



Tom Ford International, LLC.

# About Tom Ford

*Founded in 2005 Under the name of Tom Ford International, LLC.*

*Has moved headquarters from NYC-London-LA*

***"1st luxury brand from the 21st Century"***



# Company Structure before sell-off

## Tom Ford Beauty

Cosmetics &  
Fragrances

Licensed to Estée  
Lauder Group

## Tom Ford Eyewear

Sunglasses &  
Ophthalmic  
Frames

Licensed to  
Marcolin Group

## Tom Ford Men Apparel

Suiting for men

Licensed to  
Ermenegildo  
Zegna Group

## Tom Ford Women Apparel, Leather goods, MTM

RTW, Footwear,  
Handbags,  
Accessories by  
Tom Ford

Tom Ford International major shareholder is TF holding 63.75%.

PRESTIGE / HIGH PRICE

TF

SAINT LAURENT  
PARIS

Alexander  
McQUEEN



MARC JACOBS



MASS MARKET

EXCLUSIVITY

AFFORDABILITY



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## CONSTRUCTED SOURCE

### BRAND PHYSIQUE

Black+White+Gold  
Fragrances  
Cosmetics  
Sexy  
Powerful

### BRAND PERSONALITY

Self-Confident  
Arrogant

### RELATIONSHIP MODE

Elegant  
Tasteful  
Expensive  
Controversial

### CULTURE

Fashionable american high  
society

### CUSTOMER REFLECTED IMAGE

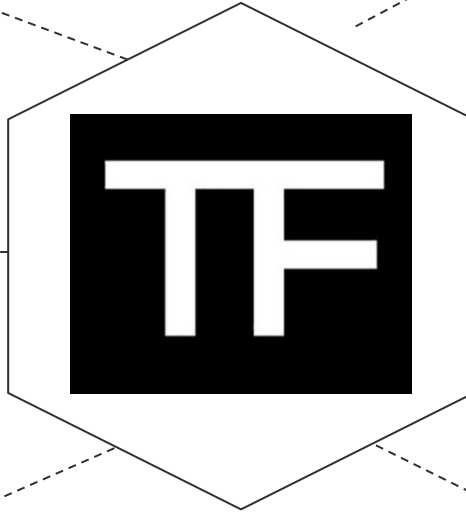
Sophisticated  
High Income  
Seductive  
Powerful

### CUSTOMER SELF- CONCEPT

Powerful business man/woman  
living on a sophisticated  
lifestyle, fashion focused

