

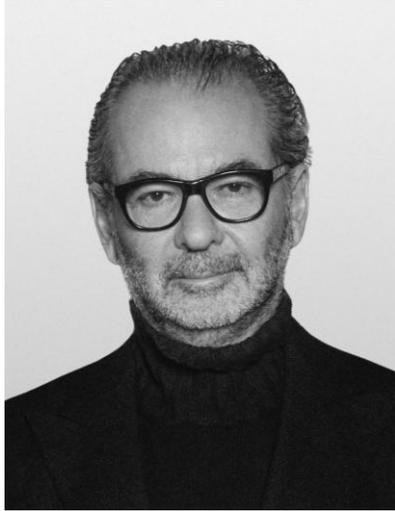


MONCLER

GROUP

FY 2025 FINANCIAL RESULTS

SPEAKERS



REMO RUFFINI
Group Chairman and CEO



GINO FISANOTTI
Moncler Chief Brand Officer



ROBERT TRIEFUS
Stone Island CEO



ROBERTO EGGS
Group Chief Business Strategy
and Global Market Officer



LUCIANO SANTEL
Group Chief Corporate and
Supply Officer



ELENA MARIANI
Group Strategic Planning and
Investor Relations Director



REMO RUFFINI

Group Chairman and CEO



“2025 was a year that reminded me what matters most: clarity of strategic direction, quality of execution, and the ability to stay grounded and flexible in a continuously volatile context.

This focus delivered a solid year-end performance, with both Moncler and Stone Island gaining traction across channels and key markets, despite a demanding comparable base. These results show the strength of our brands and of our business model, but above all, the commitment of our team worldwide.

As our Group grows, we reinforce our organizational structure to address future opportunities and challenges in the most effective way. The arrival of Leo Rongone as Group CEO in April represents an important addition to our already solid and successful organization.

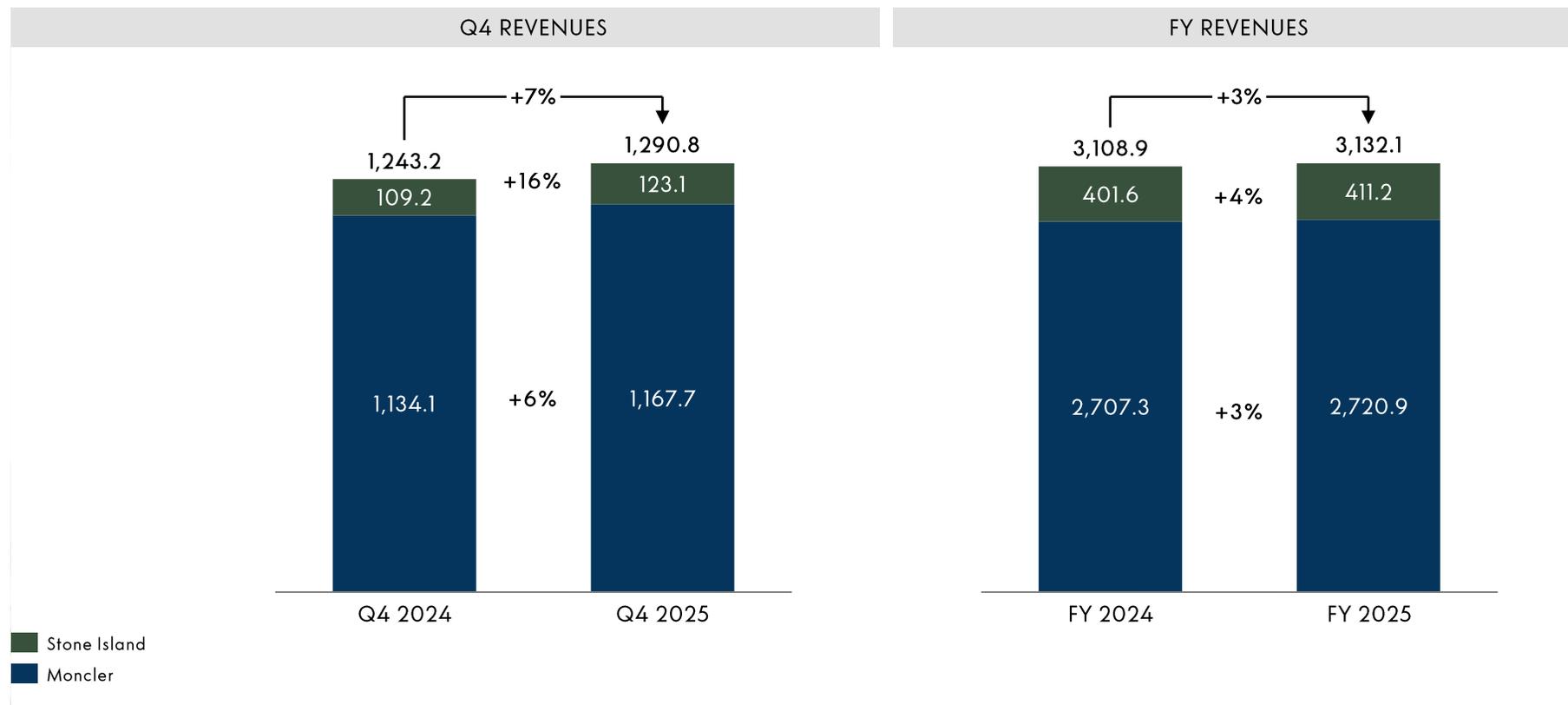
We move into 2026 with a well-established platform as well as a strong determination to continue shaping our future. Our ambition is clear: to keep strengthening our brands, investing in our organization, and building enduring value over time.”

