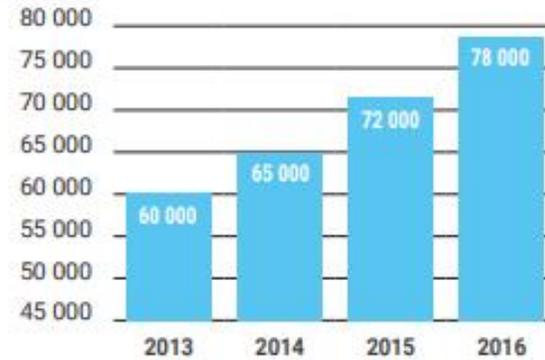


# DECATHLON

PRODUZIONE ITALIA

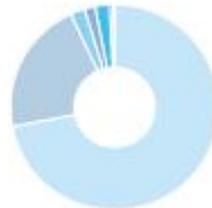


*“Creare voglia e rendere accessibile al maggior numero di persone il piacere e i benefici dello sport.”*



*Breakdown of employees  
by geographical area*

- Europe: 72.31%
- Asia: 21.23%
- Russia: 2.22%
- Brazil: 1.47%
- India: 2.28%
- Africa: 0.5%



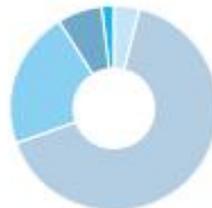
*Breakdown of teammates  
by activity*

- Retail and services: 76.2%
- Logistics: 11 %
- Support departments: 6.7%
- Design / Production: 6.07%



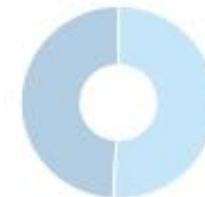
*Breakdown of teammates by age*

- under 20: 3.90%
- 20 to 29 year olds: 65.62%
- 30 to 39 year olds: 21.79%
- 40 to 49 year olds: 6.91%
- 50 and over: 1.78%