## CONSTRUCTED RECEIVER

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## Sales Breakdown 2021

TF Services USD \$ 40 millions

TF Watches USD \$ 50 millions

TF MTM USD \$ 61 millions

TF RTW USD \$ 161 millions

TF Eyewear USD \$ 218 millions

TF Beauty USD \$ 275 millions

**Annual sales 2021**

**USD \$805 millions**



## *Icons*

Tom Ford Black Orchid £70

Tom Ford Lip Colour £44

Tom Ford Soleil Glow Bronzer £55

Tom Ford Eye Color Quad £68

Tom Ford Shade & Illuminate Blush £65

# Best Seller Fragrances £70-£490



OULD WOOD EAU DE PARFUM

£ 195 - £ 490



TOBACCO VANILLE EAU DE PARFUM

£ 195 - £ 490



TUSCAN LEATHER EAU DE PARFUM

£ 195 - £ 490



SOLEIL BLANC SHIMMERING BODY OIL

£85



JASMIN ROUGE EAU DE PARFUM

£195



BLACK ORCHID EAU DE PARFUM

£ 70 - £ 140



NEROLI PORTOFINO EAU DE PARFUM

£ 195 - £ 265



MANDARINO DI AMALFI EAU DE PARFUM

£195



SOLEIL BLANC EAU DE PARFUM

£ 195 - £ 490



VELVET ORCHID EAU DE PARFUM

£ 100 - £ 140



NOIR EAU DE PARFUM

£ 100 - £ 140

Harrods

110  
Free standing  
stores &  
Boutiques  
worldwide

Each carry  
different lines

elys

Boots

HOUSE OF FRASER

DEBENHAMS

morleys  
In Brixton

HARVEY NICHOLS

SELFRIDGES & CO

SPACENK  
APOTHECARY LONDON

JOHN  
LEWIS  
& PARTNERS

Saks  
Fifth  
Avenue

NORDSTROM

WORLD  
DUTY  
FREE

Fenwick

NET-A-PORTER

lookfantastic  
Luxury hair & beauty

TF



(\$ in millions)	Three Months Ended September 30						
	Net Sales		Percentage Change		Operating Income (Loss)		Percentage Change
	2022	2021	Reported Basis	Constant Currency	2022	2021	Reported Basis
Skin Care	\$ 2,104	\$ 2,449	(14 )%	(11 )%	\$ 530	\$ 717	(26 )%
Makeup	1,052	1,174	(10 )	(6 )	16	91	(82 )
Fragrance	607	609	—	5	133	131	2
Hair Care	158	148	7	11	(12 )	2	(100 +)
Other	14	13	8	8	—	—	—
<b>Subtotal</b>	<b>\$ 3,935</b>	<b>\$ 4,393</b>	<b>(10 )%</b>	<b>(6 )%</b>	<b>\$ 667</b>	<b>\$ 941</b>	<b>(29 )%</b>
Returns/charges associated with restructuring and other activities	(5 )	(1 )			(6 )	(6 )	
<b>Total</b>	<b>\$ 3,930</b>	<b>\$ 4,392</b>	<b>(11 )%</b>	<b>(7 )%</b>	<b>\$ 661</b>	<b>\$ 935</b>	<b>(29 )%</b>

**Skin care** COVID-related restrictions ,the tightening of inventory in China & USA

**Makeup** net sales decreased 6%. Net sales from Estée Lauder and Tom Ford Beauty impacted by the decline in retail traffic and travel.

**Fragrance** Net sales grew in every region and across all brands that sell fragrances.  
driven by continued desirability of the Company's luxury and artisanal fragrance portfolio and strategic expansion of freestanding stores.

**Tom Ford Beauty net sales grew strong double digits.**Noir Extreme Parfum and Ebene Fume, Oud Wood and Ombre Leather <sup>(1)</sup>.

# TOM FORD BEAUTY



Results by Geographic Region  
(Unaudited)

(\$ in millions)	Three Months Ended September 30						
	Net Sales		Percentage Change		Operating Income (Loss)		Percentage Change
	2022	2021	Reported Basis	Constant Currency	2022	2021	Reported Basis
The Americas	\$ 1,123	\$ 1,194	(6 )%	(7 )%	\$ 125	\$ 254	(51 )%
Europe, the Middle East & Africa	1,682	1,873	(10 )	(6 )	334	465	(28 )
Asia/Pacific	1,130	1,326	(15 )	(7 )	208	222	(6 )
<b>Subtotal</b>	<b>\$ 3,935</b>	<b>\$ 4,393</b>	<b>(10 )%</b>	<b>(6 )%</b>	<b>\$ 667</b>	<b>\$ 941</b>	<b>(29 )%</b>
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**Biggest market for sales during the 2021 year Europe, Middle East & Africa.**

**Due to covid restrictions in the Asia Pacific region.**

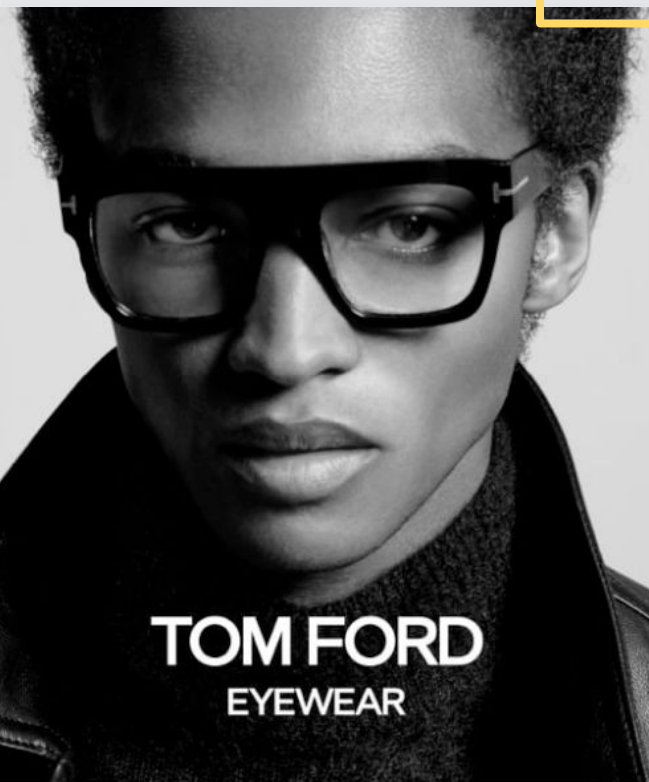
**America third market for the brand despite market conditions worldwider.**

