

*Prêts à jouer?



Our North Star
is made up of five
different parts,
each with a specific
role to play.

Discover

01
North Star

02
Purpose

03
Positioning

04
Values

The pillars

At Decathlon, our strategic plan for transformation is guided by [five key pillars](#).

These pillars embody our ambitious vision and are central to make the difference. Each pillars are interconnected, forming a cohesive framework that drives our success.



One of these pillars, often viewed as the cornerstone of our strategy, is [Pillar 3](#).

While Pillar 3 represents our core values and approach, it is crucial to understand that "Value Chain" is not only Pillar 3 itself. Instead, the Value Chain is deeply anchored on the Pillar 3, creates value to each Pillar at the service of the North Star.

OUR PURPOSE

Move people through the wonders of sport

OUR POSITIONING

Make sport yours

OUR VALUES

Vitality

Generosity

Responsibility

Authenticity



Barbara Martin Coppola
CHIEF EXECUTIVE OFFICER



Fabien Derville
CHAIRMAN



OUR VALUE CHAIN VISION

Designing, producing and
delivering the wonders of
sports around the globe

OUR POSITIONNING

Innovative
Resilient
Responsive
Transparent
Talent Magnet



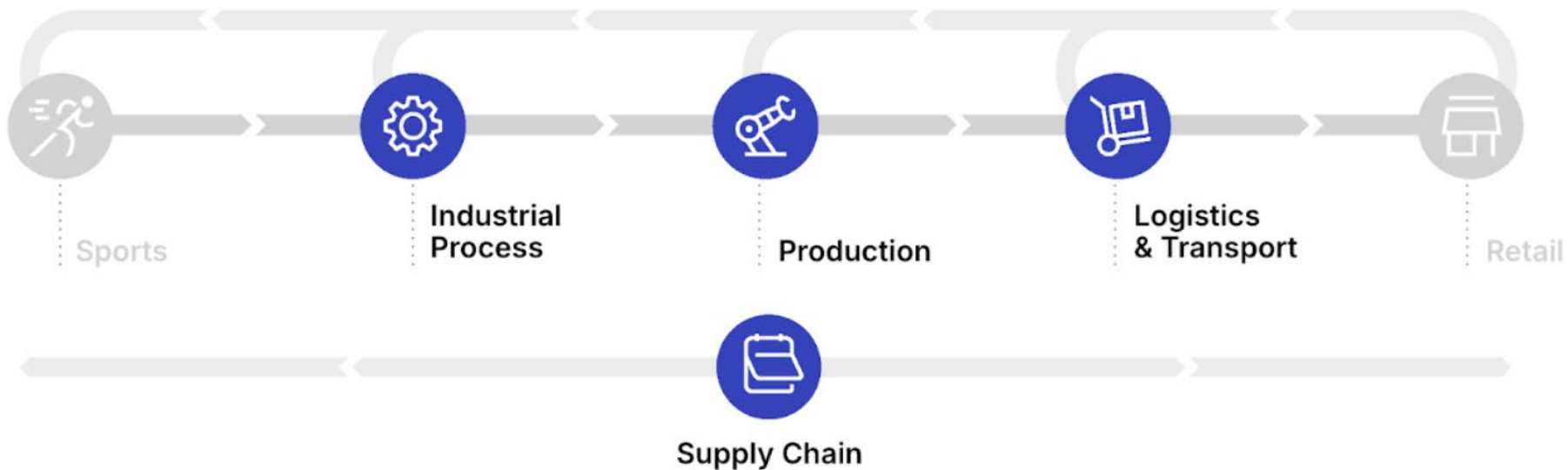
Value Chain

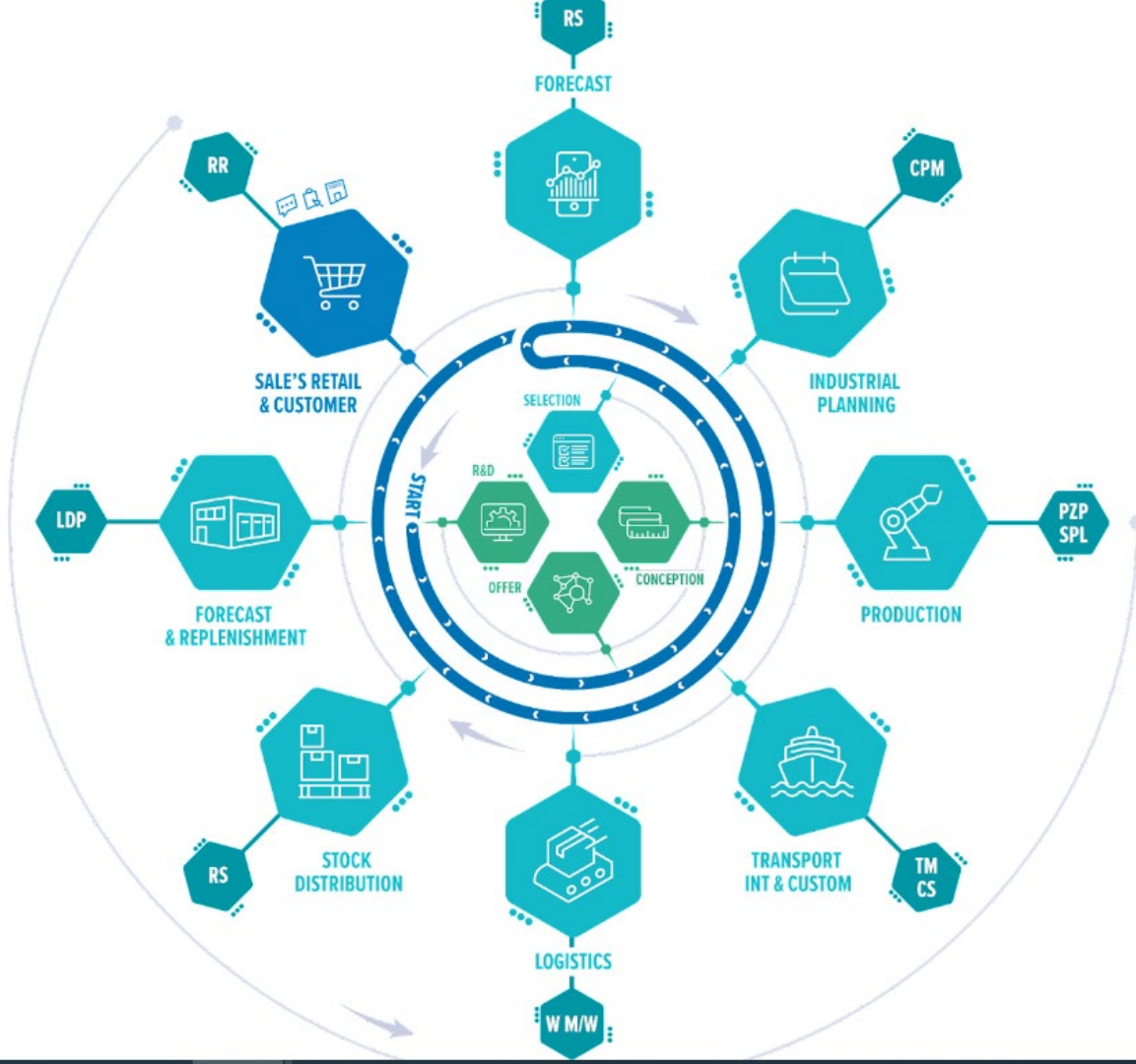
Our entities in Value Chain

VALUE CHAIN

OUR ENTITIES

Who **we** are





OUR VALUE CHAIN
in figures



15 000

teammates

&

1 000 000

indirect employees



47

production countries

1400

suppliers



75

warehouses worldwide



1B

quantities, produced

& distributed in

65

countries

OUR AIM

Having a **responsive, responsible and resilient** Value Chain, enabling delighted customers.

