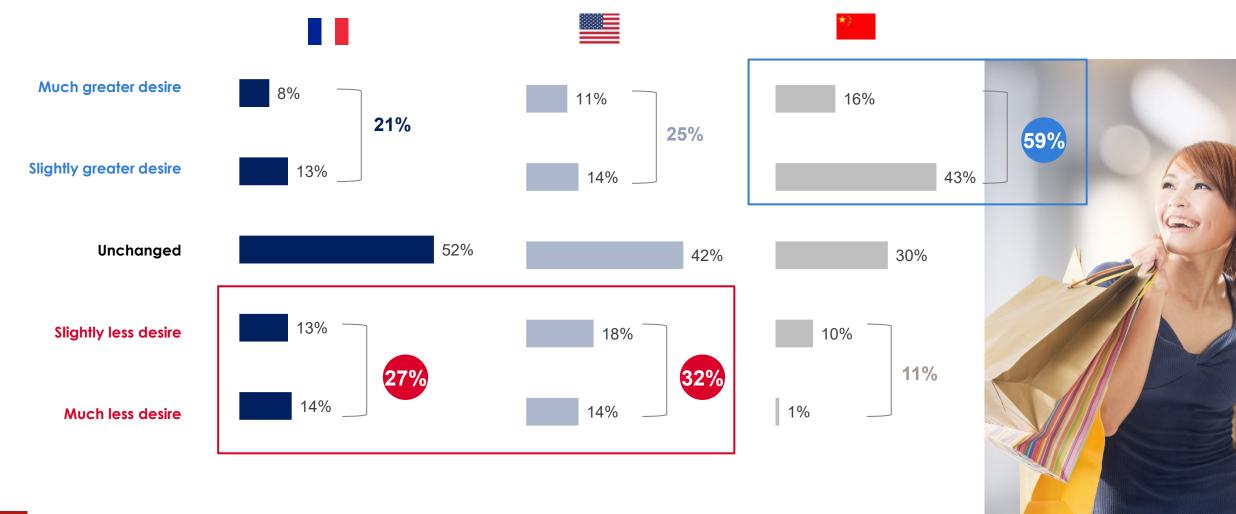
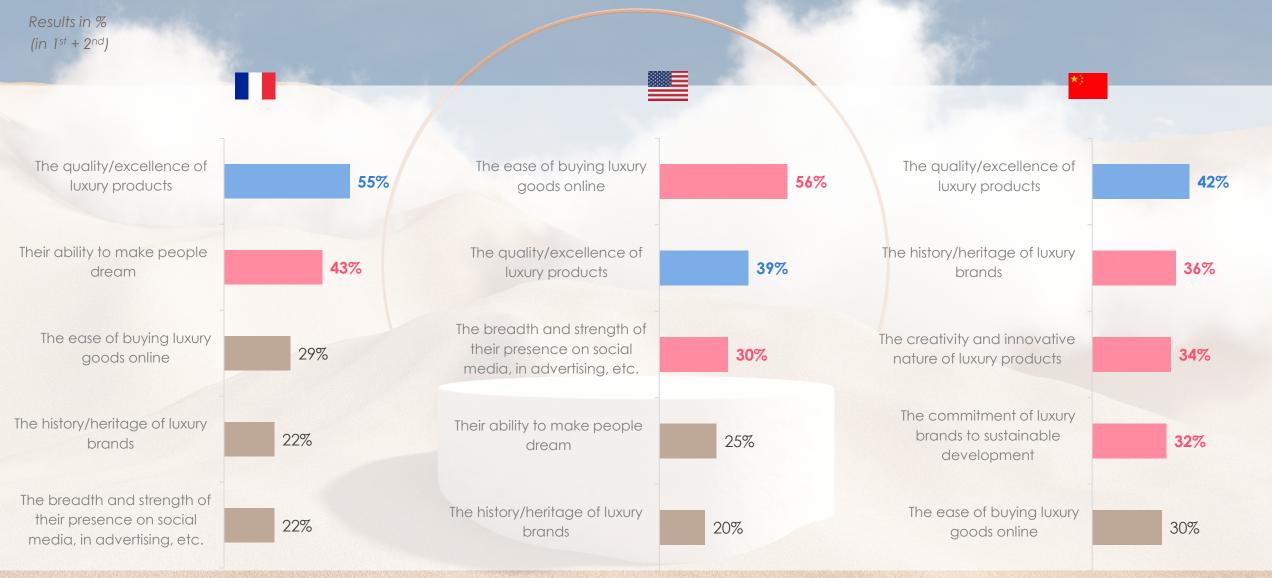


