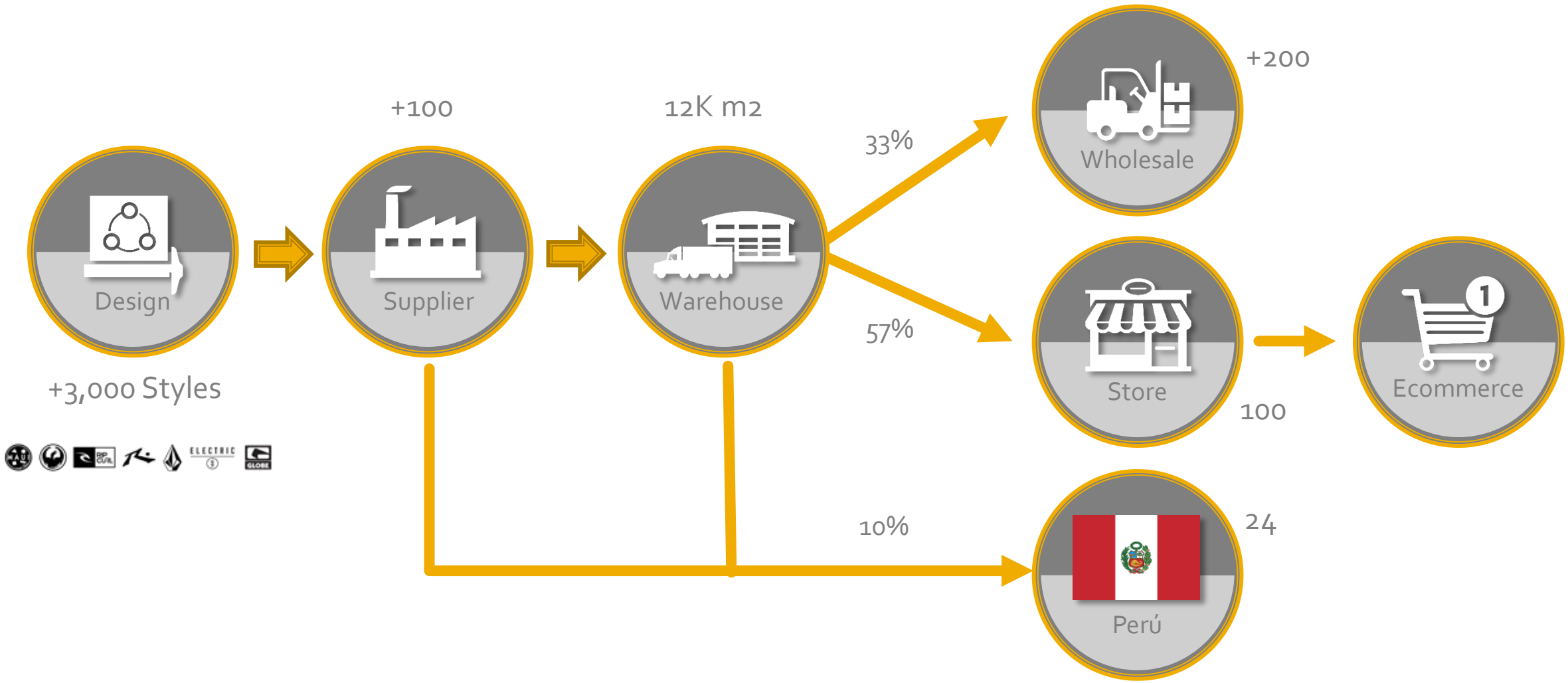
Making the foundation for growth limited by imagination – not by technology

