



MONCLER

GROUP

H1 2026 FINANCIAL RESULTS

SPEAKERS



LEO RONGONE

Group Chief Executive Officer



GINO FISANOTTI

Moncler Chief Brand Officer



LUCIANO SANTEL

Group Chief Corporate and
Supply Officer



ELENA MARIANI

Group Strategic Planning and
Investor Relations Director

“In a global landscape defined by rapid and disruptive change, what makes our Group resilient is not only how quickly we react, but how true we stay to who we are and how close we remain to the communities we speak to.

In the first half of the year we delivered solid growth and profitability across both our brands, by staying focused on what matters most: our products, the creativity that defines our brands, and the collective energy we share with our audiences. At the same time, we continue to find new and more engaging ways to be relevant throughout the year, well beyond our core season.

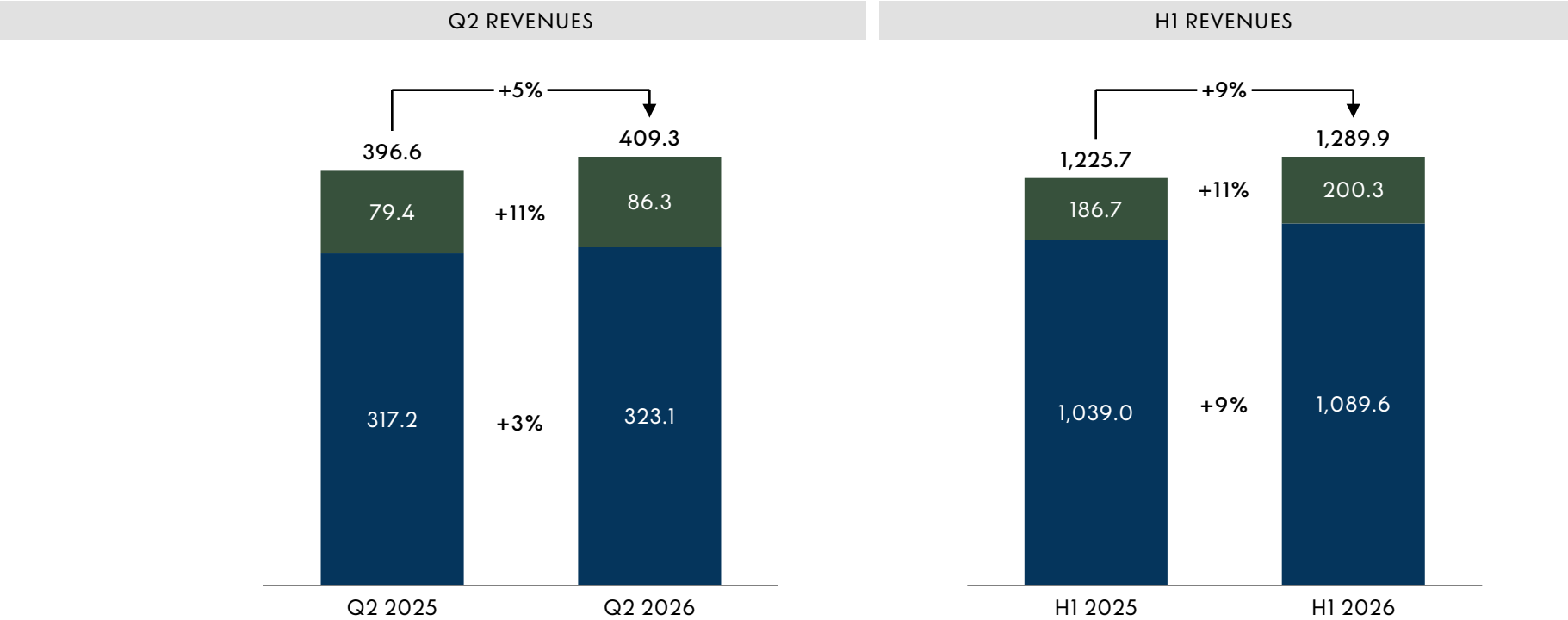
The operating environment remains complex and hard to predict. These are moments that test our ability to be sharper and bolder, while remaining disciplined and grounded. It is with this same spirit, and with a clear sense of direction, that we approach the second half of the year and the opportunities ahead.”

REMO RUFFINI



MONCLER GROUP | H1 2026 RESULTS HIGHLIGHTS ⁽¹⁾

EUR M; CFX GROWTH %



GROUP EBIT

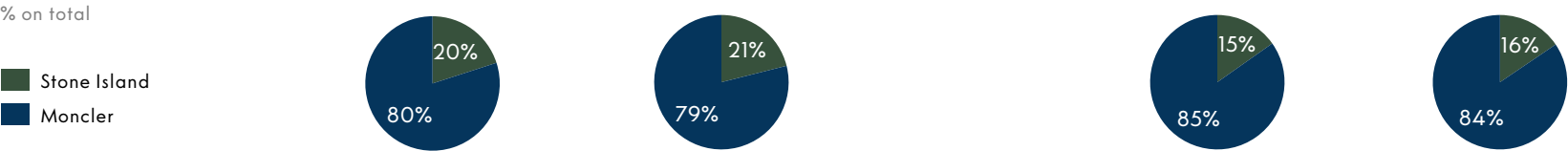
EUR 245.4m
19.0% margin ⁽²⁾

GROUP NET RESULT

EUR 164.7m
12.8% margin

GROUP NET FINANCIAL POSITION ⁽³⁾

EUR 1,112.4m



(1) This applies to all pages of this presentation if not otherwise stated: all data include IFRS 16 impact, comments at constant FX rates, rounded figures.
(2) Including a negative impact of approximately 60 basis points from one-off charges related to the new governance structure.
(3) Excluding lease liabilities arisen from the adoption of the IFRS 16 accounting principle.

Q2 HIGHLIGHTS



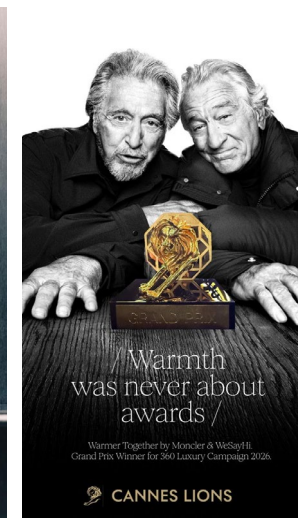
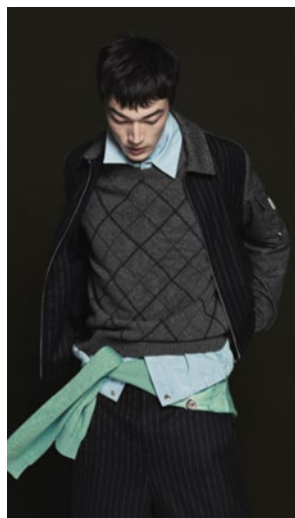
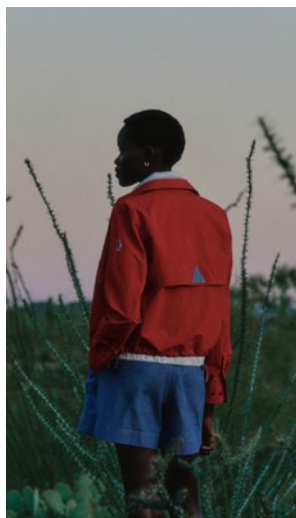
SUMMER, THE MONCLER WAY.
THE ESSENCE OF MONCLER'S DNA, EVOLVED FOR LIGHTER, BRIGHTER DAYS OUTDOORS – CAPTURED IN A GLOBAL CAMPAIGN STARRING JAMIE DORNAN.