**For 2022, recovery can be seen specially for the Asia Pacific market. Accelerated growth for the year and expected for next year.**

**Mean new opportunities to expand the brand to new targets or the opening of more stores and increase touch points and channels.**

**TOM FORD  
BEAUTY**

Net Revenues by geographical area (euro/000)	09/30/2022		09/30/2021		Increase (decrease)	
	Net Revenues	% on total	Net Revenues	% on total	Euro	%
EMEA	213,823	52.2%	174,996	51.7%	38,827	22.2%
Americas	180,164	44.0%	150,621	44.5%	29,543	19.6%
Asia	15,757	3.8%	12,973	3.8%	2,784	21.5%
<b>Total</b>	<b>409,745</b>	<b>100.0%</b>	<b>338,593</b>	<b>100.0%</b>	<b>71,152</b>	<b>21.0%</b>



EMEA best performers: **Spain, Germany and UK**

Americas best performers: **USA and Latin America.**

Asia best performers: **Korea.**

In 2021, **13 million pairs** were sold, at a sales of **455 million euros<sup>(3)</sup>**. An increment of 0.5% on EMEA and America allowed the growth in sales of the group despite conditions in Asia.

Marcolini group is positioned in the Luxury sector with some of the most glamorous brands in the fashion system, including Tom Ford



(Euro thousands in Actual FX)

	2021A PRELIMINARY	2020A	2019A	Δ% vs 2020A	Δ% vs 2019A
<b>Revenues</b>	<b>1,292,402</b>	<b>1,014,733</b>	<b>1,321,327</b>	<b>+27%</b>	<b>(2%)</b>
<i>EMEA<sup>1</sup></i>	<i>380,325</i>	<i>315,879</i>	<i>431,384</i>	<i>+20%</i>	<i>(12%)</i>
- of which Italy	158,722	121,202	140,676	+31%	+13%
- of which UK	37,682	32,985	58,012	+14%	(35%)
<i>North America<sup>2</sup></i>	<i>191,283</i>	<i>131,049</i>	<i>233,327</i>	<i>+46%</i>	<i>(18%)</i>
- of which United States	176,059	114,818	205,744	+53%	(14%)
<i>Latin America<sup>3</sup></i>	<i>19,971</i>	<i>12,915</i>	<i>25,404</i>	<i>+55%</i>	<i>(21%)</i>
<i>APAC<sup>4</sup></i>	<i>696,344</i>	<i>551,650</i>	<i>626,059</i>	<i>+26%</i>	<i>+11%</i>
- of which Greater China Region <sup>5</sup>	588,876	438,193	458,294	+34%	+28%
- of which Japan	55,479	61,523	90,240	(10%)	(39%)
<i>Other<sup>6</sup></i>	<i>4,479</i>	<i>3,240</i>	<i>5,153</i>	<i>+38%</i>	<i>(13%)</i>

**APAC region biggest sales for menswear, divided into China and Japan. Opportunity for growth in Japan.**

**Opportunity for growth and expansion of menswear in India, EMEA and Latin America**

**According to The Business of Fashion a post-pandemic renaissance on formal wear is expected and happening right now, led by millennials but in a casualisation of the office attire.**

**This represents an opportunity for Tom Ford Fashion business, probably an expansion of the line or a new direction for the existing services.**