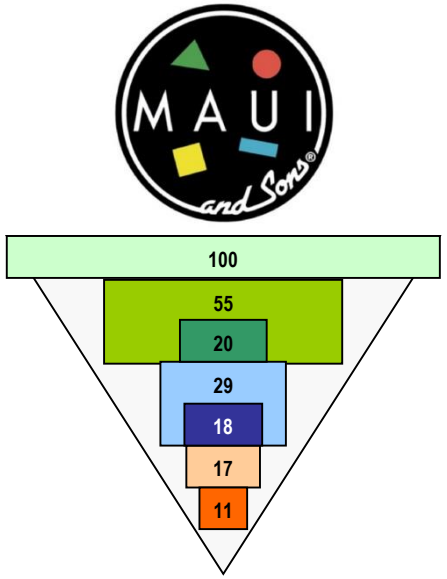
We are more than Maui Chile

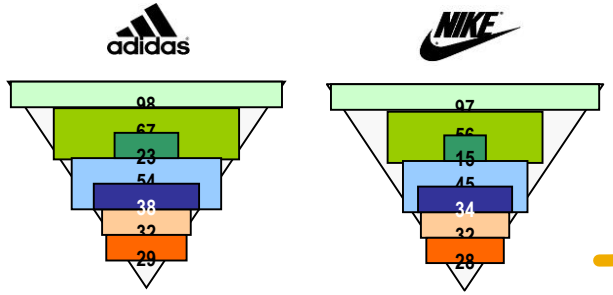
% of Sales	Brand	Stores
78%	MAUI and Sons	61 (Chile) / 20 (Peru)
15%	RIP CURL	25 (Chile) / 4 (Peru)
7%	inside BOARDHOUSE; Volcom; Ride	14 (Chile)

Our value chain typically goes this way



Maui is a strong brand in Chile



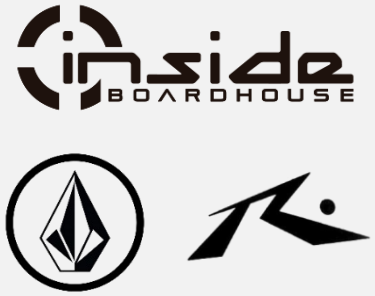
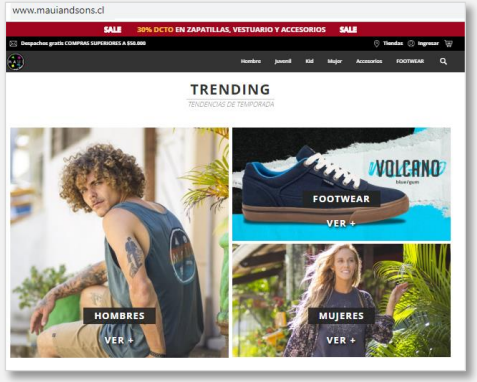


"We develop products with passion and high brand value, which accompany and identify with a free lifestyle and young spirit"

"Conquer and position our brands in a market of 100 million inhabitants in Latin America"

Our plan is to expand in Latin América

But our past experience shows we are not the best at expanding

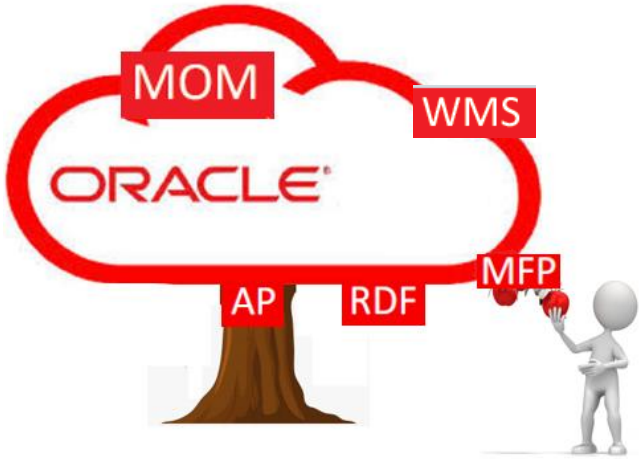
New Countries	New Companies	New Channels	Lines of Business
			
After opening Peru, we suspended our expansion plan… we had little economy of scale and little knowledge to transfer	After acquiring Volcom, Rusty and other brands, we found we were cannibalizing Rip Curl	Developing a simple e-Commerce took us more than 18 months	Women division has an enormous potential, but we haven't known how to exploit it

It wasn't the technology slowing us, it was our immature processes

- Our bagage
  - Each group aiming for local optimization, not for supply chain optimization
  - Unipersonal decision making, low professionalization, low delegation of responsibilities
  - Crazy intercompany processes
  - Knowledge residing in the people, not in the organization
  - Lack of confidence on our inventory
- Over the years, we implemented immature processes in our systems and tried to put everything in one software