Desire for luxury goods moderately impacted by the Covid crisis in the US and France, and increased in China

Results in %



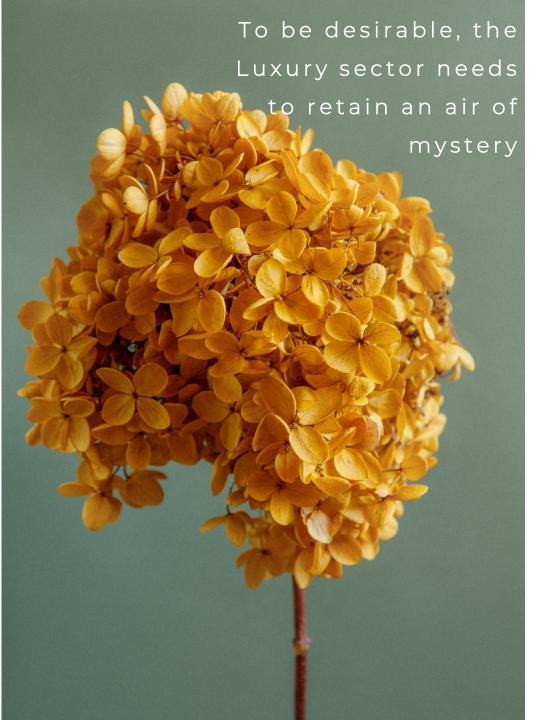
The resilience of the Luxury sector: product excellence and online activation



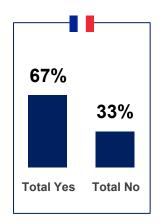
CSR commitments and manufacturing transparency at the heart of customer expectations

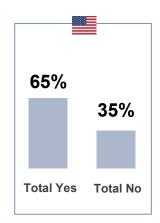
Results in % Notes 9 to 10 Animal protection 57% 40% 5 Transparency for manufacturing conditions/the origin of raw materials 41% 2 Social responsibility 51% 5 Recycling and processes for unsold goods 47% 37% 43% 6 6 5 Lowering the carbon footprint 47% 40% 37% 3 3 Environmental and ecological issues 45% 43% 40%

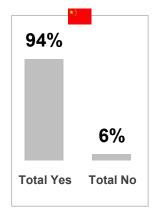




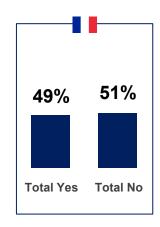
An AIR OF MYSTERY is an ATTRACTING factor