Moncler Collection Summer 2026 floated into its Puffy Summer season, with the brand's signature puffiness reinterpreted through a refined system of lightweight layers, making a new statement with the ultimate Puffy Summer wardrobe. The dress code is elegant ease: pairing pillowy, light-as-air outerwear with perfected layers - curated for creative styling with a playful attitude and a new take on colour.

The dedicated campaign embraced the brand's close connection to outdoor layers, featuring global icon Jamie Dornan styled in sophisticated yet carefree pieces from the new collection, alongside a series of playful, inflatable-like animal sculptures created by set designer Andy Hillman and his team, inspired by familiar seaside creatures, embodying the seasonal mood: bold and beautifully puffy.

Puffy Summer went global, with its first installation debuting at Milan Design Week through a pop-up which brought one of the campaign's supersized mascots into the heart of the city: a larger-than-life puffy octopus animated 10 Corso Como in a bold, super-scale display of Moncler's innovative design language. The journey continued across the globe with monumental installations bringing a playful, immersive vision of Puffy Summer to cities around the world.

MONCLER | OTHER Q2 HIGHLIGHTS



BEYOND PERFORMANCE | MONCLER GRENABLE SPRING/SUMMER 2026

Celebrating the year-round mountain lifestyle, Moncler Grenoble brought together brand ambassadors, Gus Kenworthy, Richard Permin, and Mia Regan, to explore the wild beauty of Tucson Mountain Park.

Vast sands, rocky outcrops, and towering cacti framed an elevated outdoor wardrobe: down jackets cater to early-season chills and transitional weather, with lightweight garments designed for long, warm days. A nature-inspired palette of mineral tones enhances multidimensional layering.

THE LANGUAGE OF DETAIL | MONCLER COLLECTION PRE-FALL 2026

A series of framed snapshots revealed the collection's rich visual vocabulary, where heritage and elevated design converge - speaking the language of detail.

Inspired by academic libraries and campus life, the Pre-Fall wardrobe embodies a youthful spirit, designed for seasonal transition. Sophisticated layering defines the collection, where complete looks unfold through a confident interplay of proportion and texture. A muted palette, punctuated by red, butter yellow and sky blue, creates a cohesive sense of harmony.

MONCLER STUDIO ASCENTI 2026

From June 15-20, Moncler extended its annual invitation to Studio Ascenti, within Casa Moncler, to experience utilitarian luxury design.

Conceived as an interactive design lab, the experience brought guests inside the world of Moncler Footwear alongside the design team, offering exclusive insight into the brand's creative vision and technical innovation, while unveiling new designs - including the SS27 Trailgrip Ultra and the Moncler Citytrek - and revealing new collaborations.

WARMER TOGETHER | CREATIVE INDUSTRY RECOGNITION

Moncler won its first ever Grand Prix award at the 73rd Cannes Lions International Festival of Creativity, followed by the Gold Clio and the Graphite Pencil Awards.

As Remo Ruffini said: "Advertising comes and goes, ideas last. This Grand Prix is not just a recognition of a campaign, it's a reminder that when creativity has purpose, it can bring people together and create something that lasts beyond the moment."



STONE ISLAND | Q2 HIGHLIGHTS



NO SEASONS | MILAN DESIGN WEEK 2026

During Milan Design Week 2026, Stone Island unveiled NO SEASONS as a preview of a new global product launch planned for this October, featuring an iconic single outerwear archetype in six of the brand’s most iconic fabrics, all in the same piombo tone, letting the material speak. A dedicated installation at Capsule Plaza was presented in collaboration with NM3 interior studio and Friendly Pressure sound system.

As part of the week-long cultural programme, Stone Island hosted an intimate live performance by artist James Blake inside the installation, where sound, material, and atmosphere converged.



STONE ISLAND | NEW BALANCE SUMMER_’026 CAPSULE

Stone Island and New Balance revisited the world of football by bringing together footwear, apparel, accessories, kit, and equipment for on and off the pitch. 1990s football culture is translated into a contemporary context through material treatment and graphic development.

Professional footballers Endrick and Bukayo Saka wore the collection in a campaign shot by photographer and director Bolade Banjo. Both athletes also wore the Stone Island | New Balance football boots during the 2026 world tournament.



STONE ISLAND AUTUMN_WINTER ’026-’027 COLLECTION

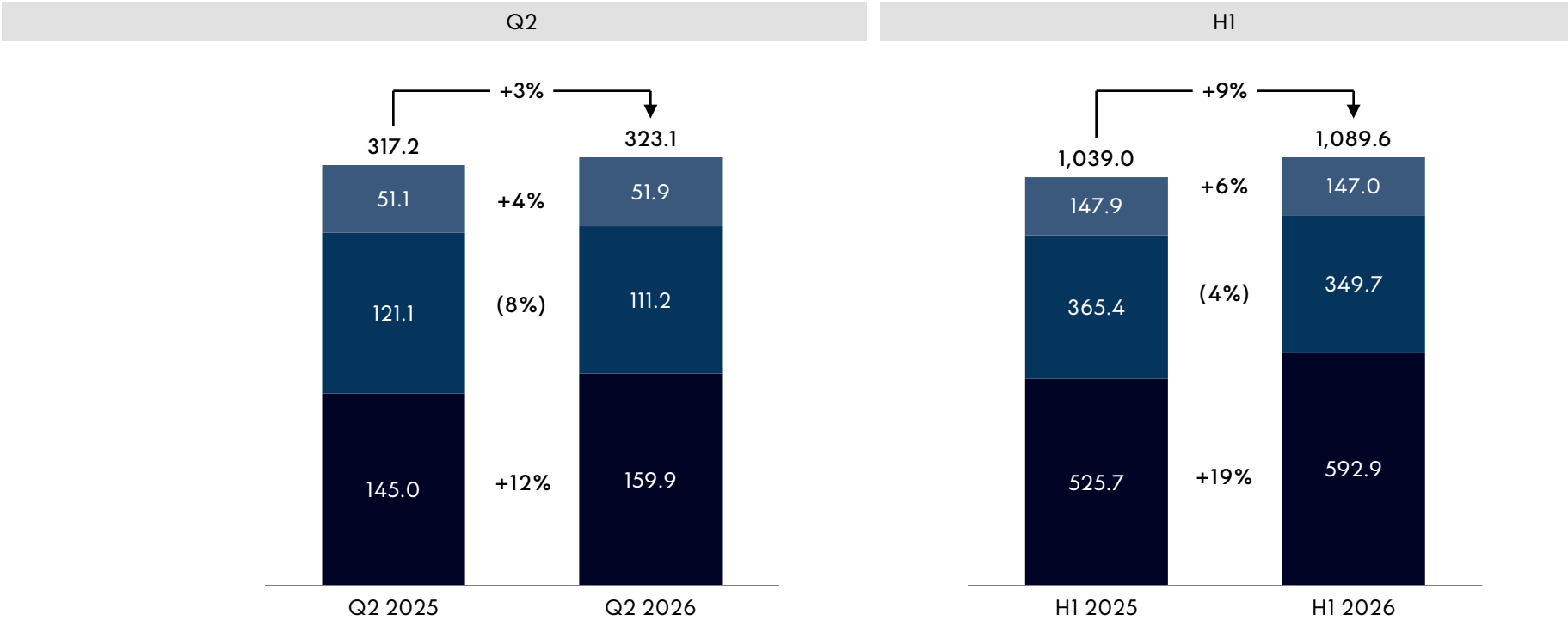
In the context of the ‘Community as a Form of Research’ project, World Champion Table Tennis Player Xu Xin wore a pinnacle piece from the Stone Island AW ’026-’027 collection.

