



MONCLER

GROUP

SIDE BY SIDE
2026-2028 SUSTAINABILITY PLAN



2026-2028 SUSTAINABILITY PLAN

SIDE BY



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**SAFEGUARD
PLANET**

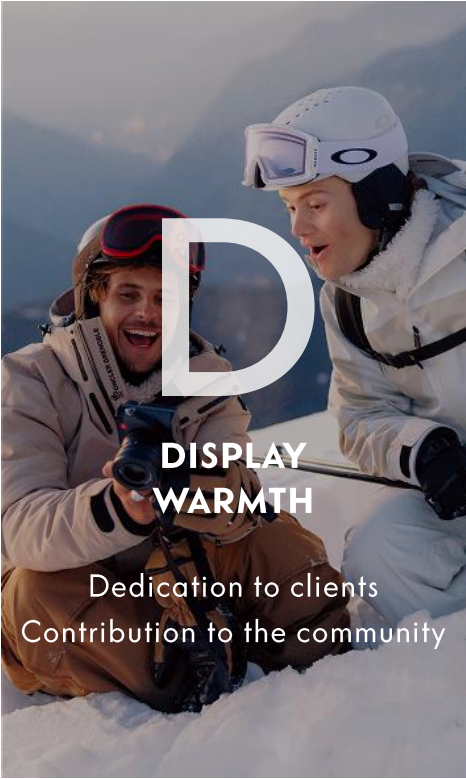
Fighting Climate Change
Nature protection
Development of circularity
model



I

**INSPIRE
FAIRNESS**

Enhancement of the audit model
Supplier awareness programmes



D

**DISPLAY
WARMTH**

Dedication to clients
Contribution to the community



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**EVOLVE A LEGACY
OF CARE**

Promotion of training and
development activity
Protection of the sense of
belonging
Fostering well-being



Safeguard Planet

Fighting against climate change

- 70% in absolute scope 1 and 2 CO₂e emissions vs 2021 (in line with the SBTi "1.5°C" ambition) by 2030

- Building Guidelines and the related implementation plan, which identify electrification and energy efficiency solutions to be applied across directly managed corporate sites (2026)
- 100% renewable energy at all directly managed corporate sites worldwide (Ongoing)
- LEED certification for new corporate buildings/stores¹ (Ongoing)
- ≥45% of corporate fleet vehicles with emissions below 50g of CO₂/km² (2028)

-30% in absolute scope 3 CO₂e emissions vs 2022 (in line with the SBTi "Well-Below 2°C" ambition) by 2032

(Validated by SBTi in 2026)

- ≥65% of yarns and fabrics made with "preferred" materials, ≥70% "preferred" nylon, ≥65% "preferred" cotton, ≥ 75% of wool certified under specific standards (for example Responsible Wool Standard...) in the 2028 collections³ (2028)
- Supporting key suppliers⁴ in developing decarbonisation plans (Ongoing)
- Promoting the adoption of renewable⁵ energy across the supply chain (Ongoing)
- Identifying and starting the implementation of new low-carbon logistics solutions⁶ (2028)

Net zero by 2050

Nature Protection

Safeguard biodiversity

- Adoption of new high-efficiency dyeing machinery capable of reducing water withdrawal by 50%⁷ compared to previous solutions (Stone Island) (2026)
- 100% of garment dyeing suppliers (tier 1) involved in a capacity-building programme on water management - Stone Island (2028)
- Analysis of the sourcing areas of yarns and fabrics made with traced strategic raw materials⁸ to identify potential water-stressed areas and initiatives for impact mitigation (2028)
- DIST protocol with a dedicated section to biodiversity (2028)
- Continuing and developing regenerative agriculture projects within the cotton and wool supply chains (Ongoing)
- All paper, cardboard and wood materials used made exclusively from recycled and/or reused raw materials and/or raw materials certified by FSC⁹ and/or PEFC¹⁰ (Ongoing)

Management of substances with potential environmental impact

- Introducing voluntary parameters in wastewater analyses (in addition to legal requirements) at least for 80% of "critical suppliers" of yarns and fabrics with in-house wet-production processes (2026)
- Defining a Group approach on fibre fragmentation (2028)
- Water-repellent treatments and fabrics purchased for production not involving the intentional use of PFAS¹¹ (2026)

Development of circularity model

Minimizing product and packaging impact

- >25% of Moncler's collection prototypes developed using 3D technology to minimise physical samples (2028)
- ≥55% of nylon production scraps (Group's direct production sites and Moncler brand outerwear suppliers) sent for recycling (Ongoing)
- Implementing reuse solutions for logistics packaging (2028)
- Using at least 70% post-consumer plastic material in packaging made from 100% recycled plastic (2028)
- Zero single-use virgin plastic from fossil origin (Ongoing)
- 100% of packaging for end-clients and logistics processes made with "preferred" materials (Ongoing)
- Launch of a programme for the reuse, donation or recycling of Visual Merchandising and event equipment - Moncler (2028)

Extension of product life

- Defining guidelines for product and packaging development to promote and facilitate recyclability and repairability (2028)
- Progressively extending the Extra-Life 2.0 "advanced" repair service to Stone Island and broadening the types of repairable interventions for Moncler (2026-2028)
- Covering iconic Moncler Maya and Moncler Bady models with a lifetime repair warranty¹² (2027)



SIDE

Enhancement of the audit model

- $\geq 80\%$ of the supplier base aligned with the highest levels of the Moncler Group's social and environmental compliance standard^{13,14} (2028)
- Transitioning "critical suppliers" from a three-year audit plan to a two-year audit plan (2027)
- Transitioning high-risk suppliers¹⁵ from a three-year audit plan to an annual audit plan (2026)
- $\geq 80\%$ of façon manufacturers and finished product suppliers covered by a due diligence programme based on a half-yearly documentary collection to identify potential risks in the value chain (in addition to the standard audit plan) (2028)