REMO RUFFINI



MONCLER GROUP | FY 2025 RESULTS HIGHLIGHTS ⁽¹⁾

EUR M; CFX GROWTH %



GROUP EBIT

EUR 913.4m
29.2% on revenues

GROUP NET RESULT

EUR 626.7m
20.0% on revenues

GROUP NET FINANCIAL POSITION ⁽²⁾

EUR 1,458.0m

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

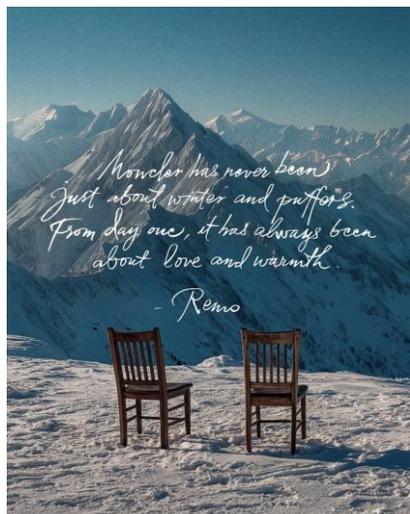
GINO FISANOTTI

Moncler Chief Brand Officer



MONCLER | COLLECTION

Q4 HIGHLIGHTS



WARMER TOGETHER: MONCLER CELEBRATES WARMTH AND LOVE, WITH LEGENDARY FRIENDS AL PACINO AND ROBERT DE NIRO

"Moncler has never been just about winter and puffers. From day one, it has always been about love and warmth." Remo Ruffini.

To manifest that essence, Moncler unveiled the new global statement, *Warmer Together*, bringing Al Pacino and Robert De Niro together for their first-ever shared campaign.

Warmer Together became Moncler's biggest and most iconic brand statement to date, breaking all records in terms of global reach (3.1 billion), engagement (422 million) and media coverage (over 1,412 articles). It also achieved the brand's best-ever performance in organic social media, driven by a well-orchestrated end-to-end strategy across both physical and digital platforms.

The campaign further expanded into the world of music through a partnership with brand ambassador Tobe Nwigwe, creating a re-edition of Bill Withers' iconic classic track "Lean on Me". The collaboration debuted with a global premier at NYC's Rockefeller Center, featuring a live performance and launch in partnership with Spotify, generating over 5.8 million in terms of reach.

Product-wise, the campaign has been anchored in Moncler's most iconic styles, led by the Maya 70 among others, driving strong impact across the board.

MONCLER | GRENOBLE

Q4 HIGHLIGHTS



MONCLER GRENOBLE FALL/WINTER 2025 COLLECTION AND BEYOND PERFORMANCE CAMPAIGN

The new global campaign, shot by Mario Sorrenti, captured the essence of Moncler Grenoble: the convergence of style, performance, and connection at the heart of mountain life. A multitalented cast was united against the dramatic backdrop of the Alps, including brand ambassador, World Cup champion and winner of Brazil's first-ever historic medal in alpine skiing, Lucas Pinheiro Braathen, two-time Olympic gold medalist and record-breaking snowboarder Chloe Kim, renowned actor Vincent Cassel, and supermodel Amber Valletta.

The campaign was supported by a strong media and social presence, amplified by retail and CRM activations, including the takeover of Harrods' iconic windows. The campaign contributed to achieve Moncler Grenoble's best-performing season to date (1.75 billion in potential reach, 213 million engagement, and over 1,300 press articles).

Fall/Winter 2025 Moncler Grenoble collection brought the worlds of performance and style ever closer, outfitting every facet of mountain life with technical innovation infused with elevated metropolitan polish.