Q100035 Uneven Pigment Dyed Nylon Smerigliato is an anorak matching cargo pants, made from brushed nylon that is reinforced in key areas with resin-coated nylon canvas. Each garment undergoes a specific individual resin and pigment garment dyeing process, followed by an enzyme wash that strips away some of the colour to achieve an uneven effect, making each piece unique.



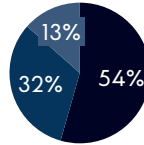
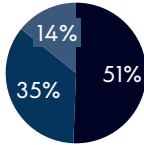
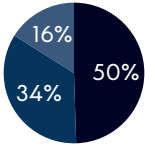
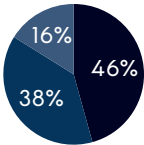
MONCLER | REVENUES BY GEOGRAPHY

MONCLER REVENUES (EUR M; CFX GROWTH %)



% on total

- Americas
- EMEA
- Asia



H1 2026 Moncler brand revenues reached EUR 1,089.6m, +9% vs H1 2025.

Q2 revenues were up 3% YoY, supported by the positive contribution of both channels, despite a persistently challenging macroeconomic environment.

ASIA (which includes APAC, Japan and Korea) was up 12% in Q2 YoY. All countries delivered positive growth in the quarter, with China and Korea outperforming the rest of the region.

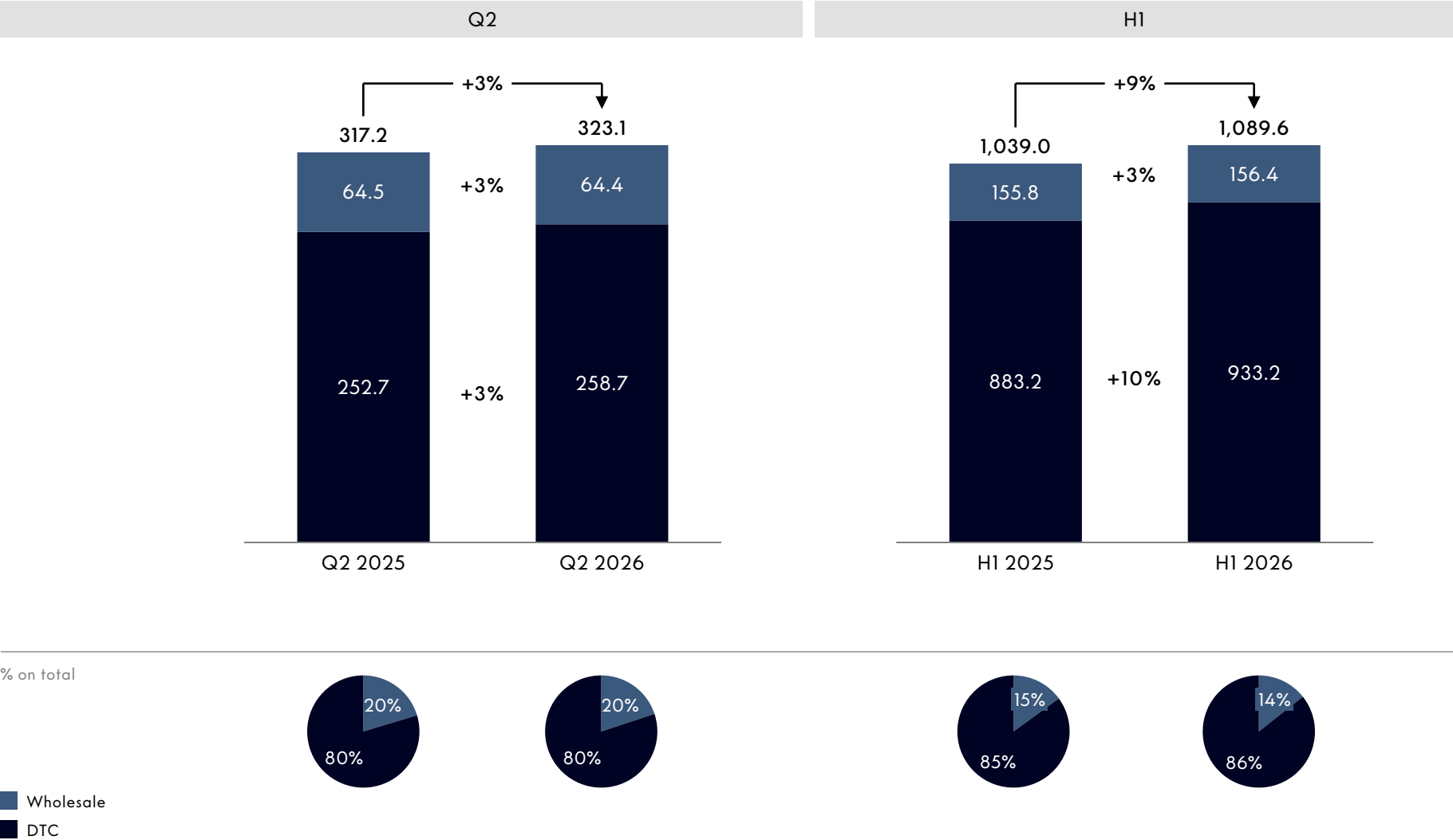
EMEA revenues were down 8% in Q2 YoY, mainly due to softer tourist flows, particularly from Asian customers, and a weak online performance.

The AMERICAS were up 4% in Q2 YoY, supported by the continued solid performance of the DTC channel, benefiting from robust local consumption.



MONCLER | REVENUES BY CHANNEL

MONCLER REVENUES (EUR M; CFX GROWTH %)



Moncler DTC ⁽¹⁾ revenues rose to EUR 933.2m in H1 2026, +10% vs H1 2025.

Comparable Store Sales Growth (CSSG) ⁽²⁾ was +7% in H1 2026.

In Q2, DTC revenues were up 3% YoY, despite ongoing macroeconomic headwinds and weaker tourist flows, particularly affecting the EMEA region. Asia and the Americas continued to deliver solid growth.

The physical channel continued to outperform the online channel.

WHOLESALE revenues reached EUR 156.4m in H1 2026, up 3% vs H1 2025.