*Breakdown of teammates by gender*

- Men: 51%
- Women: 49%



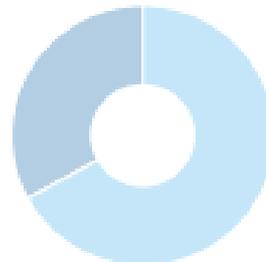
## OUR BUSINESS ACTIVITIES WORLDWIDE

2016 turnover

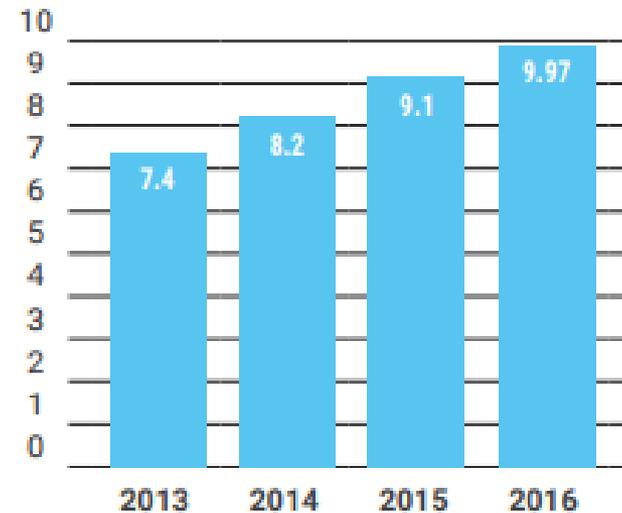


Breakdown of 2016 turnover

- International: 67%
- France: 33%

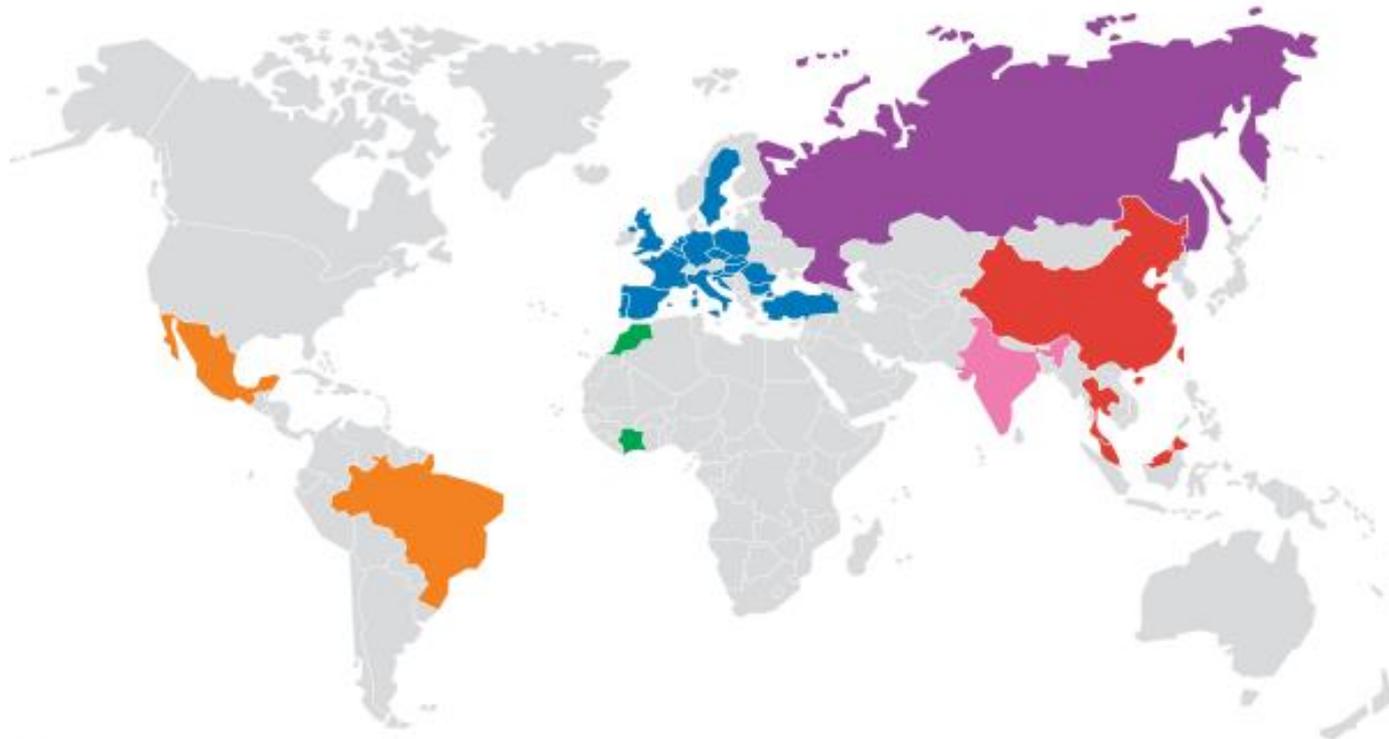


Growth in turnover  
(in billions of Euros)



## OUR AREAS OF ACTIVITY

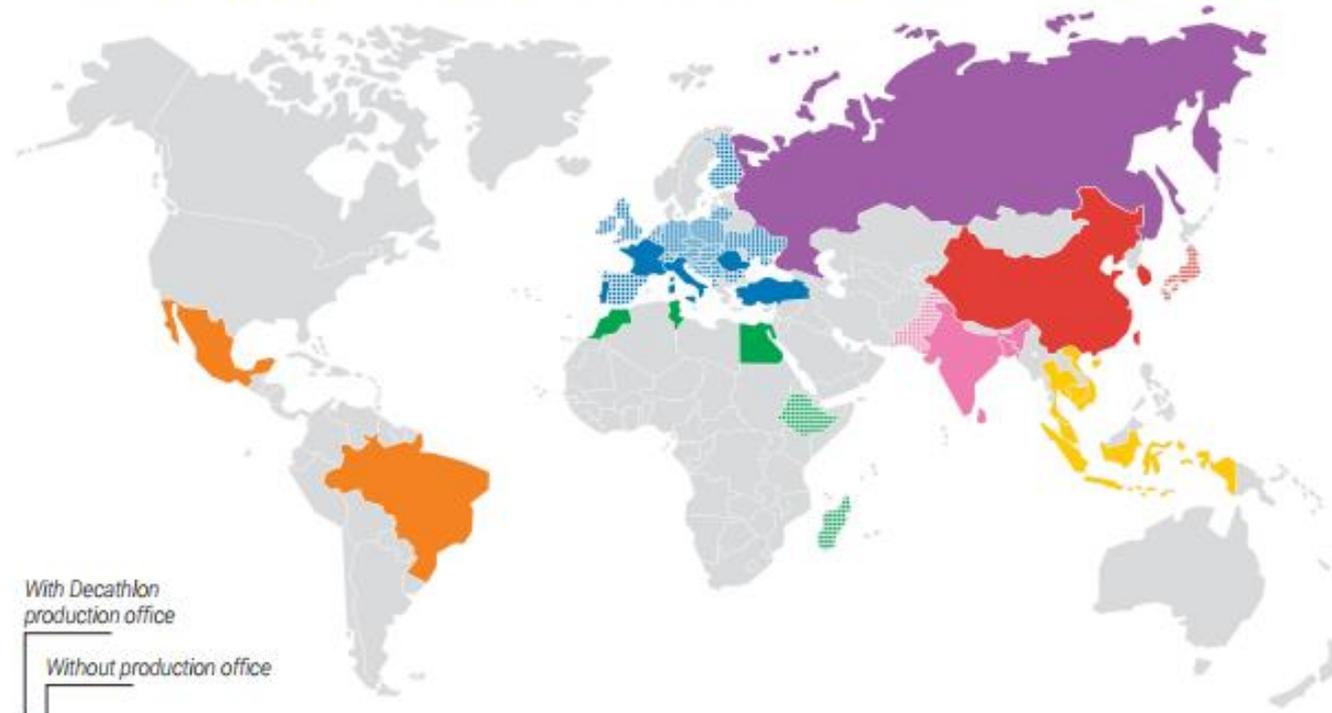
Decathlon teams carry out different activities in these areas: distribution to stores and online, transport and logistics, and support services.