An structural change was needed to enable future possibilities

Total lack of confidence in our inventory

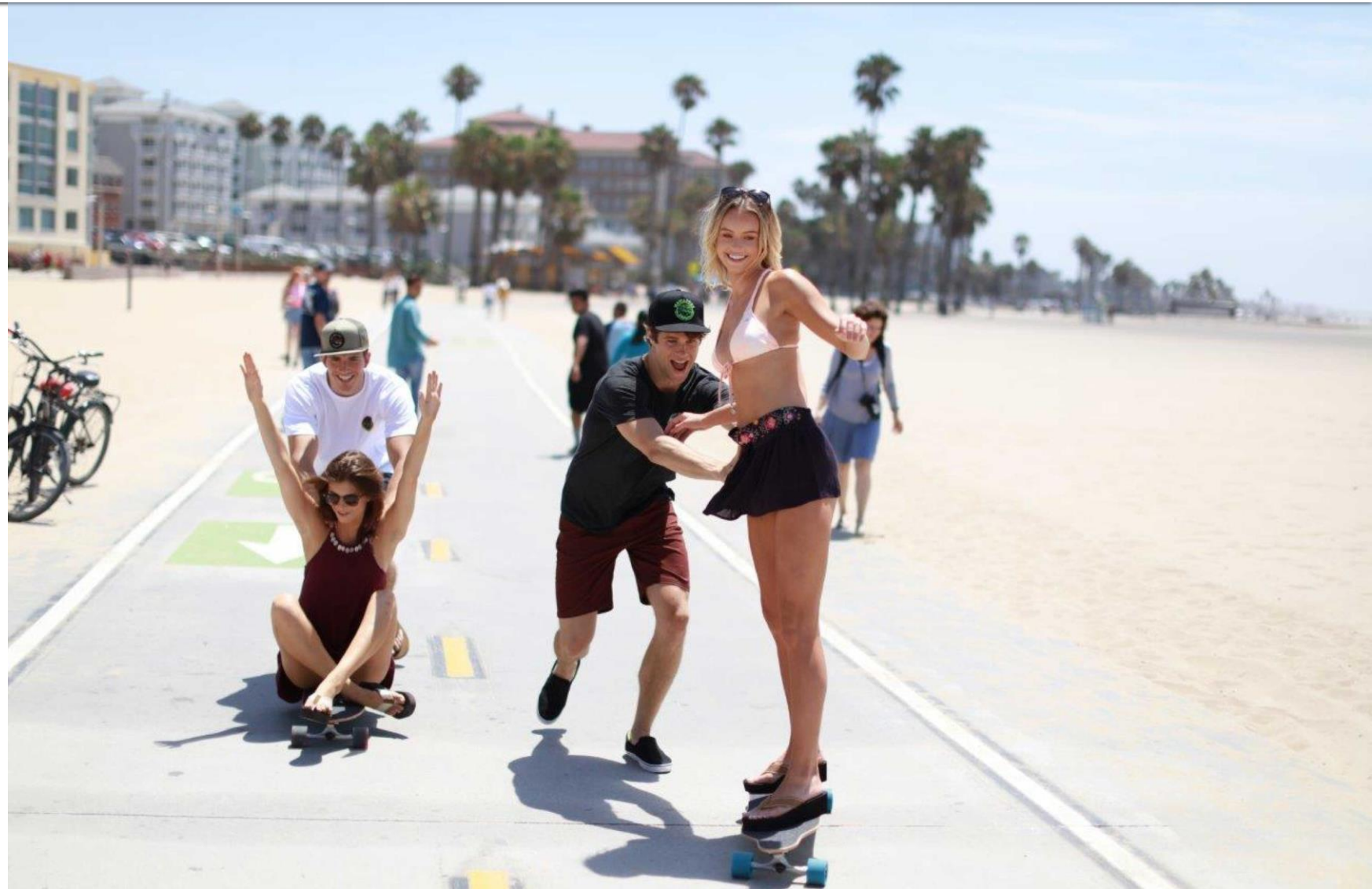


MOM +WMS:
software + best practices + retail processes

The project

Now we are working in four simultaneous challenges

- People
- Processes
- Infrastructure
- Software



People: how to build a team capable of deploying world class processes?

- MAUI brought back a C-level manager
- We assigned two full time Project Managers
- We hired Logic as our guides for this journey

Processes: how to accept we are not the best, and learn from what others had solved before us?