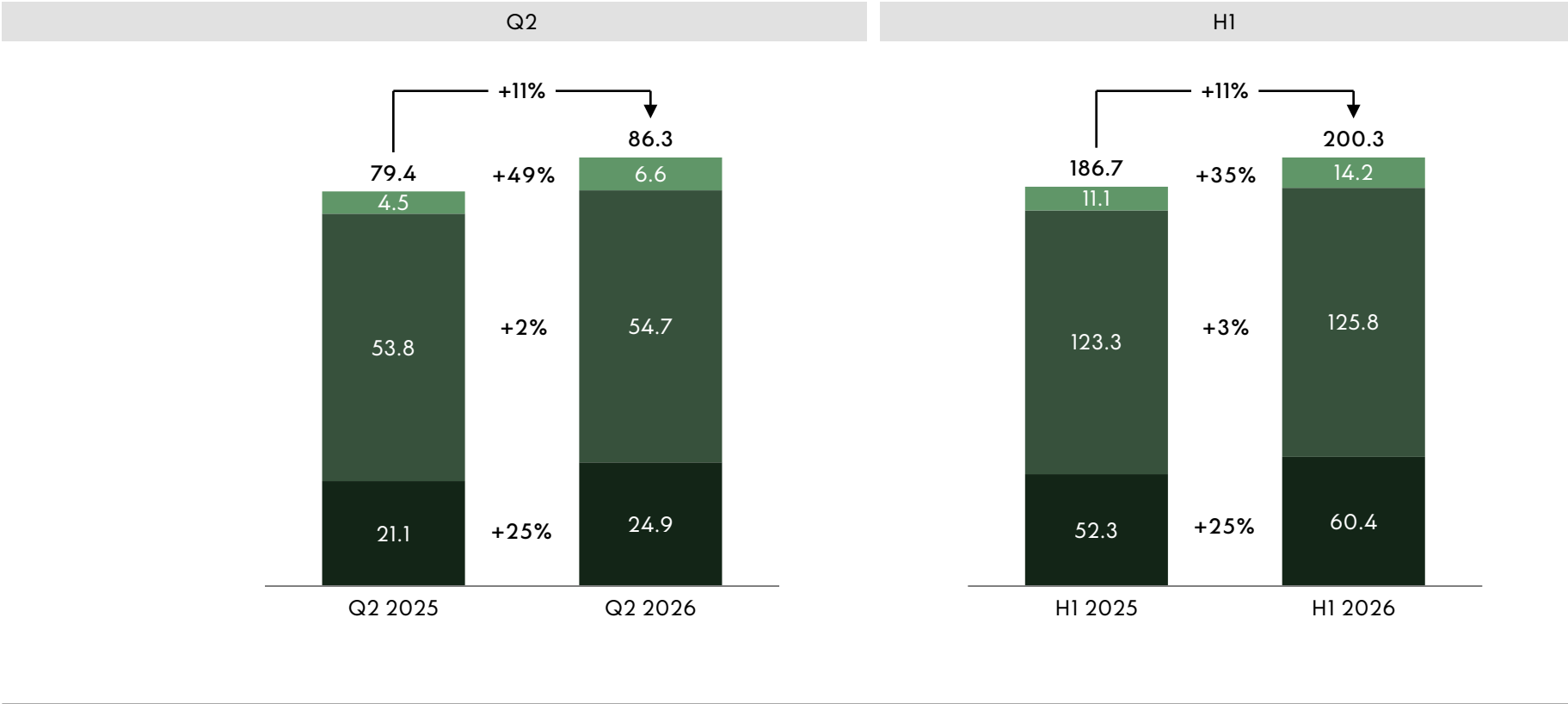
In Q2, revenues in this channel grew by 3% YoY, in line with the previous quarter, notwithstanding the ongoing efforts to upgrade the quality of the distribution through further network optimisation.

(1) The Direct-to Consumer (DTC) channel includes revenues from DOS, direct online and e-concessions.
(2) Comparable Store Sales Growth (CSSG) considers DOS (excluding outlets) open for at least 52 weeks and the online store; stores that have been expanded and/or relocated are not included.



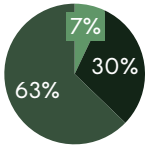
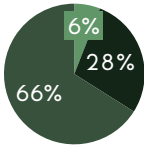
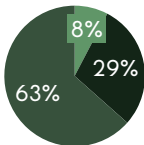
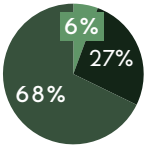
STONE ISLAND | REVENUES BY GEOGRAPHY

STONE ISLAND REVENUES (EUR M; CFX GROWTH %)



% on total

- Americas
- EMEA
- Asia



H1 2026 Stone Island brand revenues reached EUR 200.3m, +11% vs H1 2025.

Q2 revenues were up 11% YoY, mainly driven by the continued solid double-digit growth of the DTC channel.

ASIA (which includes APAC, Japan and Korea) was up 25% in Q2 YoY, in line with the previous quarter, with all main countries delivering continued strong double-digit growth.

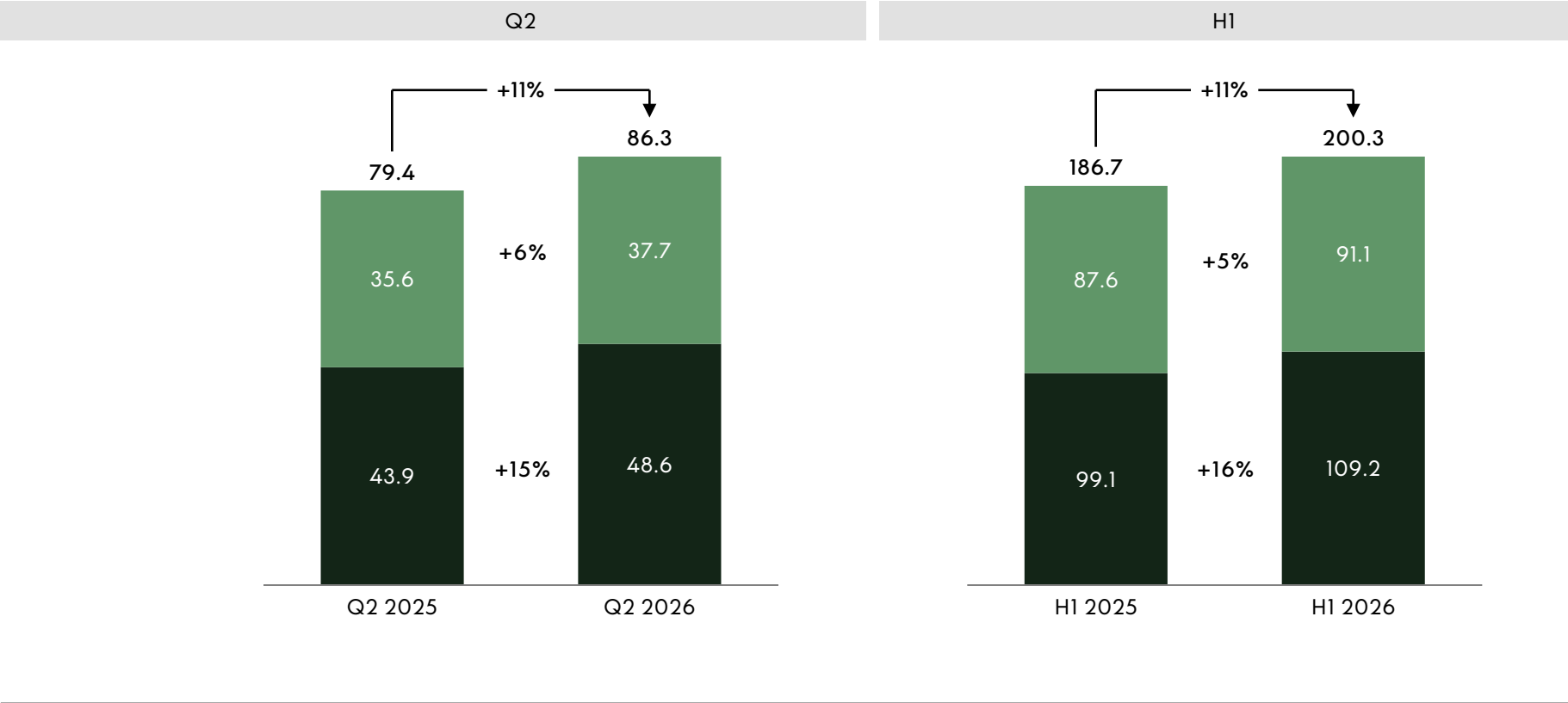
EMEA revenues were up 2% in Q2 YoY, supported by a positive performance registered both in the DTC and in the wholesale channel.