- Africa zone: Ivory Coast, Morocco.
- America zone: Brazil, Mexico.
- Asia zone: China, Malaysia, Taiwan, Thailand, Singapore.
- India zone: India.
- Europe zone: Belgium, Bulgaria, Croatia, Czech Republic, France, Germany, Great Britain, Hungary, Italy, Netherlands, Poland, Portugal, Romania, Spain, Slovenia, Slovakia, Sweden, Turkey.
- CIS<sup>1</sup> zone: Russia.

## OUR PRODUCTION AREAS

Decathlon teams organise product manufacturing with suppliers and have established operations in 22 countries, working from 39 production offices located as closely as possible to manufacturing sites.



- ▨ African production area: Egypt, Ethiopia, Madagascar, Mauritius, Morocco, Tunisia.
- ▨ American production area: Brazil, Mexico.
- ▨ North Asia production area: China, Japan, South Korea, Taiwan.
- ▨ Southeast Asia production area: Cambodia, Indonesia, Malaysia, Myanmar, Singapore, Thailand, Vietnam.
- ▨ Southwest Asia production area: Bangladesh, India, Pakistan, Sri Lanka.
- ▨ Europe production area: Albania, Austria, Belgium, Bosnia, Bulgaria, Croatia, Czech Republic, Finland, France, Georgia, Germany, Great Britain, Hungary, Italy, Lithuania, Netherlands, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Switzerland, Turkey, Ukraine.
- ▨ CIS<sup>2</sup> production area: Russia

2. CIS: Commonwealth of Independent States.

## Breakdown of our POS by country (31/12/2016)

	Total	Openings 2016		Total	Openings 2016		Total	Openings 2016
Germany	36	(+11)	India	46	(+11)	Great Britain	26	(+7)
Belgium	27	(+2)	Italy	113	(+7)	Russia	49	(+11)
Brazil	21	(+2)	Malaysia	1	(+1)	Singapore	2	(+2)
Bulgaria	4	(+0)	Marocco	6	(+2)	Slovakia	4	(+1)
China including Taiwan	214	(+51)	Mexico	3	(+3)	Slovenia	1	(+1)
Ivory coast	1	(+1)	Netherlands	10	(+4)	Sweden	2	(+1)
Croatia	4	(+1)	Poland	46	(+1)	Thailand	9	(+4)
Spain	149	(+17)	Portugal	30	(+2)	Turkey	20	(+5)
France	301	(+8)	Czech Republic	11	(+2)			
Hungary	21	(+4)	Roumania	19	(+2)			



worldwide,  
i.e. 164 more than  
in 2015.



and logistics  
platforms worldwide.



Decathlon brand  
products.



worldwide.



with their Decathlon  
products.

- Circa 7.000 collaboratori
- 115 negozi su tutto il territorio
- 4 depositi logistici
- 2 uffici di produzione (Desio - Vigonza) e 1 ufficio di rappresentanza in Romania
- 2 piattaforme e depositi componenti



## Fornitori Italiani e stranieri

- Supply chain
- Qualità
- Industrializzazione
- Acquisti

**OBJ → Andare più veloci in un contesto in continuo cambiamento**

**Per poterlo fare è fondamentale sviluppare una logica di sussidiarietà, quindi prendere le decisioni più vicine a dove se ne ha l'effetto.**

# Agile manufacturing

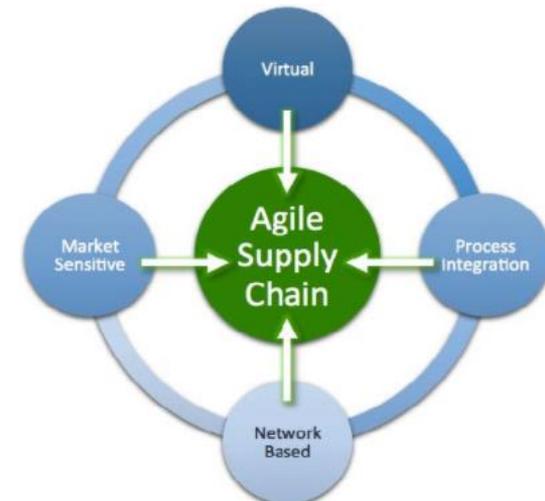
Insieme di processi e strumenti attraverso i quali un'impresa manifatturiera può **rispondere rapidamente ed efficacemente** ai cambiamenti dettati dalle esigenze del mercato e dei clienti, mantenendo nel contempo la massima qualità e il controllo dei costi.