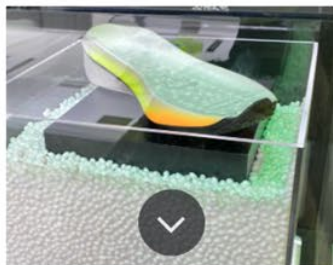
AN ALWAYS
CONNECTED SUPPLY
CHAIN



THE END OF LIFE
BECOMES THE
BEGINNING OF
EXCELLENCE



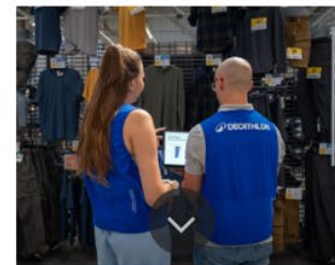
WE'RE ENABLERS OF
INNOVATION



RIGHT PARTNERS AT
THE RIGHT PLACE



BEST IN CLASS
CUSTOMER
EXPERIENCE



AN ALWAYS
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CHAIN

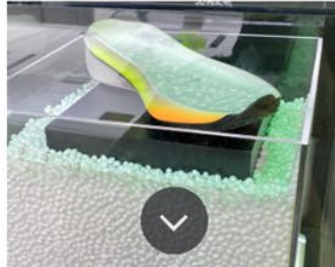


Create a supply chain that's seamlessly connected, from the moment a customer expresses a need, all the way long to planning raw materials, even to the source. We will optimize our stock while always satisfying our customers' needs.

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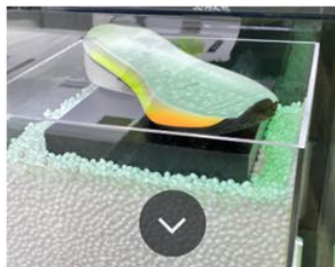
THE END OF LIFE BECOMES THE BEGINNING OF EXCELLENCE



Our products will lead the way for a sustainable future, where the end of a product's life marks the beginning of excellence.

We'll work hard to reduce to the minimum the use of virgin raw materials.

WE'RE ENABLERS OF INNOVATION



RIGHT PARTNERS AT THE RIGHT PLACE



BEST IN CLASS CUSTOMER EXPERIENCE



AN ALWAYS
CONNECTED SUPPLY
CHAIN



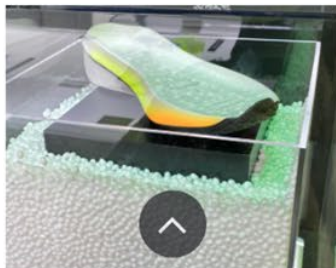
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WE'RE ENABLERS OF
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We'll be even more the enablers of Innovation, thanks to our innovative raw materials, components and technologies that will make our products more technical, stylish and trendy, delivering best values for money.

RIGHT PARTNERS AT
THE RIGHT PLACE



BEST IN CLASS
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EXPERIENCE



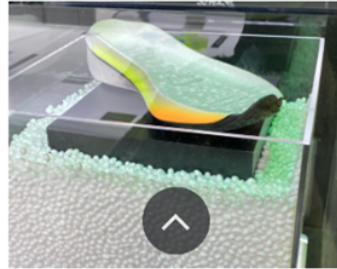
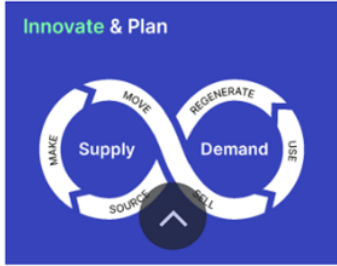
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We work to build the right Partners Panel and at the right place, better balanced worldwide and with whom we will shape the best future. We will leverage on their experience and know-how to increase our operational excellence.