The AMERICAS were up 49% in Q2 YoY, driven by strong double-digit growth in both the DTC and the wholesale channel.



STONE ISLAND | REVENUES BY CHANNEL

STONE ISLAND REVENUES (EUR M; CFX GROWTH %)



GROUP MONO-BRAND STORE NETWORK



MONCLER DOS: 298
STONE ISLAND DOS: 95

	30.06.2026		31.03.2026		31.12.2025	
	MONCLER	STONE ISLAND	MONCLER	STONE ISLAND	MONCLER	STONE ISLAND
ASIA	147	54	146	53	146	54
EMEA	97	33	97	33	98	32
AMERICAS	54	8	52	8	51	9
RETAIL	298	95	295	94	295	95
WHOLESALE	44	11	47	11	49	11

Note: DOS refers to directly operated stores. Wholesale includes wholesale monobrand stores, wholesale airports and shop-in-shops.

GROUP INCOME STATEMENT

	H1 2026		H1 2025		FY 2025	
	EUR m	% on rev.	EUR m	% on rev.	EUR m	% on rev.
REVENUES	1,289.9	100.0%	1,225.7	100.0%	3,132.1	100.0%
YoY performance	+5%		0%		+1%	
GROSS PROFIT	995.2	77.2%	941.9	76.9%	2,446.2	78.1%
Selling expenses	(446.3)	(34.6%)	(429.5)	(35.0%)	(956.0)	(30.5%)
G&A expenses ⁽¹⁾	(180.4)	(14.0%)	(170.4)	(13.9%)	(357.4)	(11.4%)
Marketing expenses	(123.1)	(9.5%)	(117.3)	(9.6%)	(219.4)	(7.0%)
EBIT	245.4	19.0%	224.8	18.3%	913.4	29.2%
Net financial income / (expenses) ⁽²⁾	(12.1)	(0.9%)	(6.5)	(0.5%)	(26.2)	(0.8%)
EBT	233.3	18.1%	218.3	17.8%	887.2	28.3%
Taxes	(68.6)	(5.3%)	(64.8)	(5.3%)	(260.5)	(8.3%)
Tax rate	29.4%		29.7%		29.4%	
GROUP NET RESULT	164.7	12.8%	153.5	12.5%	626.7	20.0%
YoY performance	+7%		(15%)		(2%)	

H1 2026 gross margin increase is primarily driven by the positive channel mix.

Selling expenses incidence on revenues was 34.6% (vs. 35.0% in H1 2025) thanks to positive operating leverage.

G&A expenses had a 14.0% incidence (vs 13.9% in H1 2025). In H1 2026, G&A expenses included one-off charges equal to EUR 8.0m related to the new governance structure (expected to be approximately EUR 10.0m in FY26).

Marketing expenses represented 9.5% of revenues (vs 9.6% in H1 2025). Incidence expected to be around 7% at year end.

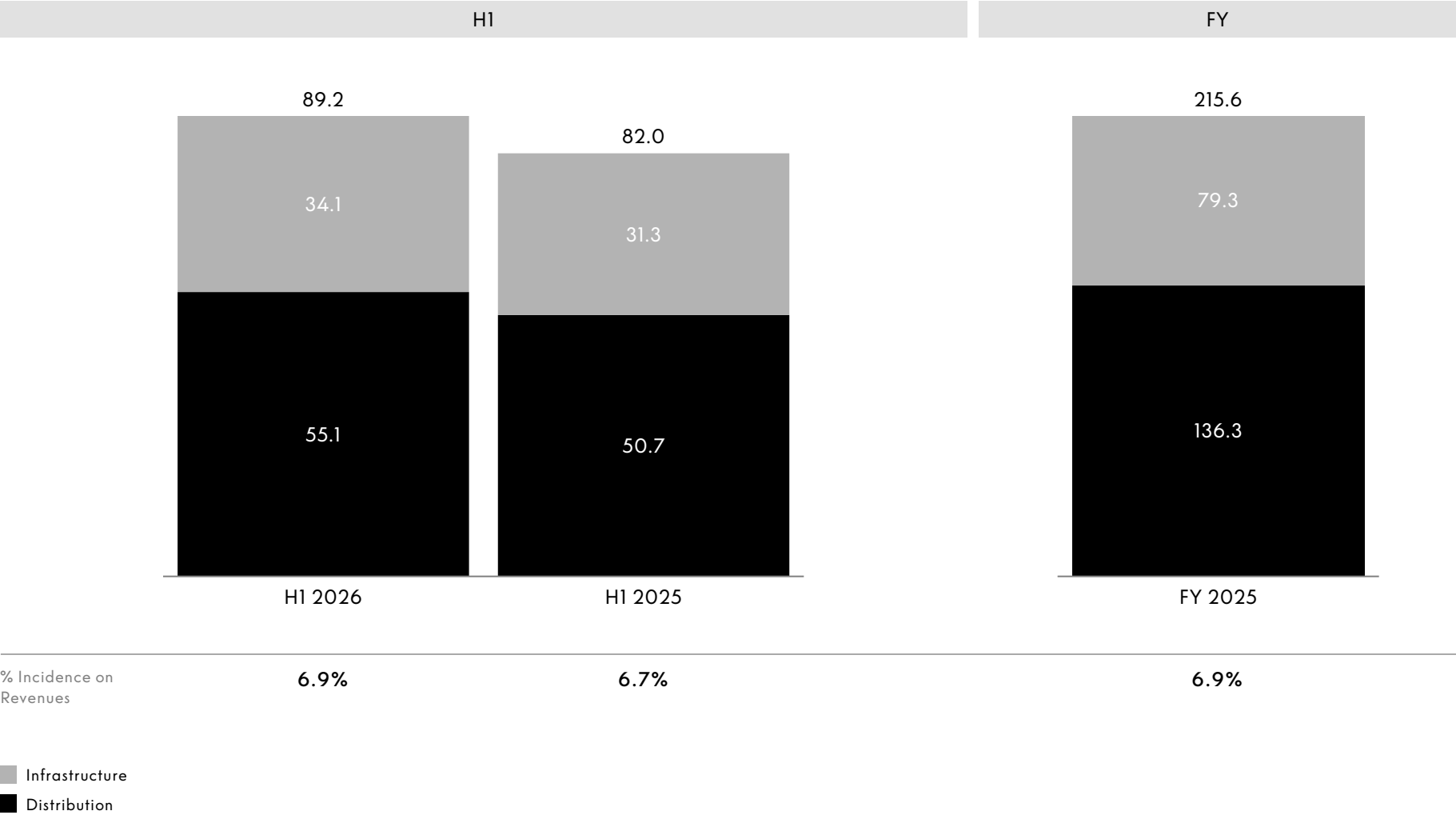
Net financial expenses were EUR 12.1m (vs. EUR 6.5m in H1 2025), with the increase mainly driven by higher interest expenses on lease liabilities.