**Agilità** significa usare le conoscenze commerciali e l'organizzazione della Supply Chain per sfruttare le opportunità di business in un mercato dalla domanda altamente variabile.

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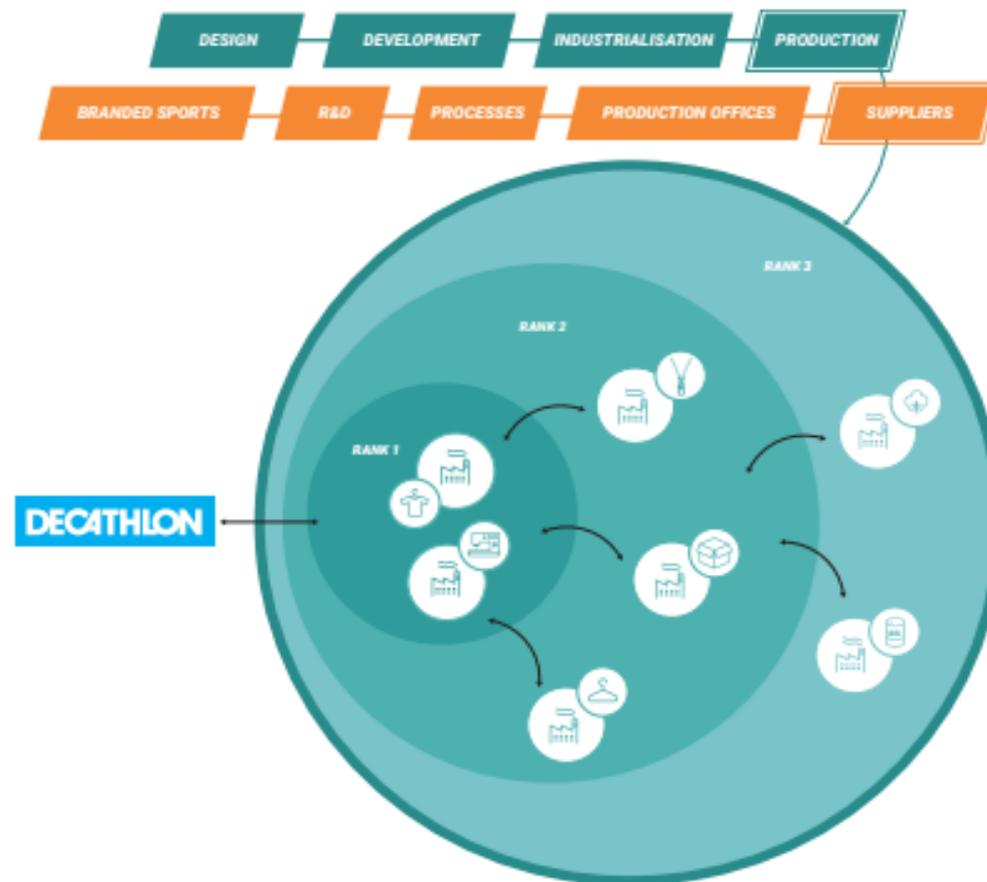
1 Supply chain in **Decathlon** in un contesto di trasformazione, tramite:

- A Condivisione
- B Digitalizzazione
- C Nuova Organizzazione



Decathlon possiede una **struttura flessibile**, grazie alla completa integrazione della filiera (concezione, sviluppo, produzione, logistica e distribuzione)