# FY 2021 Preliminary Group Revenues: Breakdown by Product Line

(Euro thousands in Actual FX)	2021A PRELIMINARY	2020A	2019A	Δ% vs 2020A	Δ% vs 2019A
<b>Revenues</b>	<b>1,292,402</b>	<b>1,014,733</b>	<b>1,321,327</b>	<b>+27%</b>	<b>(2%)</b>
- Zegna branded products <sup>1</sup>	847,311	636,478	919,343	+33%	(8%)
- Thom Browne	263,397	179,490	160,595	+47%	+64%
- Textile	102,244	87,615	108,513	+17%	(6%)
- Strategic Alliances	74,957	82,273	91,720	(9%)	(18%)
- Agnona	1,191	12,389	17,691	(90%)	(93%)
- Other	3,302	16,488	23,263	(80%)	(86%)

1. Zegna branded products include apparel, bags, shoes and small and large leather goods, as well as licensed goods and royalties.

Note: Revenues are after eliminations. 2021A Preliminary revenues are unaudited. The audit will be finalized at time of 2021 Financials approval.

The license with Zegna represents an opportunity to introduce or renew the power suit for womens wear, which can give the brand a much wanted and desired position in the fashion market for womenswear.

The groups is an expert on strategic alliances and textiles, this represents an opportunity for different distribution and production of the fashion business for Tom Ford.