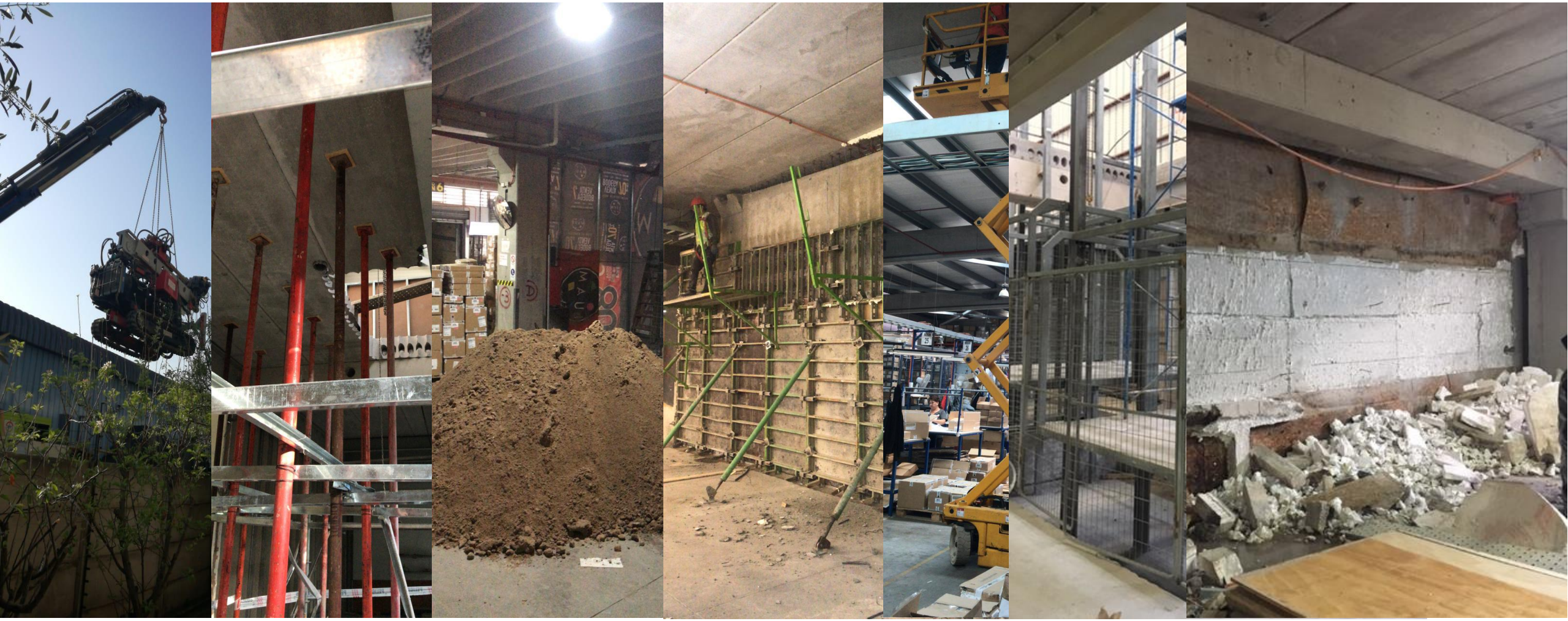
- We decided to deploy a vanilla implementation and resist the pressure to copy our current processes
- Logic helps us to understand the Oracle Retail Reference Library of processes and our choices in deploying them

Infrastructure: how to change our whole DC on time without stopping the operation?