## SUPPLY CHAIN FOR DECATHLON PRODUCTS

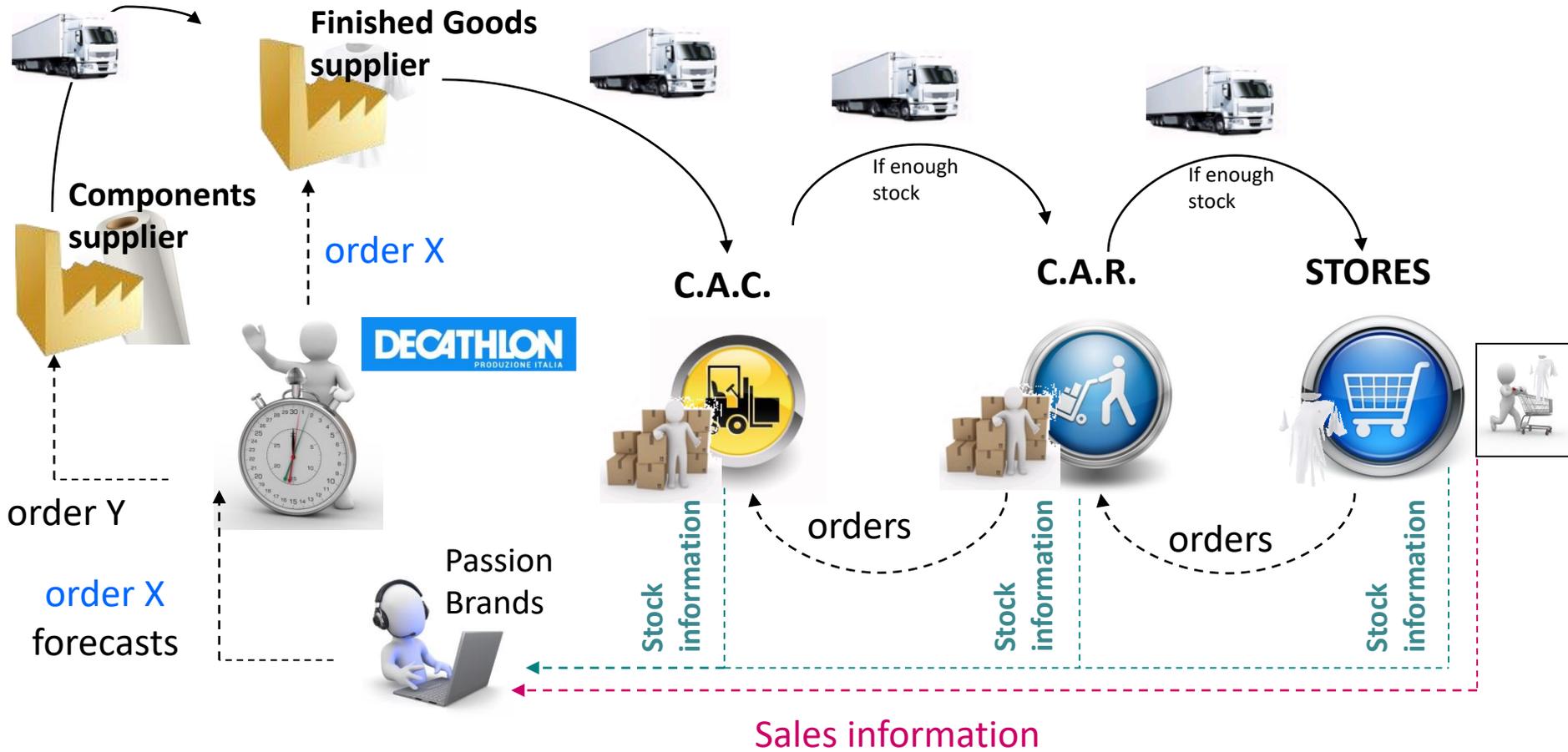


**Rank 1** : Supplier who has signed an agreement with a Decathlon group company to produce or assemble finished or semi-finished products (via a manufacturing contract) or to supply raw materials or components (via a purchasing contract), receiving purchase orders and invoicing said company directly.

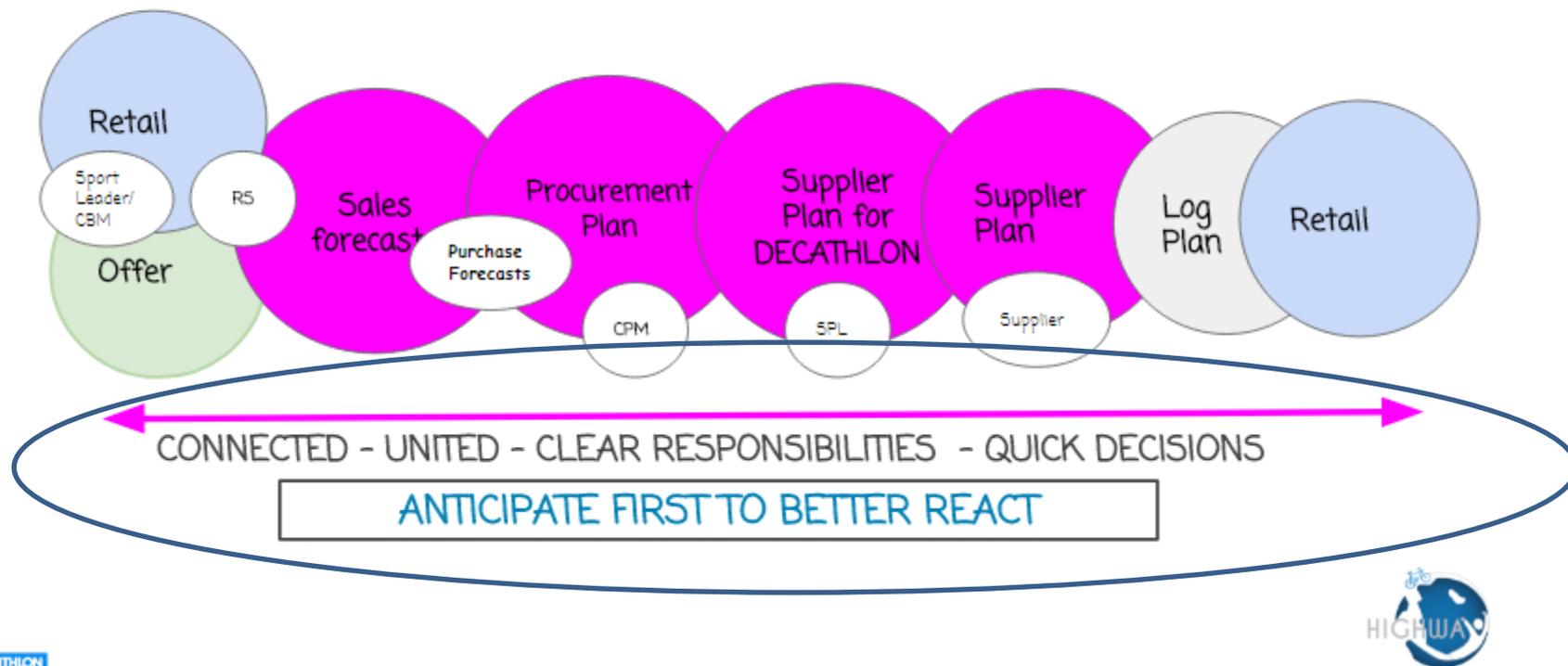
**Rank 2** : Supplier contributing to Decathlon's product value chain, with direct commercial relations with a rank 1 supplier, with whom they organise the management of purchase orders and invoicing.