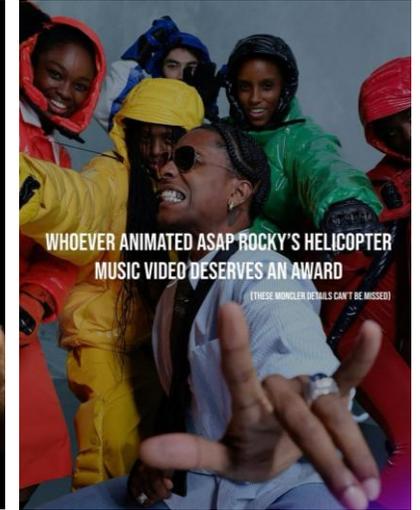
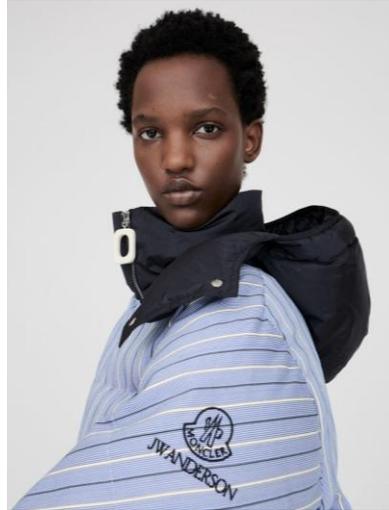
MONCLER GRENOBLE 2026 OLYMPIC WINTER GAMES BRAZIL PARTNERSHIP & MONCLER GRENOBLE X MOON BOOT & WHITESPACE

In December 2025, Moncler announced the return to the Milano Cortina 2026 Olympic Winter Games for the first time since 1968. The brand sponsors the Brazilian Olympic Committee for the opening and closing ceremonies, as well as the Brazilian Snow Sports Federation's alpine ski team, led by Grenoble's brand ambassador Lucas Pinheiro Braathen.

Building on this momentum, Moncler Grenoble introduced bespoke Moon Boot products, unveiled at the Courchevel Show in early 2025, alongside a brand-new Grenoble snowboard developed in partnership with Shaun White's brand Whitespace, which was made available in selected Moncler stores.

MONCLER | GENIUS

Q4 HIGHLIGHTS



MONCLER GENIUS + JIL SANDER

Jil Sander has become a defining voice in contemporary design through its distinctive fusion of pure forms and exceptional craftsmanship.

The debut Moncler + Jil Sander collection draws inspiration from the tranquil elegance of the natural world, an endless source of influence in shape, silhouette, and color palette, and a subtle nod to Moncler's mountain heritage. The collection is defined by voluminous layers and a sense of 'roundness' drawn from the great outdoors.

MONCLER GENIUS X JW ANDERSON

A longstanding collaboration with Moncler returned, reinterpreting technical outerwear through a JW Anderson lens.

Crafted in Italy, the shape draws inspiration from an archival JW ANDERSON x Moncler collection. This capsule was released in very limited destinations and sold out immediately.

MONCLER GENIUS & A\$AP ROCKY "DON'T BE DUMB" TRACK LAUNCH

As part of Moncler Genius partnership with A\$AP Rocky, the artist released his "Don't Be Dumb" track, one of the most successful music launches of the past few years, highlighting the Moncler Genius Collection unveiled few months before.

ROBERT TRIEFUS
Stone Island CEO





STONE ISLAND | Q4 HIGHLIGHTS



STONE ISLAND INTRODUCES DENIM RESEARCH

Stone Island introduced STONE ISLAND DENIM RESEARCH, within the Autumn_Winter '025-'026 collection. Denim has played an important part in Stone Island's history and archive; this capsule continues its boundary-pushing tradition of innovation and design by applying its technological know-how to one of apparel's most iconic product categories.

The STONE ISLAND DENIM RESEARCH capsule is a complete offering that ranges from innovative materials, such as Polypropylene Denim, David Light Indigo-TC, and Micro Corduroy, to traditional raw Japanese selvedge denim.



STONE ISLAND SOUND | DAVE

Stone Island Sound collaborated on the launch of *The Boy Who Played The Harp*, the new album by Dave.

A limited-edition vinyl launched in selected Stone Island stores, echoed by a short film featuring Dave, a longtime Stone Island collector, in conversation with archivist Arco Maher, shot by Isaac Lamb.



STONE ISLAND | PORTER

Stone Island and PORTER reunited for the 7th time after five years to celebrate the 90th anniversary of the Japanese brand, launching a special capsule collection, now extended for the first time to apparel alongside accessories. The collaboration centered on six limited-edition pieces inspired by the emblematic corrosion treatment – a cornerstone of the Stone Island Autumn_Winter '025-'026 collection.



STONE ISLAND | NEW BALANCE FURON V8

Bringing together New Balance's on-pitch expertise and Stone Island's material research through a mutual focus on technical construction and purpose-led design, the latest chapter in an ongoing collaboration revisited the world of football with a new iteration of the Furon v8 boot and a re-engineered football kit, announced with Bukayo Saka and Dave, captured together in London.