- With a 11 month project, there is never a 'good time' to avoid high season

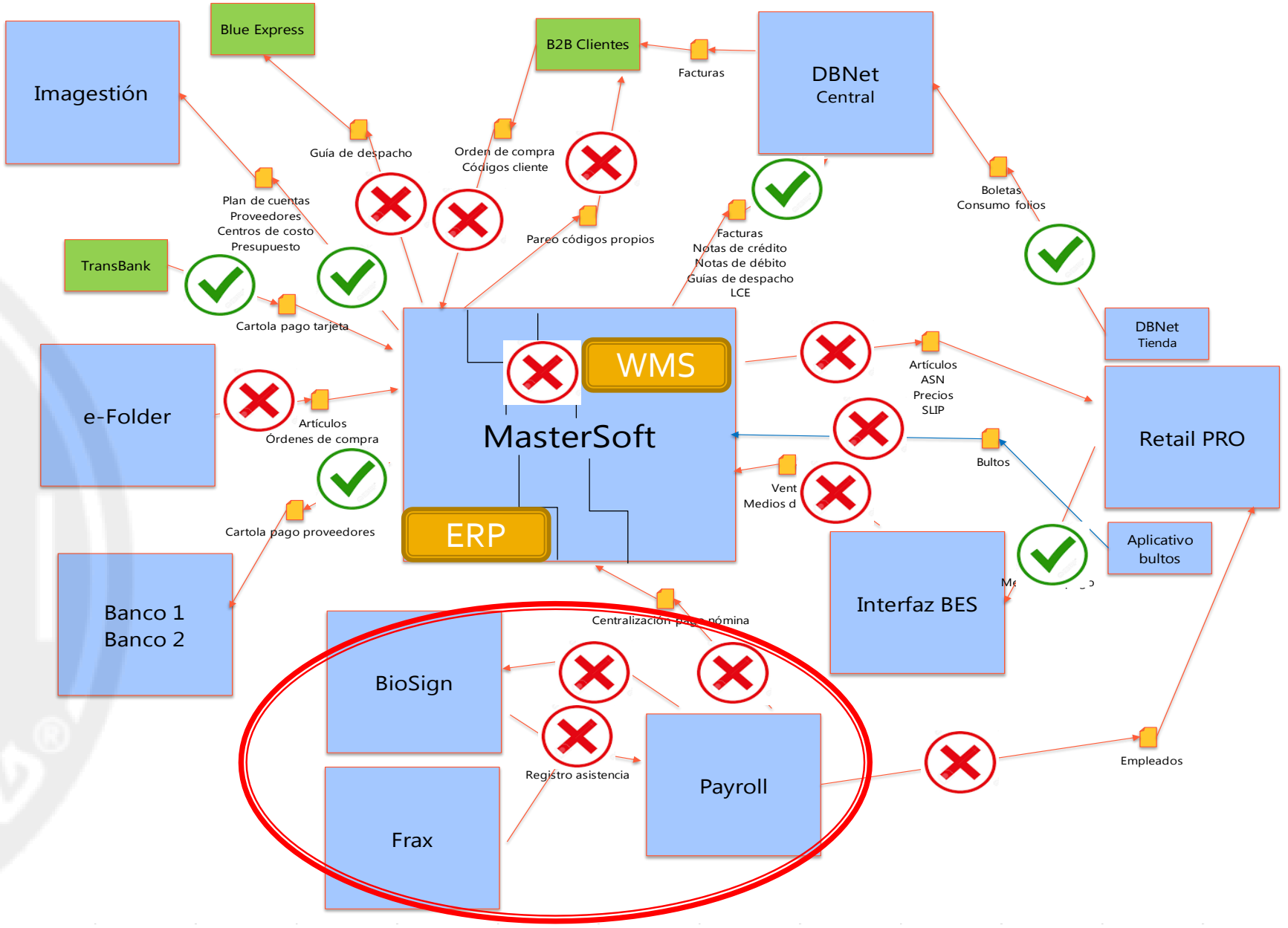
- Two stories DC with storage area on the second floor, small receiving and shipping areas in the first floor

Infrastructure: how to change our whole DC on time without stopping the operation?



Software: how to trim and integrate our legacy systems on time?

