS SUITS
23% of collections today

MODERNIST



SEPARATES
28% of collections today

ICONIC



JERSEY/BOMBERS
41% of collections today

FASHION



SEASONAL PIECES
8% of collections today

DEVELOP

- α A FULLY MERCHANDIZED OFFER CATERING FOR DISTINCT CUSTOMERS SEGMENTS
- α A COORDINATED OFFER ACROSS ALL PRODUCT CATEGORIES
- α A RELATED COMMUNICATION STRATEGY TO INCREASE BRAND RECOGNITION

GLOBAL STRATEGY

INDUSTRIAL

STRATEGIC PARTNERSHIP: SECURE OUR CORE BUSINESS WITH LONG TERM PARTNERSHIP

Durand (France): COATS / JACKETS / CUT AND SEWN

Gysemans (Belgium): JACKETS / SHIRTS / TROUSERS

- Gradually increase margins
- Expand technical know-how : print, embroidery, laser cut...
- Develop an accessory line to complete the offer and propose a full and cohesive wardrobe

COMMUNICATION

STRATEGIC PARTNERSHIP: MIDDLE TERM PARTNERSHIP

Totem Fashion Ltd: PRESS OFFICE

- Focus on key markets: Asia, Europe, US
- Create a menswear brand image with values that differentiates itself from competitors
- Reach new layers of customers through VIP product placement
- Organize collaborations with top of mind brands / artists
- Increase visibility on ad campaigns

DISTRIBUTION STRATEGY

Initial strategy up to FW16: Keep the distribution very selective and test the collection in key cities such as New York, London, Tokyo, Dubai.

Mid term strategy is to keep developing the brand in lead markets such as USA, Europe by penetrating them more deeply with a very high end vision in terms of stores targets (main department stores: Selfridges, Le Printemps and key concept stores: The Webster, Antonioli etc...).

Another point of focus is the Asian market, which we are forecasting as our main source of growth.

More generally we are forecasting triple digit growth for the next year to establish the brand and then, keep increasing for the next coming five years with a double-digit target.

To support this strategy, we are working with Berg France showroom (Christian Dada, Song for the Mute) to showcase the collection, as well as the expertise of an in house commercial director.

HEAD OFFICE

38 Rue d'Aboukir
75002 Paris France
T + 33 1 45 08 58 80
info@icosaeofficial.com

valentin@icosaeofficial.com
florentin@icosaeofficial.com
dounia@icosaeofficial.com

www.icosaeofficial.com