ROBERTO EGGS

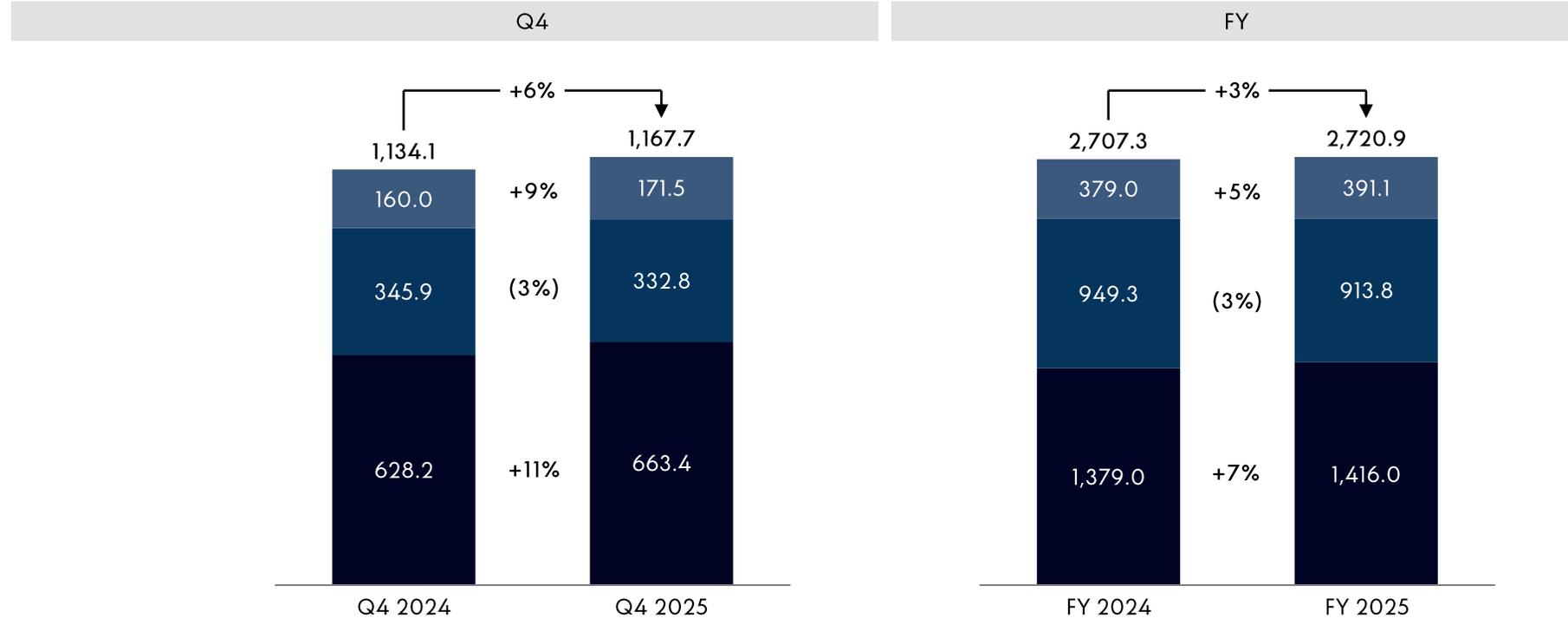
Group Chief Business Strategy
and Global Market Officer





MONCLER | REVENUES BY GEOGRAPHY

MONCLER REVENUES (EUR M; CFX GROWTH %)



FY 2025 Moncler brand revenues reached EUR 2,720.9m, +3% vs FY 2024.

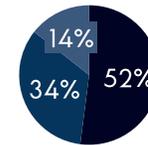
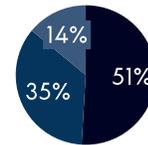
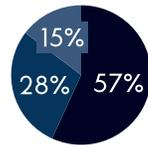
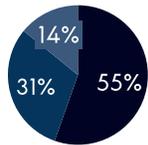
Q4 revenues were up 6% YoY, driven by a positive development in both channels.

ASIA (which includes APAC, Japan and Korea) revenues were up 11% YoY in Q4, showing broad-based acceleration vs Q3, despite a challenging comparable base. All countries grew in the quarter, supported by a positive contribution from both local customers and tourists, with China and Korea outperforming.

EMEA revenues were down 3% in Q4 YoY, with traffic in the DTC channel still impacted by relatively subdued tourism trends in the region.

The AMERICAS was up 9% in Q4 YoY, supported by continued solid growth in local consumption, notwithstanding a tougher comparable base, and by a positive performance registered in the wholesale channel.