- The technology was all new for MAUI
  - Oracle databases?
  - Middleware?
  - Machines?
  - Batch scheduler?
- The integration effort goes far beyond anything MAUI had done before
  - Java, OSB, asynchronous integration, weblogic, UNIX-like environments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Blue Express
B2B Clientes
Facturas
DBNet
Central
Guía de despacho
Orden de compra
Códigos cliente
Plan de cuentas
Proveedores
Centros de costo
Presupuesto
Pareo códigos propios
Facturas
Notas de crédito
Notas de débito
Guías de despacho
LCE
Boletas
Consumo folios
TransBank
Cartola pago tarjeta
WMS
MasterSoft
ERP
DBNet
Tienda
Artículos
ASN
Precios
SLIP
e-Folder
Artículos
Órdenes de compra
Retail PRO
Bultos
Vent
Medios d
Cartola pago proveedores
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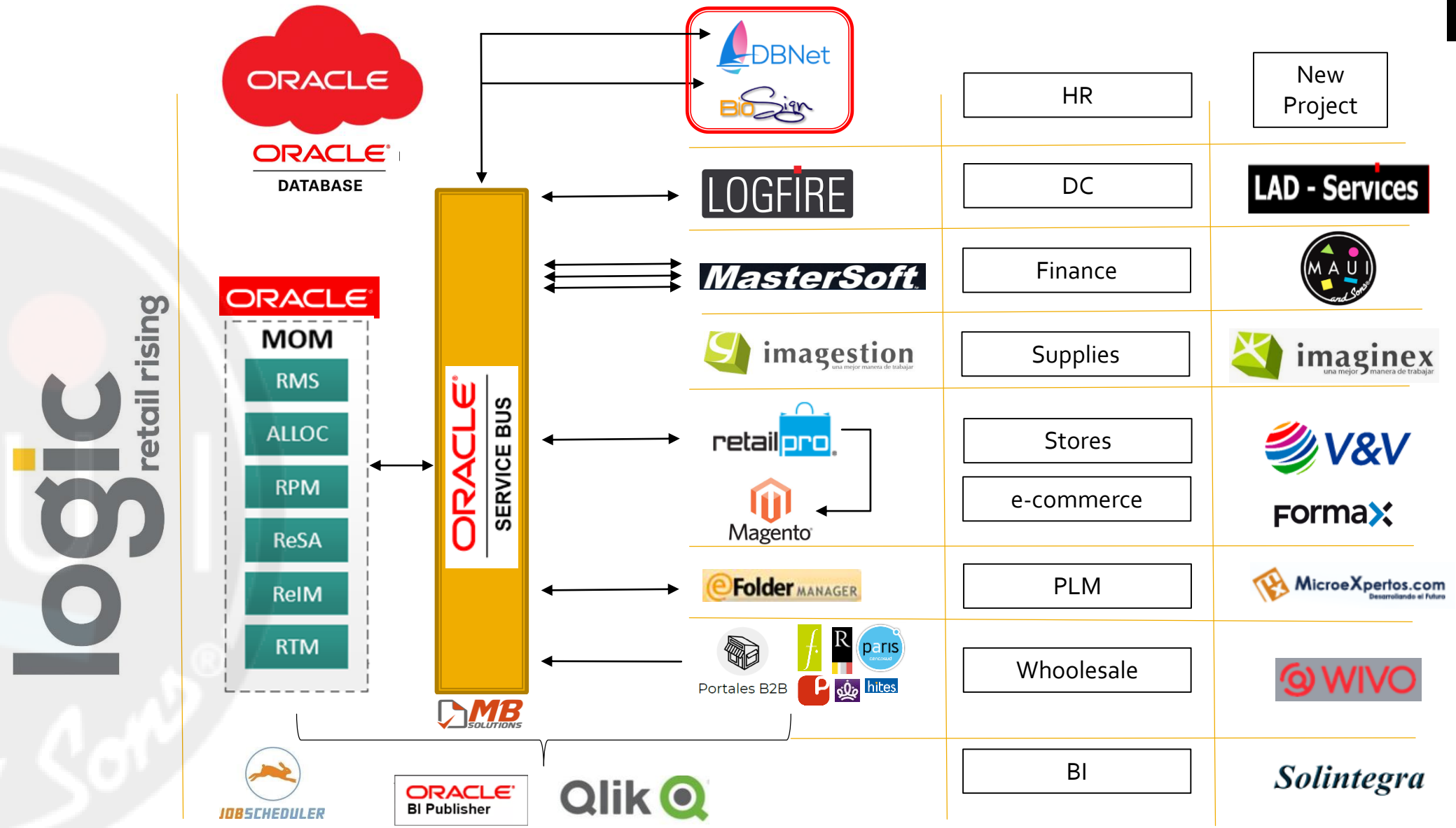
Banco 2
Interfaz BES
Centralización pago nómina
BioSign
Registro asistencia
Payroll
Empleados
Frax