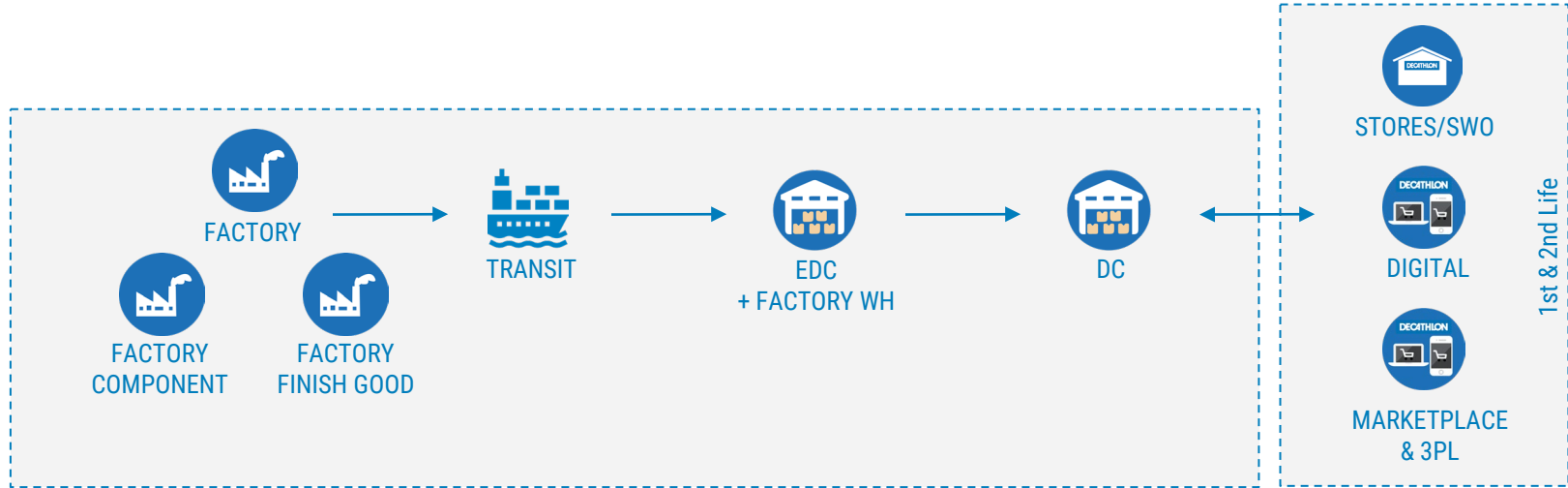
our products will always be visible and available to our customers and our leading-edge logistics network will offer a personalized and seamless experience.



Our replenishment model



ON-DEMAND SUPPLY REPLENISHMENT



ON-DEMAND SUPPLY NETWORK

Optimize our Stock location and flows to prepare the customer journey for all sales Channel

1 RIGHT FORECAST FOR THE RIGHT NEED

- By horizon (Tactical, Operational, Execution)
- Sales, Purchase, Demand
- Data driven

2 THE DEMAND DRIVEN MOSTLY PULL FLOWS

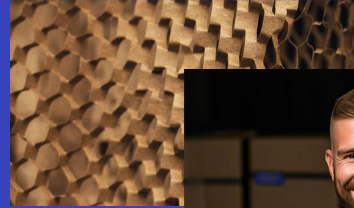
- based on the best forecast
- According to current/future supply context (Good level, Shortage risk, Repartition)

3 SUPPLY and LOGISTIC NETWORK REDESIGNED

- Faster to Deliver the customer (Bassin, Hub Flows)
- Less Stock location, more efficient and available
- Optimized Environmental Impact

4 SCALE UP LOGISTICS

- EDC and DC mechanization
- Open to new sales channel (SWO)