% on total

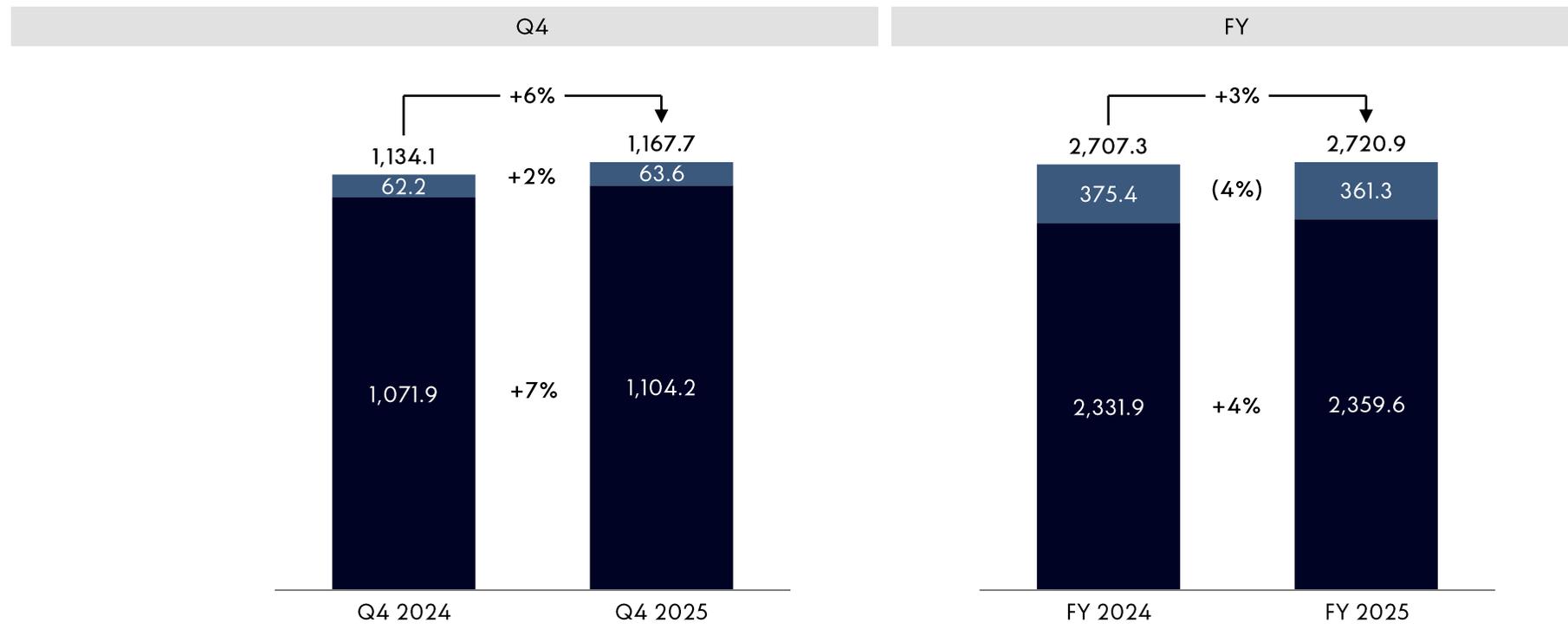


- Americas
- EMEA
- Asia



MONCLER | REVENUES BY CHANNEL

MONCLER REVENUES (EUR M; CFX GROWTH %)



Moncler DTC ⁽¹⁾ revenues rose to EUR 2,359.6m in FY 2025, +4% vs FY 2024.

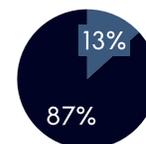
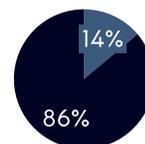
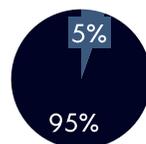
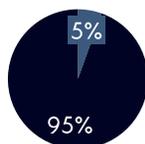
Comparable Store Sales Growth (CSSG) ⁽²⁾ was -1% in FY 2025.

In Q4, DTC revenues increased by 7% YoY, registering the best quarterly performance in the year. Underlying trends improved in all regions despite a tough multi-year comparable base, with Asia and the Americas driving the growth, while EMEA was weaker, still affected by subdued traffic.

WHOLESALE revenues reached EUR 361.3m in FY 2025, down 4% vs FY 2024.

In Q4, the wholesale channel turned positive, up 2% YoY. The channel, however, continues to be subject to ongoing efforts to upgrade the quality of the distribution through further network optimisation.