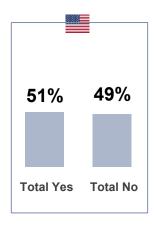


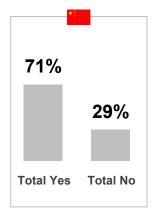




TRANSPARENCY leads to a loss of prestige and desirability

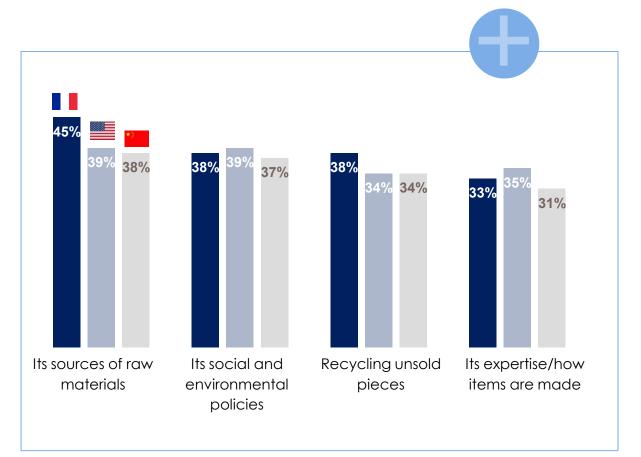




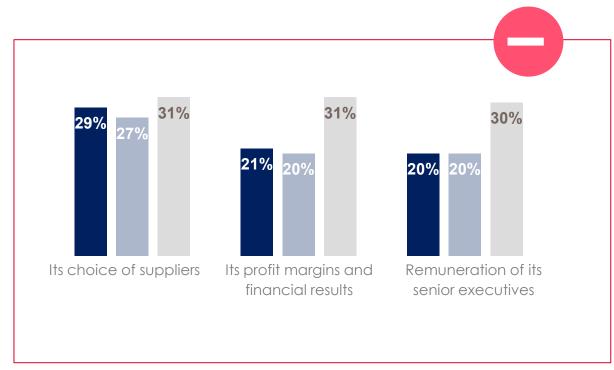


Product transparency and CSR commitments

Results in % Notes 9 to 10

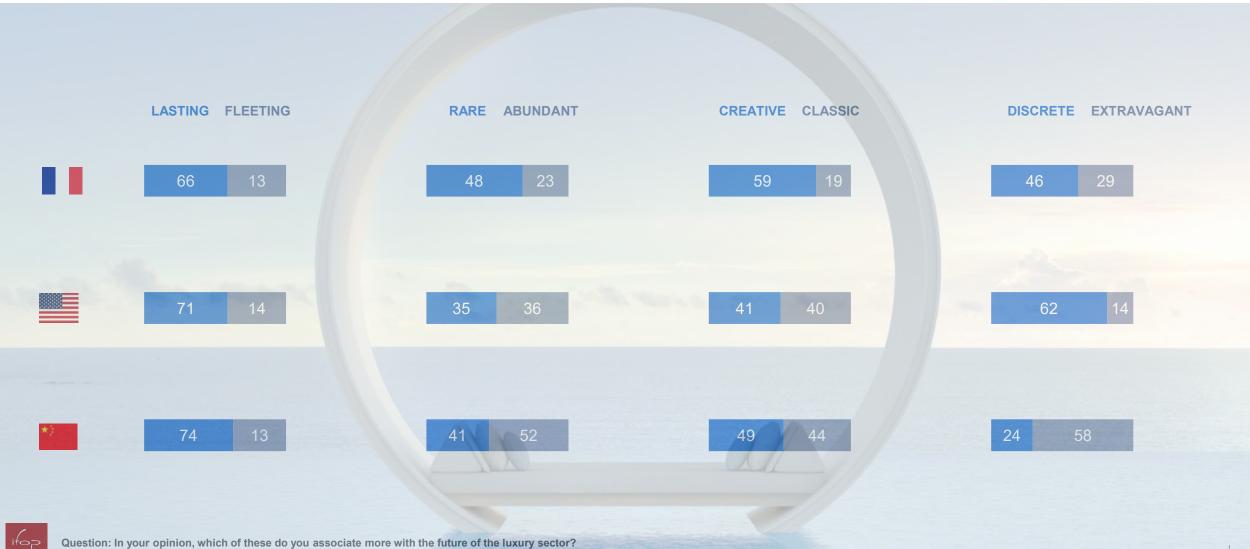






What should tomorrow's luxury look like?

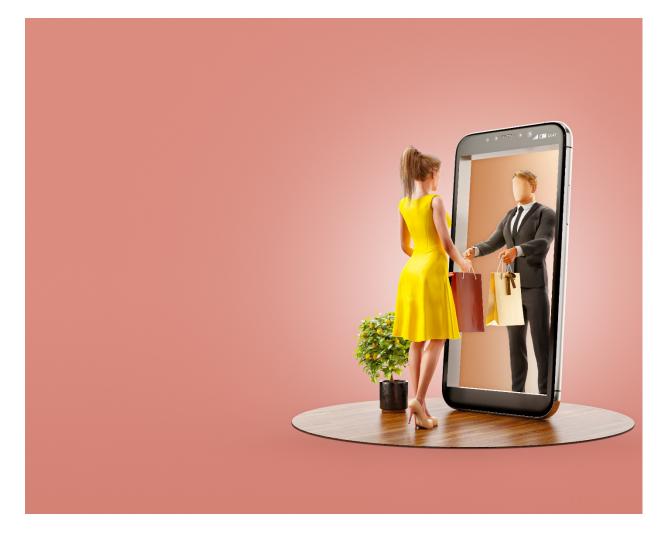
Results in %



The increase of online shopping

Results in %











MENTAL HEALTH PROTECTION

Escape

De-stress

Mental health detox

Cocooning

Slowdown

PHYSICAL PROTECTION

Balance

Detox

Harmless

Protection

Safety

Harmony

SOCIAL PROTECTION

Social distancing

Reconnection

Safe retail (on and offline)