(1) H1 2026 G&A expenses included one-off charges equal to EUR 8.0m related to the new governance structure (expected to be approximately EUR 10.0m in FY26).

(2) Net financial result includes interest on lease liabilities of EUR 25.0m (EUR 18.7m in H1 2025 and EUR 40.6m in FY 2025).

NET CAPEX

EUR M

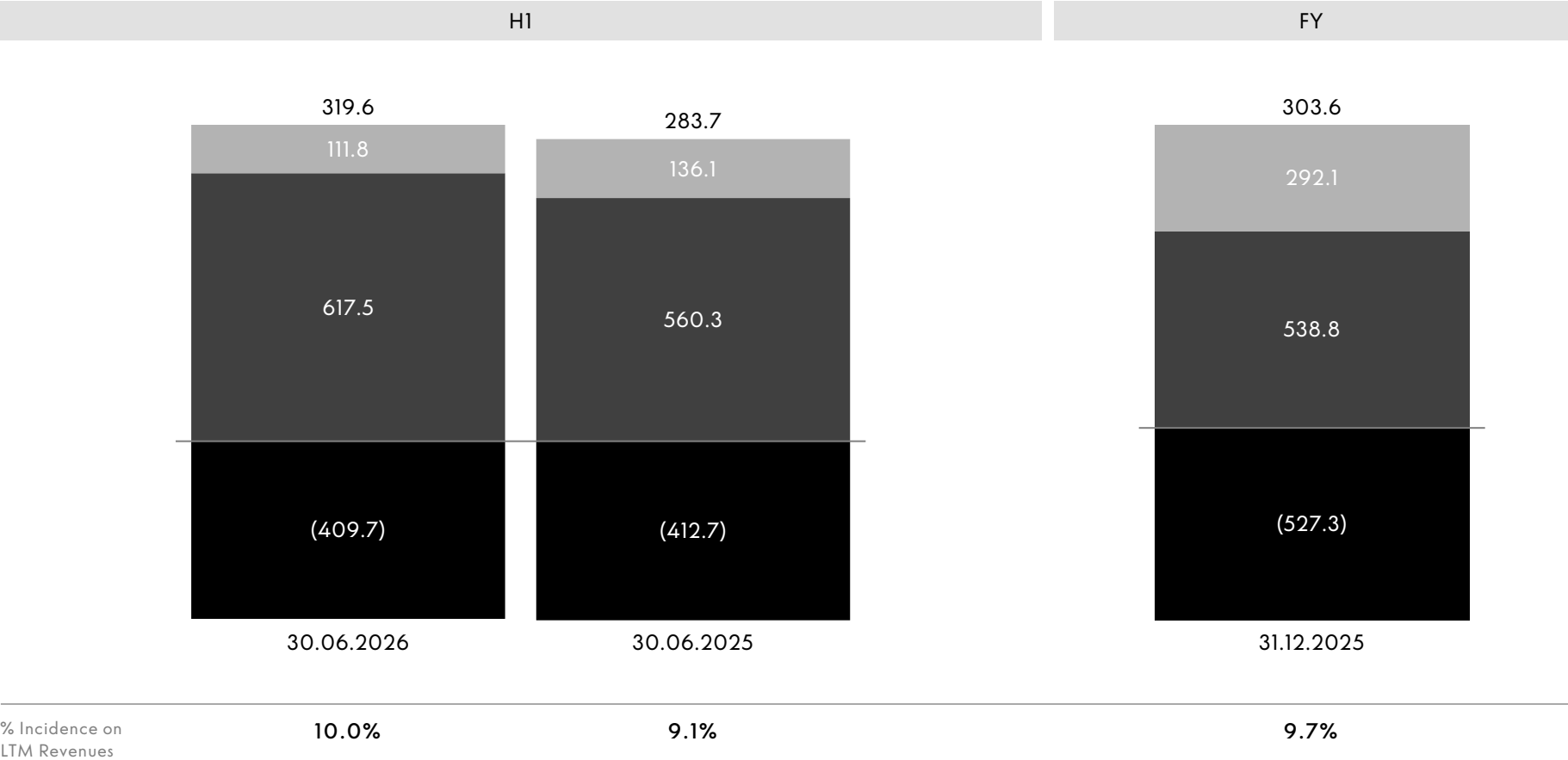


In H1 2026, consolidated capex were EUR 89.2m compared with EUR 82.0m in H1 2025.

Management expects an incidence of capital expenditure on revenues in the region of 6% at year end.

NET WORKING CAPITAL

EUR M



Net consolidated working capital reached EUR 319.6m as of 30 June 2026, with the incidence on revenues equal to 10.0%, compared with EUR 283.7m as of 30 June 2025 (9.1% of revenues).

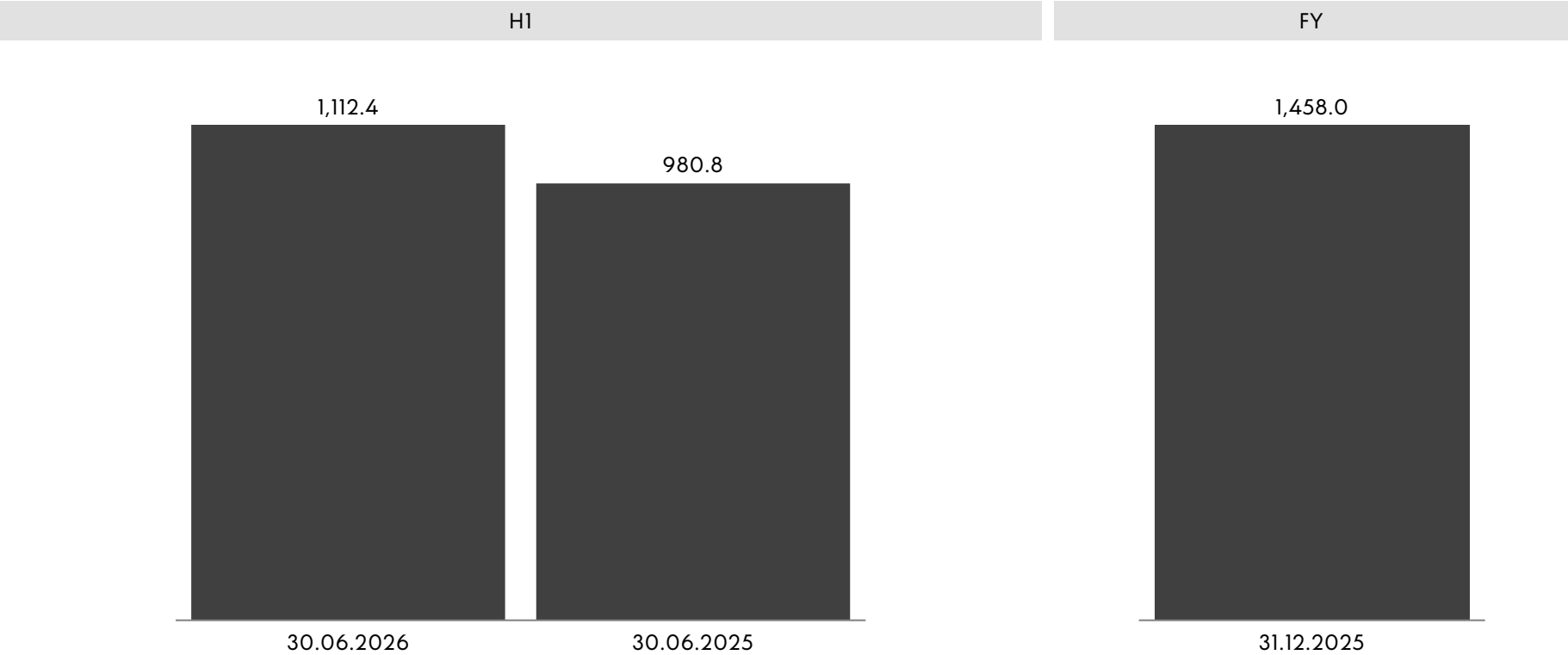
The YoY increase was primarily attributable to higher inventory levels, following the strategic decision to front-load purchases of key raw materials, as well as a different phasing of production compared to the previous year to better serve all global markets.