% on total



Wholesale
DTC

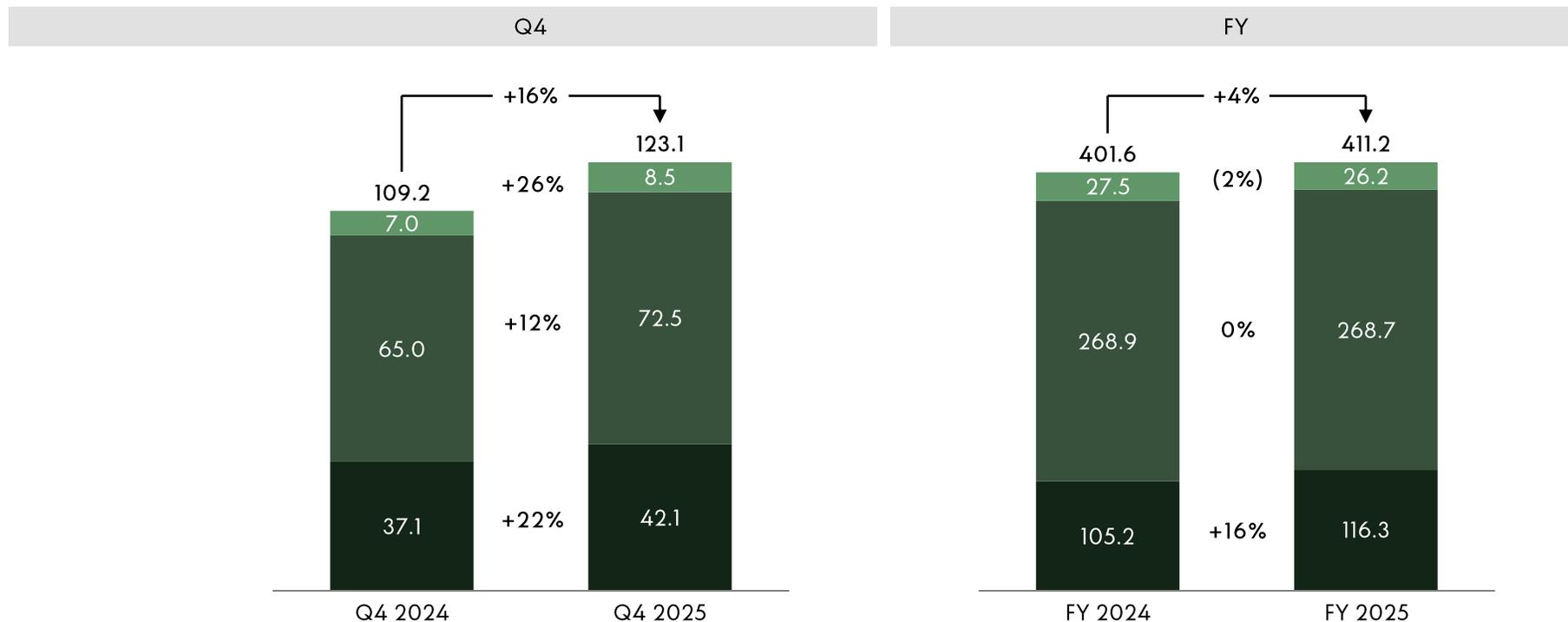
(1) The Direct-to Consumer (DTC) channel includes revenues from DOS, direct online and e-concessions.

(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 %)



FY 2025 Stone Island brand revenues reached EUR 411.2m, +4% vs FY 2024.

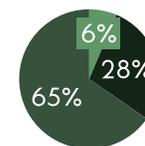
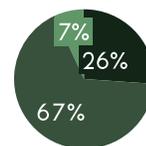
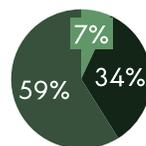
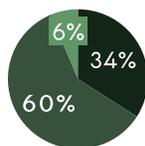
Q4 revenues were up 16% YoY, with all regions up double digits, sustained by solid growth both in the DTC and in the wholesale channels.

ASIA (which includes APAC, Japan and Korea) was up 22% YoY in Q4, accelerating sequentially across all areas in the region, with China and Japan continuing to outperform.

EMEA revenues were up 12% YoY in Q4, driven by the continued solid performance of the DTC channel and the improvement registered in the wholesale channel.

The AMERICAS was up 26% YoY in Q4, with both the DTC and wholesale channels growing at a double-digit pace.