Private sphere

GDPR





ORIGINAL LEADERSHIP



Incarnated
Certified
Verified
Intimate (vs informal)

INFLUENCE LEADERSHIP



Selection of ambassadors/influencers/tribes
Choice of "collabs"
Content control and tone

MULTI-LOCAL LEADERSHIP



Cultural proximity

Touchpoints, spokespeople and local collabs

Refocusing on local customers



PRODUCT LEADERSHIP

Creation/style/innovation
Ethics
Limited series/Capsule

Digital certification





CUSTOMER SERVICE LEADERSHIP

Circularity/Second hand
Personalised customer service
Digital care

CRM/AI



RETAIL LEADERSHIP



Livestreaming / Personal Shopper Chat bot Second hand / location Marketplaces

EXPERIENCE LEADERSHIP



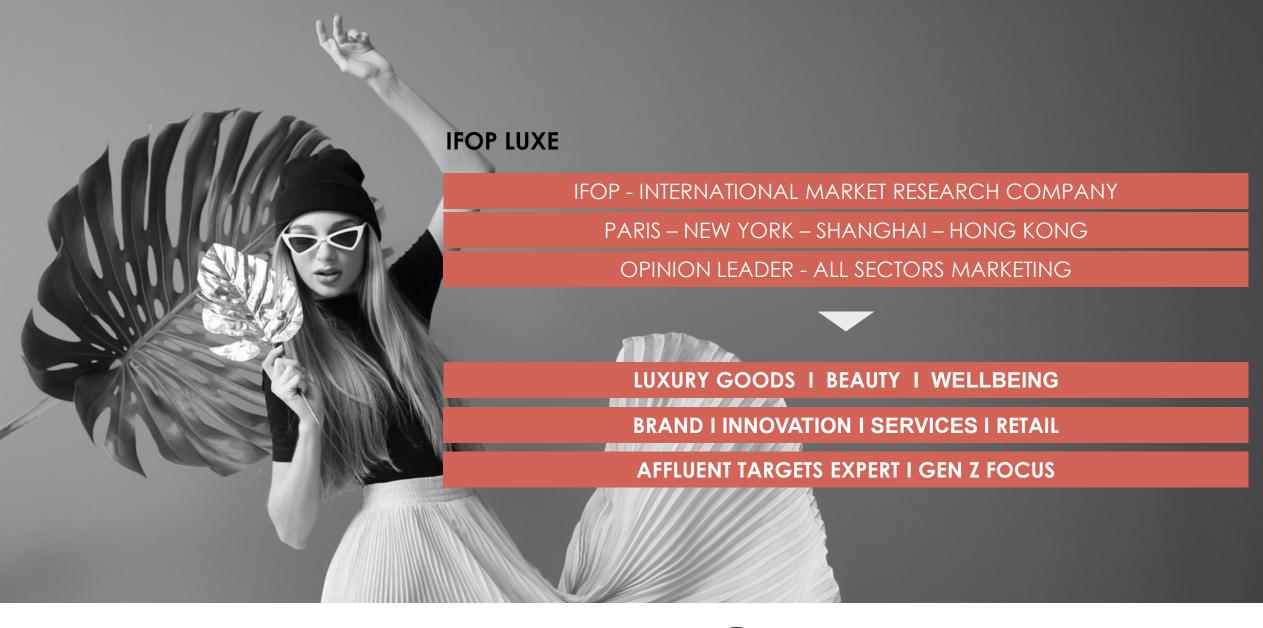
Media / broadcaster brand

Story living

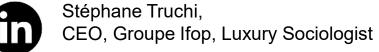
Art & culture

Pop-up stores











Marc Gicquel, Head of Luxury Division