The Decathlon group retains the option to help choose or approve this rank 2 supplier, while refraining from intervening in the commercial and legal relationship between these rank 1 and rank 2 suppliers.

1. CIS: Commonwealth of Independent States.



## The Supply is a CHAIN



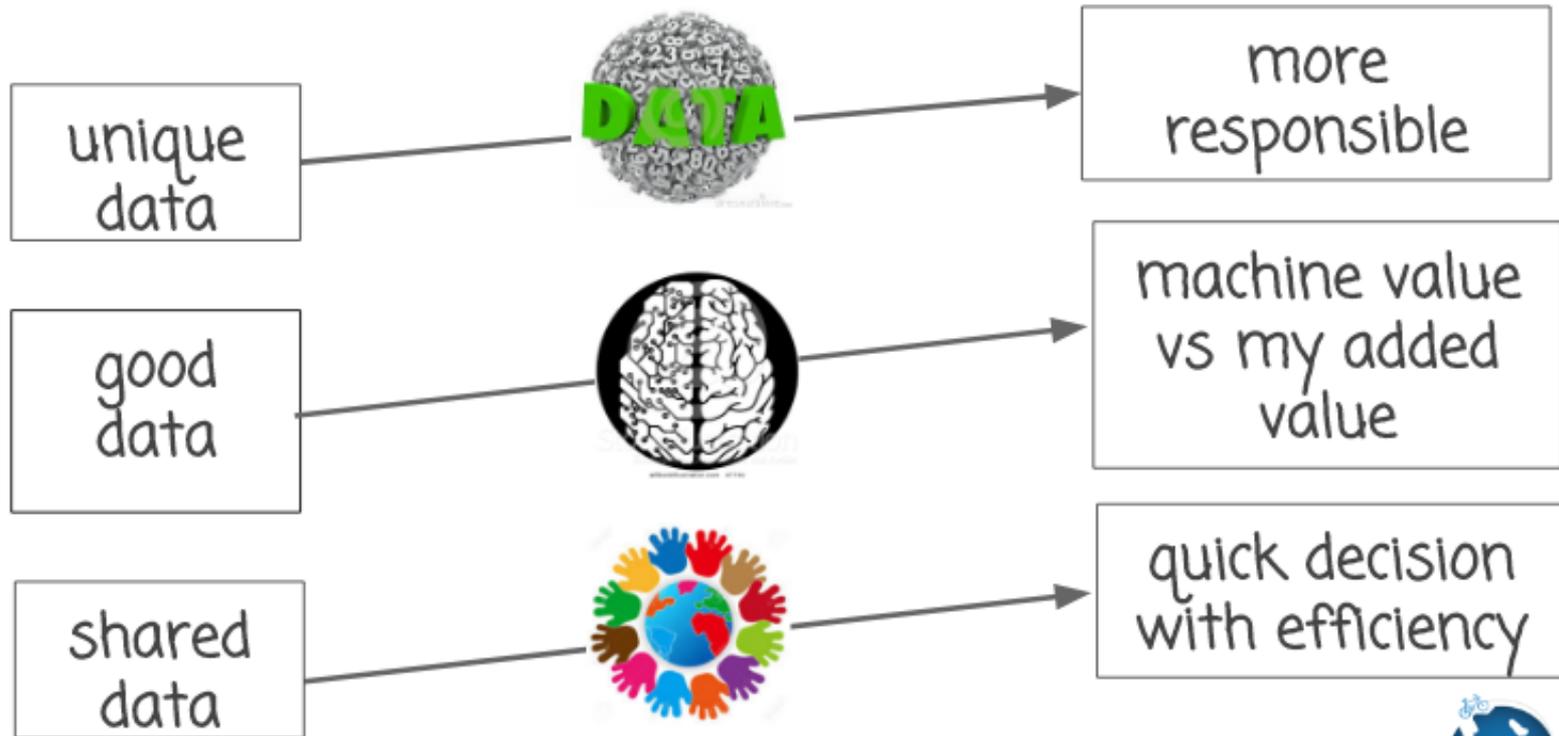
➔ **First step:** Rendere l'informazione accessibile a tutti i livelli allo stesso tempo per permettere una decisione autonoma e più veloce!