% on total

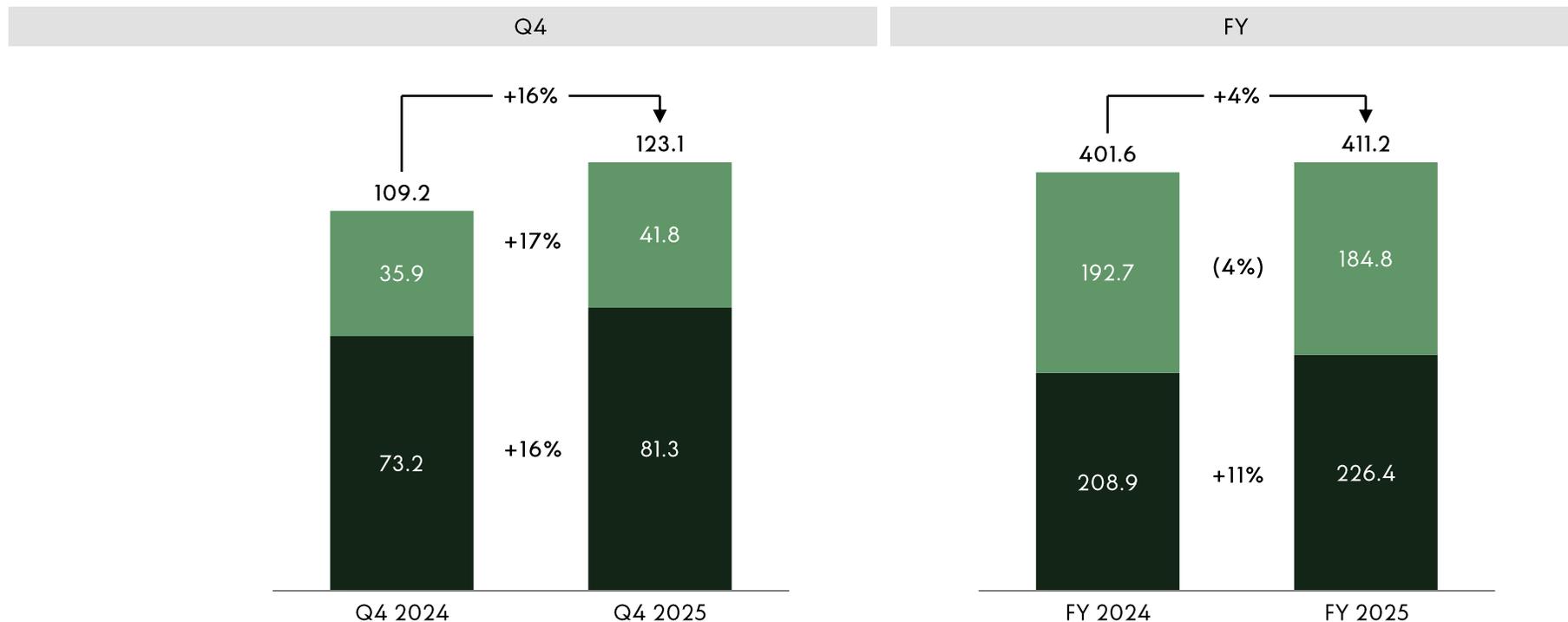


Americas
EMEA
Asia



STONE ISLAND | REVENUES BY CHANNEL

STONE ISLAND REVENUES (EUR M; CFX GROWTH %)



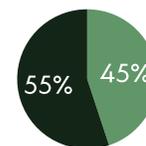
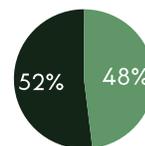
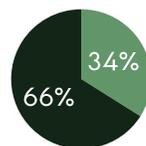
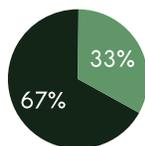
Stone Island DTC revenues rose to EUR 226.4m in FY 2025, +11% vs FY 2024.

In Q4, revenues in this channel were up 16% YoY, further accelerating compared to the previous quarter. All regions registered a solid performance, with the Americas and Asia outperforming. Both the physical and the online channels grew at a solid double-digit pace.

WHOLESALE revenues reached EUR 184.8m in FY 2025, down 4% vs FY 2024.

In Q4, revenues increased by 17% YoY, due to a different timing of deliveries in Q3 vs Q4 that had negatively impacted performance in the third quarter of the year. The Group continued its efforts to improve the quality of the distribution network.

% on total



Wholesale
DTC

GROUP MONO-BRAND STORE NETWORK



MONCLER DOS: 295

STONE ISLAND DOS: 95

	31.12.2025		30.09.2025		31.12.2024	
	MONCLER	STONE ISLAND	MONCLER	STONE ISLAND	MONCLER	STONE ISLAND
ASIA	146	54	145	54	143	56
EMEA	98	32	98	31	96	27
AMERICAS	51	9	51	7	47	7
RETAIL	295	95	294	92	286	90
WHOLESALE	49	11	49	11	56	9

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

MONCLER GALLERIA GWANGGYO



MONCLER SANYA





STONE ISLAND SOUTH COAST PLAZA



LUCIANO SANTEL

Group Chief Corporate and
Supply Officer



GROUP INCOME STATEMENT

	FY 2025		FY 2024	
	EUR m	%	EUR m	%
REVENUES	3,132.1	100.0%	3,108.9	100.0%
YoY performance	+1%		+4%	
GROSS PROFIT	2,446.2	78.1%	2,426.6	78.1%
Selling expenses	(956.0)	(30.5%)	(937.3)	(30.2%)
G&A expenses	(357.4)	(11.4%)	(351.7)	(11.3%)
Marketing expenses	(219.4)	(7.0%)	(221.2)	(7.1%)
EBIT	913.4	29.2%	916.3	29.5%
Net financial income / (expenses) ⁽¹⁾	(26.2)	(0.8%)	(6.5)	(0.2%)
EBT	887.2	28.3%	909.8	29.3%
Taxes	(260.5)	(8.3%)	(270.2)	(8.7%)
Tax rate	29.4%		29.7%	
GROUP NET RESULT	626.7	20.0%	639.6	20.6%
YoY performance	(2%)		+5%	

FY 2025 gross margin was in line with last year.