% Incidence on
LTM Revenues

- Accounts receivable
- Inventory
- Accounts payable

NET FINANCIAL POSITION (1)

EUR M



As of 30 June 2026, the Group’s net financial position was positive and equal to EUR 1,112.4m.

As of 30 June 2026, lease liabilities were equal to EUR 1,198.6m compared with EUR 1,109.1m as of 31 December 2025 and with EUR 940.8m as of 30 June 2025.

(1) Excluding lease liabilities arisen from the adoption of the IFRS 16 accounting principle.

BALANCE SHEET STATEMENT

	30/06/2026	31/12/2025	30/06/2025
	EUR m	EUR m	EUR m
Brands	999.4	999.4	999.4
Goodwill	603.4	603.4	603.4
Fixed assets	626.0	589.3	521.8
Right-of-use assets	1,087.0	1,018.3	859.5
Net working capital	319.6	303.6	283.7
Other assets / (liabilities)	130.5	23.1	116.3
INVESTED CAPITAL	3,765.9	3,537.2	3,384.0
Net debt / (net cash)	(1,112.4)	(1,458.0)	(980.8)
Lease liabilities	1,198.6	1,109.1	940.8
Pension and other provisions	30.7	36.4	32.7
Shareholders' equity	3,648.9	3,849.8	3,391.3
TOTAL SOURCE	3,765.9	3,537.2	3,384.0

CASH FLOW STATEMENT ⁽¹⁾

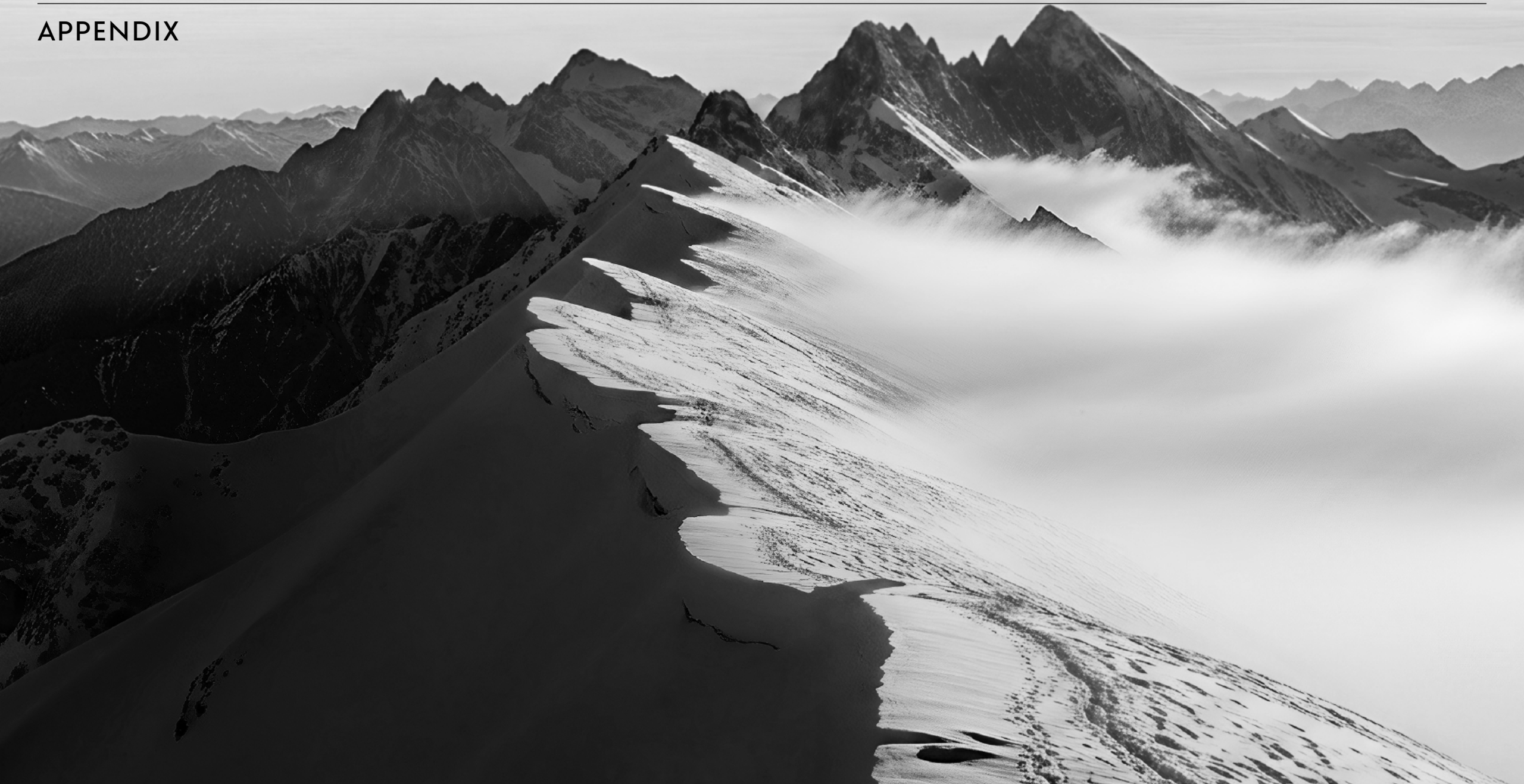
	H1 2026	H1 2025	FY 2025
	EUR m	EUR m	EUR m
EBIT	245.4	224.8	913.4
D&A & Other non-cash adjustments	55.0	59.0	119.7
Change in net working capital	(16.0)	(28.2)	(48.1)
Change in other assets / (liabilities)	(105.0)	(105.8)	5.7
Net capex	(89.2)	(82.0)	(215.6)
OPERATING CASH FLOW	90.2	67.8	775.1
Net financial result	12.9	12.3	14.4
Taxes	(69.1)	(65.1)	(260.5)
FREE CASH FLOW	34.0	15.0	529.0
Dividends paid	(374.1)	(345.0)	(353.2)
Changes in equity and other changes	(5.5)	2.0	(26.4)
NET CASH FLOW	(345.6)	(328.0)	149.3
Net financial position - Beginning of period	1,458.0	1,308.8	1,308.8
Net financial position - End of period	1,112.4	980.8	1,458.0
CHANGE IN NET FINANCIAL POSITION	(345.6)	(328.0)	149.3

Free cash flow in H1 2026 was equal to EUR 34.0m compared with EUR 15.0m in H1 2025, with the increase mainly driven by higher EBIT.

Net cash flow in H1 2026 was negative and equal to EUR 345.6m, after the payment of EUR 374.1m of dividends, compared with a negative net cash flow of EUR 328.0m in H1 2025.

(1) Excluding the impact of the lease liabilities.