## Tool Map



➔ **2 step: Digital transformation** ➔ Un unico tool per tutti gli attori della supply chain, inclusi i fornitori

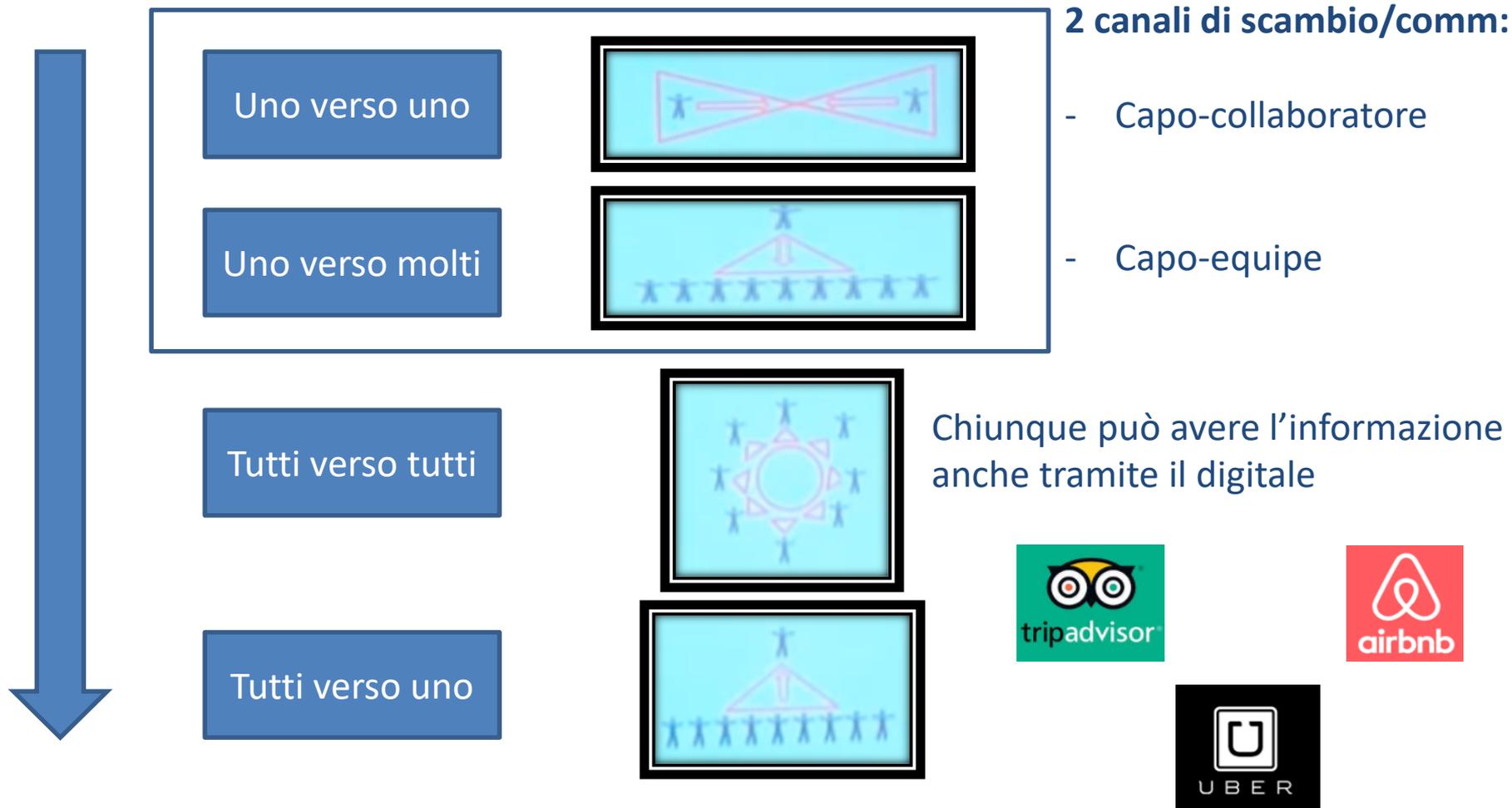
I benefit from the solution if my DATA are good!