ORACLE
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DATABASE
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BioSign
HR
New Project
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ReIM
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Supplies
imaginex
retailpro
Magento
Stores
e-commerce
V&V
Formax
eFolder MANAGER
PLM
MicroeXpertos.com
Portales B2B
paris
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JOBSCHEDULER
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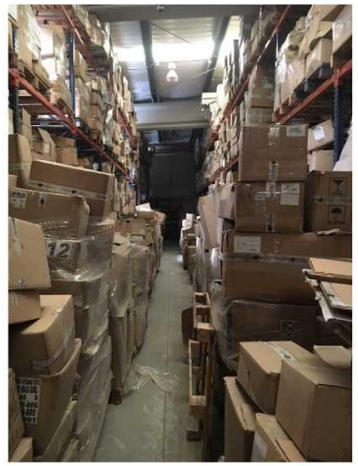
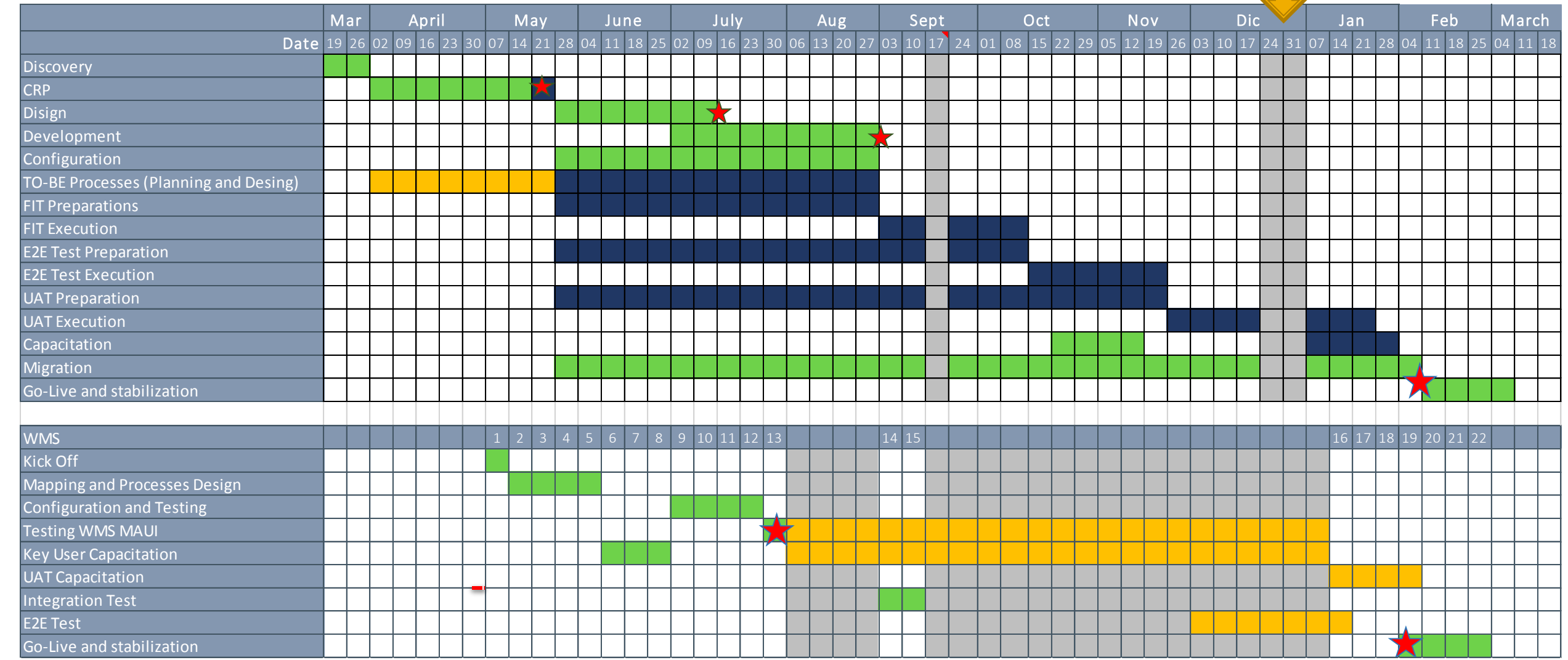
Solintegra

What have we learned?



Project Gantt

- ❑ 301 days since kick off
- ❑ 91% advanced
- ❑ 28 days to Go Live
- ❑ 53 days to the end



What have we learned?

- We are small, but this kind of project is doable
- The Oracle partner is fundamental
  - It has to speak your language
  - It has to understand your idiosyncrasy
  - It has to dominate the process library
- This is not an IT project, it is a business project

Are we getting what we expected?

- Yes! We are now in a better position
- Will the EBITDA of MAUI get better now?
  - Maybe not, but now there are new roads that were closed before this effort
  - There is no doubt the value of MAUI has increased

felipe.guerrero@mauiandsons.cl - Gerente de Informática

javier.swinburn@mauiandsons.cl - Gerente de Proyectos

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