Supplier awareness programmes

- Roll-out of a programme to raise supplier awareness on the protection of migrant workers (2028)
- 100% of "critical suppliers" and those at potential wage risk involved in a living wage analysis with consequent improvement programmes for non-aligned suppliers (2028)
- Offering training programmes on ESG topics to enhance workers' competencies at "critical suppliers" 12 (2028)
- Including environmental and/or social clauses (for example the adoption of renewable energy, certifications, etc.) in supplier contracts (2028)

Display warmth

SIDE

Dedication to clients

- Progressively expanding contact channels to strengthen active listening experience of clients (2026-2028)
- Progressive strengthening of Client Advisors' ability to customise in-store service based on client preferences (2026-2028)
- ≥ 80 VIBE score on client satisfaction - Moncler (2026)
- Introduction of the Net Promoter Score for client satisfaction assessment - Stone Island (2028)
- Updating internal procedures and documentation related to data management and protection (Ongoing)

Contribution to the community

- 150,000 people in need protected from the cold over the three-year period (2028)
- ~8 million euros invested in supporting local communities over the three-year period (2028)
- 10 scholarships for employees' children (2028)
- 3 scholarships for creatives in underrepresented categories (2028)



Evolve a legacy of care

SIDE

Promotion of training and development activity

Continuous training and upskilling

- Updating the Leadership Academy annually with innovative content for retail and corporate population and launching a new Academy for the Operations teams (2026)
- Launching and rolling out of the three-year *Business and Market Acumen* programme aimed at keeping the workforce updated on market trends (2026-2028)
- Launching and rolling out of the three-year *Upskilling Digital and Tech* programme on the use of artificial intelligence and on the enhancement of data literacy in daily activities (2026-2028)
- Moncler and Stone Island purchasing departments trained in environmental and social topics (2028)

Personalised development pathways

- Launching the *Shadowing Executive* programme to promote entrepreneurship and professional development among young talents (2028)

Protection of the sense of belonging

Understanding employee needs

- Launching two “pulse” surveys per year to ensure a continuous employee listening channel and timely actions (2026)
- 100% of top management¹⁶ trained in the prevention of bullying and harassment (2028)

Promoting diversity, equity & inclusion

- Launching and rolling out of the three-year *Invisible Disabilities* programme to foster an inclusive culture, with a focus on neurodiversity and chronic illnesses (2026-2028)
- Supporting gender balance in the workforce by category¹⁷ (Ongoing)

Fostering well-being

- Definition of a well-being policy (2028)
- Launching and rolling out of the three-year *Emotional Balance* programme to support employee well-being with a focus on psychological safety (2026-2028)
- Launching and rolling out of the three-year *Longevity* programme, a pathway dedicated to employee well-being with sporting challenges, nutritional advice and food workshops tailored to age and preferences (2026-2028)
- 100% of the Group’s employees are paid aligned with the living wage (Ongoing)

NOTES

SAFEGUARD PLANET – FIGHTING AGAINST CLIMATE CHANGE

- 1. Excluding shop-in-shops
- 2. Target is subject to the implementation of Commission Implementing Decision (EU) 2023/1623
- 3. The value considers the total weight of yarns and fabrics used for the production of the Spring/Summer (SS) and Fall/Winter (FW) 2028 collections
- 4. Intending suppliers selected on the basis of their emissions impact, spend relevance and strategic importance to the business
- 5. For example, through the switch from conventional energy supply contracts to renewable electricity contracts or the purchase of Energy Attribute Certificates (EACs), including Guarantees of Origin (GOs), Renewable Energy Certificate (REC), New Zealand Energy Certificates (NZECs), Non-Fossil Value Certificates (NFCs) and International Renewable Energy Certificates (I-RECs)
- 6. For example, this includes initiatives aimed at adopting alternative transport modes with lower emission intensity, such as intermodal solutions combining maritime and rail transport

SAFEGUARD PLANET – NATURE PROTECTION

- 7. Using the same dyeing process
- 8. At least 80% by volume of fabrics and yarns made of cotton, nylon, polyester and wool
- 9. Forest Stewardship Council
- 10. Programme for the Endorsement of Forest Certification
- 11. Per- and Polyfluoroalkyl Substances (PFAS)

SAFEGUARD PLANET – DEVELOPMENT OF CIRCULARITY MODELS

- 12. For technical returns

INSPIRE FAIRNESS – ENHANCEMENT OF THE AUDIT MODEL

- 13. Those whose ethical, social and environmental audit results indicate a low or moderate risk level. The risk level is determined on the basis of a quantitative assessment of any non-compliances found, weighted according to their severity, and reflects compliance with applicable regulatory requirements and the Group’s internal standards, in particular in the health and safety area, workers’ rights and environmental impacts
- 14. The target refers to the suppliers included in the audit plan
- 15. Includes façon manufacturers and finished products suppliers located in high-risk countries, identified using the proprietary methodology of an international partner specialised in ESG topics and through media monitoring activities

EVOLVE A LEGACY OF CARE – PROTECTION OF THE SENSE OF BELONGING

- 16. Includes executives and senior executives.
- 17. Includes the following categories: ≥50% 1) women in total workforce; 2) women in management positions on total management positions; 3) women in junior management positions on total junior management positions; 4) women in management positions of revenue-generating functions on total management positions of revenue-generating functions; 5) women in STEM-related (Science, Technology, Engineering, and Mathematics) positions on total STEM positions; and ≥40% 6) women in top management positions on total top management positions