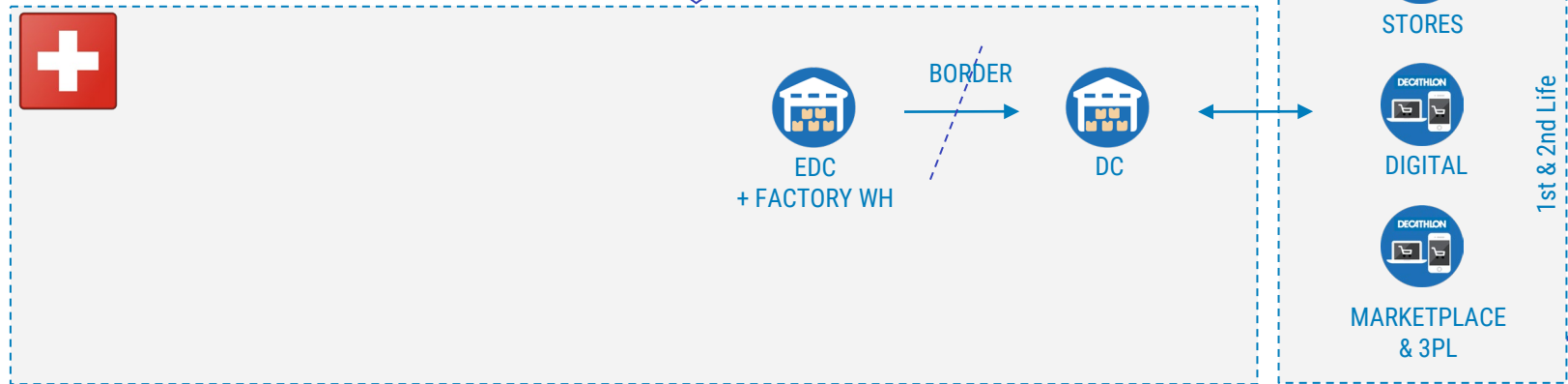
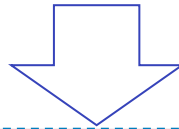
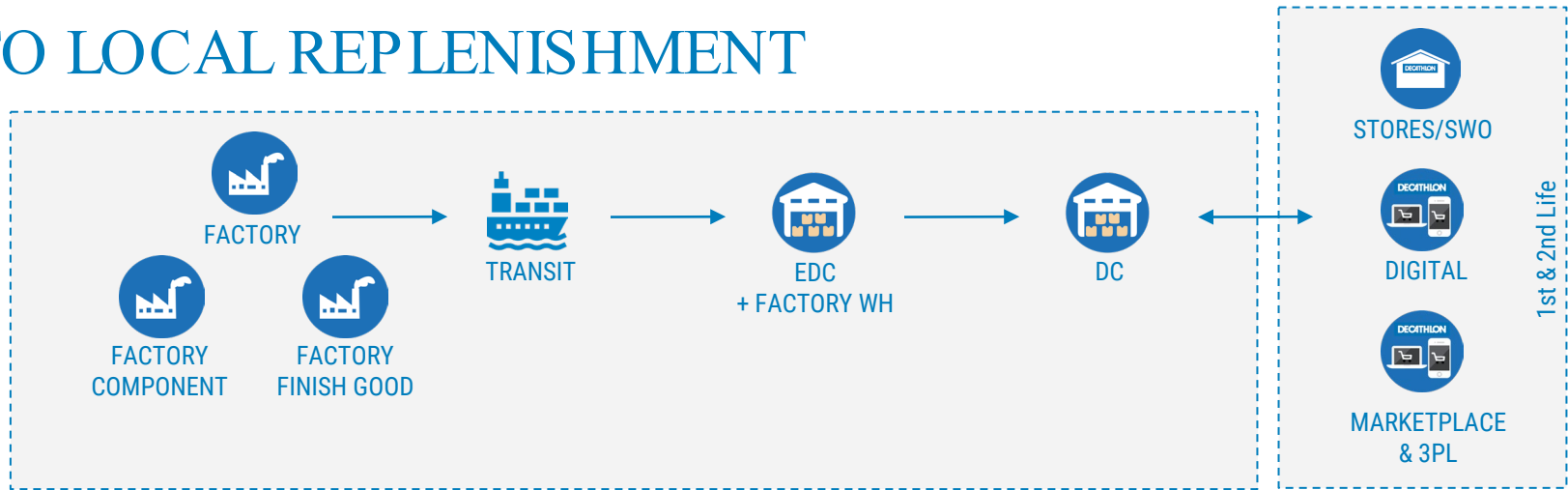
Our local Logistics & Replenishment

Global to local

Based on our local offer,
we deliver all needs to
our customers need,
from a centralized
warehouse in
Switzerland, in all way of
consuming.



TO LOCAL REPLENISHMENT



Questions

Thank you