➔ **2 step: Digital transformation** ➔ Un unico tool per tutti gli attori della supply chain, inclusi i fornitori

## 3 step: Reinventing organization (potere dell'informazione)

Con un business model chiaro, una visione identificata e delle informazioni condivise, è fondamentale creare un'organizzazione che metta il collaboratore al centro capace di prendere il più velocemente possibile e responsabilmente le decisioni





**MAIN 3 YEARS OBJECTIVES**

LT : 15 days

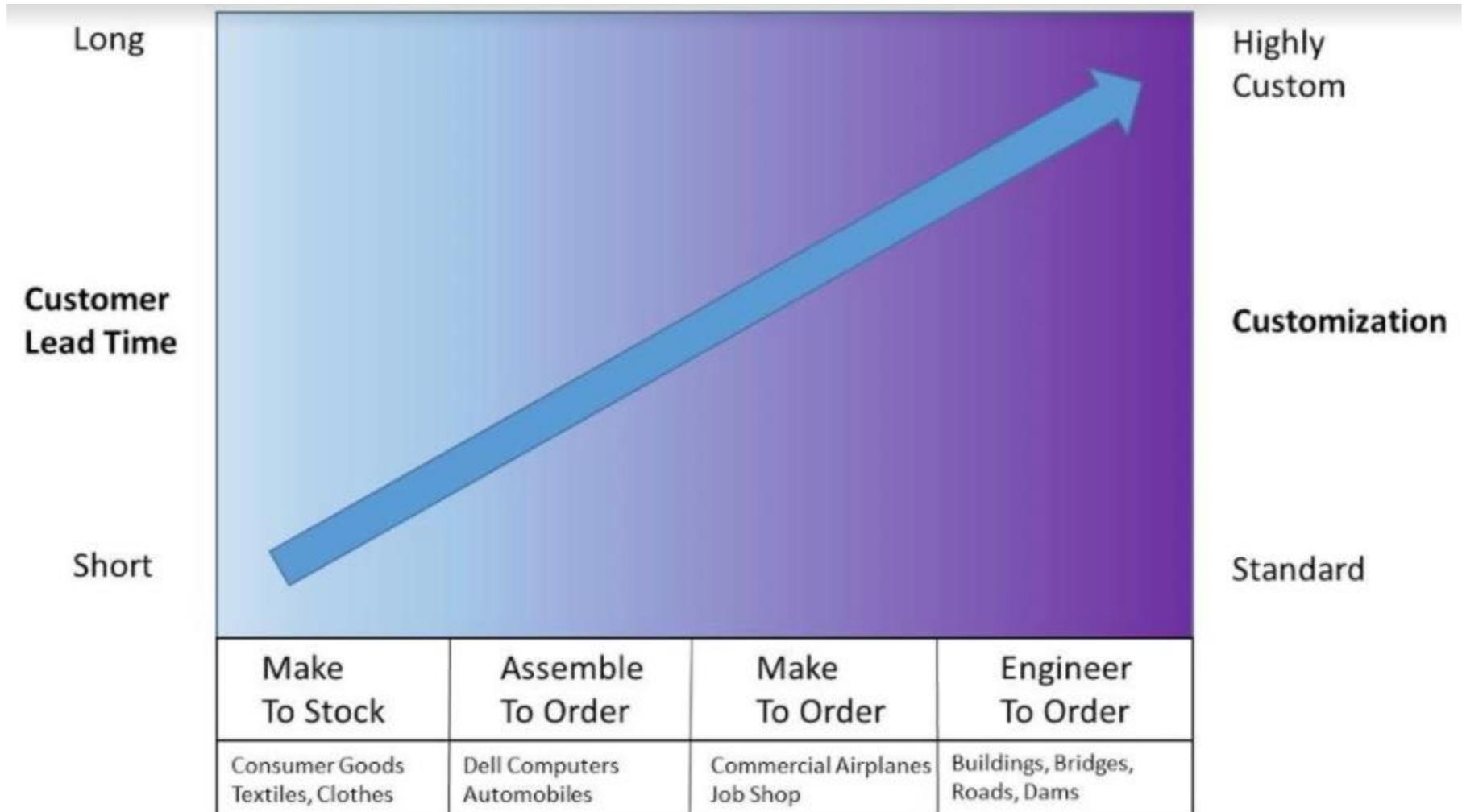
DVS: 50 days

DOT: 95%

shortage rate: 2%

stuffing rate: 90%

**Noi, network supply production leader Italia, rendiamo i nostri prodotti sempre più accessibili ai nostri clienti, attraverso la nostra capacità di gestione AGILE della supply chain**





<http://freethgame.decathlon.com/who-we-are/the-movie/>

Grazie

**DECATHLON**  
PRODUZIONE ITALIA

[http://freethgame.decathlon.com/  
who-we-are/the-movie/](http://freethgame.decathlon.com/who-we-are/the-movie/)