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TOM FORD

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# Sustainability

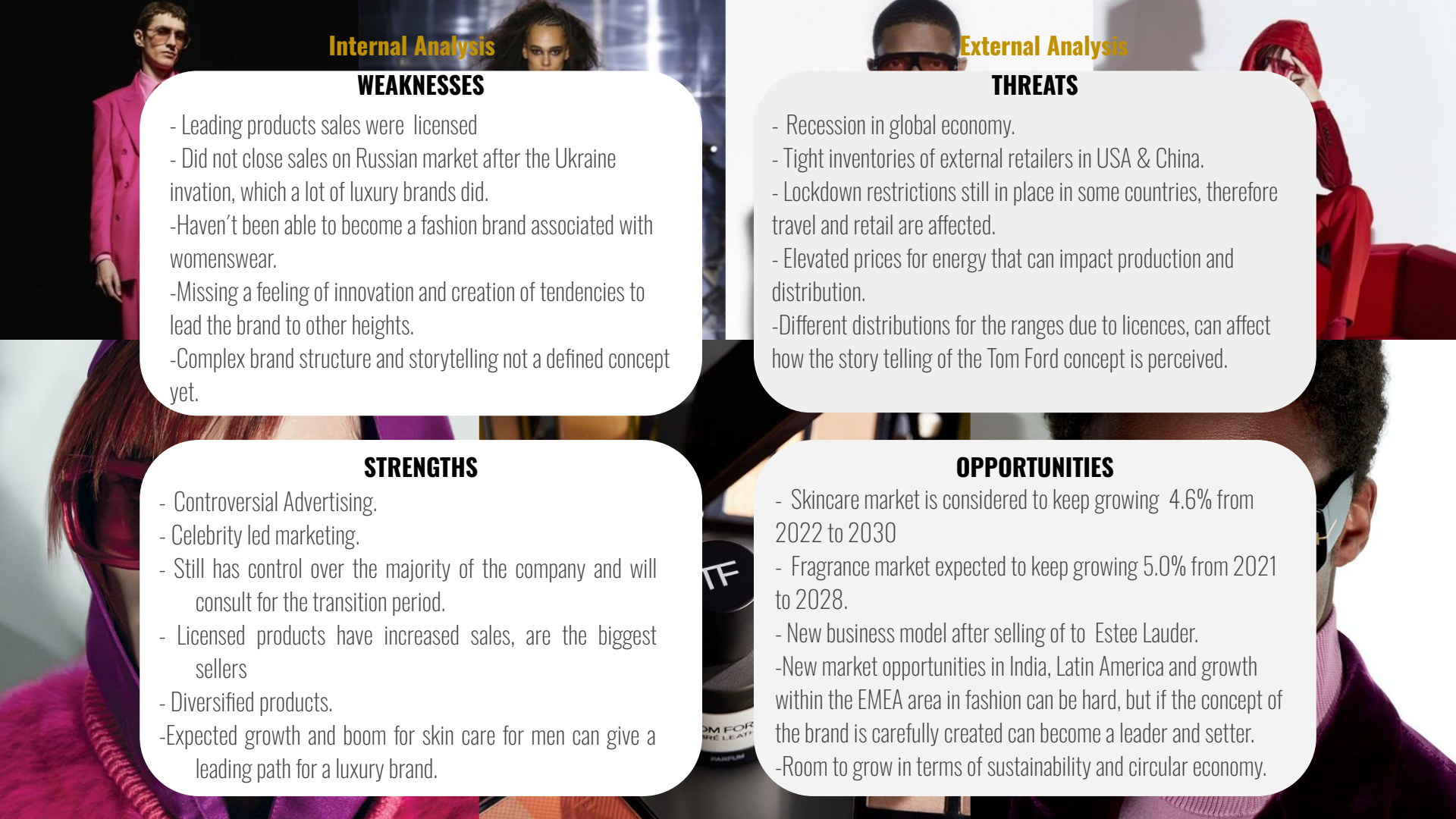


**TOM FORD**  
PLASTIC INNOVATION PRIZE  
POWERED BY 52HZ



**“IF THE OCEAN IS  
POLLUTED AND  
IN DANGER, THEN  
SO IS THE PLANET  
AND SO ARE WE.”**

**TOM FORD**



## Internal Analysis

### WEAKNESSES

- Leading products sales were licensed
- Did not close sales on Russian market after the Ukraine invasion, which a lot of luxury brands did.
- Haven't been able to become a fashion brand associated with womenswear.
- Missing a feeling of innovation and creation of tendencies to lead the brand to other heights.
- Complex brand structure and storytelling not a defined concept yet.

### STRENGTHS

- Controversial Advertising.
- Celebrity led marketing.
- Still has control over the majority of the company and will consult for the transition period.
- Licensed products have increased sales, are the biggest sellers
- Diversified products.
- Expected growth and boom for skin care for men can give a leading path for a luxury brand.

## External Analysis

### THREATS

- Recession in global economy.
- Tight inventories of external retailers in USA & China.
- Lockdown restrictions still in place in some countries, therefore travel and retail are affected.
- Elevated prices for energy that can impact production and distribution.
- Different distributions for the ranges due to licences, can affect how the story telling of the Tom Ford concept is perceived.

### OPPORTUNITIES

- Skincare market is considered to keep growing 4.6% from 2022 to 2030
- Fragrance market expected to keep growing 5.0% from 2021 to 2028.
- New business model after selling of to Estee Lauder.
- New market opportunities in India, Latin America and growth within the EMEA area in fashion can be hard, but if the concept of the brand is carefully created can become a leader and setter.
- Room to grow in terms of sustainability and circular economy.



-Client at the forefront of the business.

-Offering **Style Consultant services digitally**. Beauty services (vary depending on location) and online appointments for made to measure services.

-**Sustainability** being embraced from the POV of recycling to create a new product and diversify into the watch market.

-**Tom Ford Beauty** is the leading income generator for the brand.

-Tom Ford fashion mostly based on nostalgia for past glamour always with a sexy touch, seduction as the forefront for design and tendency.

-In terms of **fashion and circular economy**, the brand can focus on repair and resale of their own products, this will add value to a TF piece and therefore increase the brand value.

-**Fragrances** can be expanded into **homeware**, or creating scents for specific luxury hotels that go along the seductiveness of the brand.

-Increase the expansion of **Tom Ford Beauty Men**, generate a new story and communication approach in the touchpoints but specially in the **digital market/channels**, engagement through different virtual settings in the phygital world.

-Bringing the **digital services of beauty to the stores**, client can test the different makeup palettes digitally.

-OOH advertising in traveling destinations can be increased to take advantage of the loosening restriction on China, to increase traffic to stores but also to create an approach to 3D OOH advertising to target the **Gen Z and millennials** becoming the leading consumers of luxury until 2025.

-**New partnership collab** with an **unexpected luxury brand**, Tom Ford-Jo Malone, Tom Ford-Stella McCartney, opportunities for new pop up stores and amplify the story telling.

-**Define Tom Ford as a concept**, from persona to story.



**Thank you!**