APPENDIX



EBITDA RECONCILIATION

	H1 2026		H1 2025		FY 2025	
	EUR m	% on rev.	EUR m	% on rev.	EUR m	% on rev.
EBIT	245.4	19.0%	224.8	18.3%	913.4	29.2%
D&A	60.3	4.7%	56.6	4.6%	121.6	3.9%
Other non-cash adjustments	129.6	10.0%	122.5	10.0%	248.5	7.9%
EBITDA adj.	435.3	33.7%	403.9	33.0%	1,283.4	41.0%
Rents associated to rights-of-use	(134.9)	(10.5%)	(120.1)	(9.8%)	(250.3)	(8.0%)
EBITDA adj. pre IFRS 16	300.4	23.3%	283.8	23.2%	1,033.1	33.0%

2024-2026 HALF-YEAR INCOME STATEMENT

	H1 2026	
	EUR m	% on rev.
REVENUES	1,289.9	100.0%
YoY performance	+5%	
GROSS PROFIT	995.2	77.2%
Selling expenses	(446.3)	(34.6%)
G&A expenses	(180.4)	(14.0%)
Marketing expenses	(123.1)	(9.5%)
EBIT	245.4	19.0%
Net financial income / (expenses)	(12.1)	(0.9%)
EBT	233.3	18.1%
Taxes	(68.6)	(5.3%)
Tax rate	29.4%	
GROUP NET RESULT	164.7	12.8%
YoY performance	+7%	

H1 2025		H2 2025		FY 2025		H1 2024		H2 2024		FY 2024	
EUR m	% on rev.	EUR m	% on rev.	EUR m	% on rev.	EUR m	% on rev.	EUR m	% on rev.	EUR m	% on rev.
1,225.7	100.0%	1,906.5	100.0%	3,132.1	100.0%	1,230.2	100.0%	1,878.8	100.0%	3,108.9	100.0%
0%		+1%		+1%		+8%		+2%		+4%	
941.9	76.9%	1,504.3	78.9%	2,446.2	78.1%	943.1	76.7%	1,483.5	79.0%	2,426.6	78.1%
(429.5)	(35.0%)	(526.5)	(27.6%)	(956.0)	(30.5%)	(419.3)	(34.1%)	(518.1)	(27.6%)	(937.3)	(30.2%)
(170.4)	(13.9%)	(187.0)	(9.8%)	(357.4)	(11.4%)	(166.3)	(13.5%)	(185.3)	(9.9%)	(351.7)	(11.3%)
(117.3)	(9.6%)	(102.1)	(5.4%)	(219.4)	(7.0%)	(98.8)	(8.0%)	(122.4)	(6.5%)	(221.2)	(7.1%)
224.8	18.3%	688.6	36.1%	913.4	29.2%	258.7	21.0%	657.7	35.0%	916.3	29.5%
(6.5)	(0.5%)	(19.7)	(1.0%)	(26.2)	(0.8%)	(1.6)	(0.1%)	(5.0)	(0.3%)	(6.5)	(0.2%)
218.3	17.8%	668.9	35.1%	887.2	28.3%	257.1	20.9%	652.7	34.7%	909.8	29.3%
(64.8)	(5.3%)	(195.7)	(10.3%)	(260.5)	(8.3%)	(76.4)	(6.2%)	(193.9)	(10.3%)	(270.2)	(8.7%)
29.7%		29.3%		29.4%		29.7%		29.7%		29.7%	
153.5	12.5%	473.2	24.8%	626.7	20.0%	180.7	14.7%	458.9	24.4%	639.6	20.6%
(15%)		+3%		(2%)		+24%		(2%)		+5%	

2026 REVENUES QUARTERLY PERFORMANCE

	Q1		26 vs 25
EUR m	2026	2025	cFX
MONCLER	766.5	721.8	12%
STONE ISLAND	114.1	107.3	11%
GROUP TOTAL	880.6	829.0	12%

	Q2		26 vs 25
EUR m	2026	2025	cFX
MONCLER	323.1	317.2	3%
STONE ISLAND	86.3	79.4	11%
GROUP TOTAL	409.3	396.6	5%

	H1		26 vs 25
EUR m	2026	2025	cFX
MONCLER	1,089.6	1,039.0	9%
STONE ISLAND	200.3	186.7	11%
GROUP TOTAL	1,289.9	1,225.7	9%

	Q1		26 vs 25
EUR m	2026	2025	cFX
DTC	674.5	630.5	14%
WHOLESALE	92.1	91.3	3%
MONCLER	766.5	721.8	12%
ASIA	433.0	380.8	22%
EMEA	238.5	244.3	(1%)
AMERICAS	95.0	96.7	7%
MONCLER	766.5	721.8	12%

	Q2		26 vs 25
EUR m	2026	2025	cFX
DTC	258.7	252.7	3%
WHOLESALE	64.4	64.5	3%
MONCLER	323.1	317.2	3%
ASIA	159.9	145.0	12%
EMEA	111.2	121.1	(8%)
AMERICAS	51.9	51.1	4%
MONCLER	323.1	317.2	3%

	H1		26 vs 25
EUR m	2026	2025	cFX
DTC	933.2	883.2	10%
WHOLESALE	156.4	155.8	3%
MONCLER	1,089.6	1,039.0	9%
ASIA	592.9	525.7	19%
EMEA	349.7	365.4	(4%)
AMERICAS	147.0	147.9	6%
MONCLER	1,089.6	1,039.0	9%

	Q1		26 vs 25
EUR m	2026	2025	cFX
DTC	60.6	55.3	17%
WHOLESALE	53.5	52.0	4%
STONE ISLAND	114.1	107.3	11%
ASIA	35.5	31.2	25%
EMEA	71.1	69.4	3%
AMERICAS	7.5	6.6	24%
STONE ISLAND	114.1	107.3	11%

	Q2		26 vs 25
EUR m	2026	2025	cFX
DTC	48.6	43.9	15%
WHOLESALE	37.7	35.6	6%
STONE ISLAND	86.3	79.4	11%
ASIA	24.9	21.1	25%
EMEA	54.7	53.8	2%
AMERICAS	6.6	4.5	49%
STONE ISLAND	86.3	79.4	11%

	H1		26 vs 25
EUR m	2026	2025	cFX
DTC	109.2	99.1	16%
WHOLESALE	91.1	87.6	5%
STONE ISLAND	200.3	186.7	11%
ASIA	60.4	52.3	25%
EMEA	125.8	123.3	3%
AMERICAS	14.2	11.1	35%
STONE ISLAND	200.3	186.7	11%

FINANCIAL CALENDAR, SHAREHOLDING, IR CONTACTS

FINANCIAL CALENDAR	
21.10.2026	9M 2026 Interim Management Statement

SHAREHOLDING ⁽¹⁾	%	N. SHARES (M)
Double R S.r.l.	18.2%	50.1
Morgan Stanley	8.6%	23.6
Capital Research and Management Company	5.2%	14.3
BlackRock Inc.	5.1%	14.0
Venezio Investments Pte. Ltd.	3.1%	8.5
Treasury Shares	1.0%	2.8
Other Shareholders	58.8%	161.6
TOTAL	100.0%	274.8

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Luciano Santel, the Manager in charge of preparing the corporate accounting documents, declares that, pursuant to art. 154-bis, paragraph 2, of the Legislative Decree no. 58 of February 24, 1998, the accounting information contained herein correspond to document results, books and accounting records.