G&A expenses had a 11.4% incidence on revenues vs 11.3% in FY 2024, which included a one-off income of EUR 7.5 million related to an insurance refund received following the December 2021 malware attack.

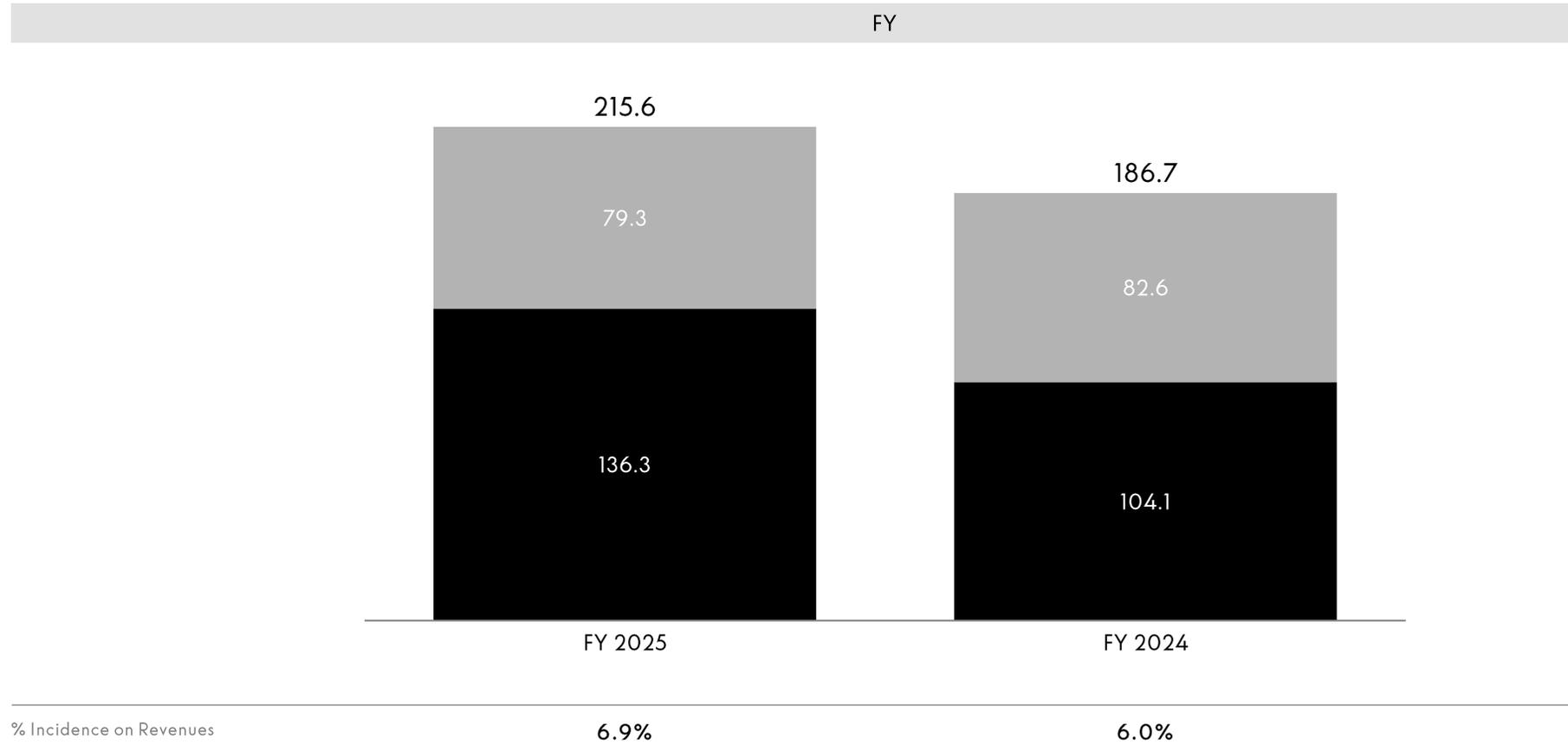
Marketing expenses represented 7.0% of revenues (vs 7.1% in FY 2024). The lower marketing spending in the second half of 2025 compared with the same period of 2024 (and the related incidence on sales) is mainly due to a different phasing of marketing activities in H1 vs H2 compared with the previous fiscal year.

Net financial expenses were EUR 26.2 million, compared with EUR 6.5 million in FY 2024. The increase was driven by higher interest expenses on lease liabilities as well as a lower level of interest income.

(1) Net financial result includes interest on lease liabilities of EUR 40.6m (EUR 31.4m in FY 2024).

NET CAPEX

EUR M

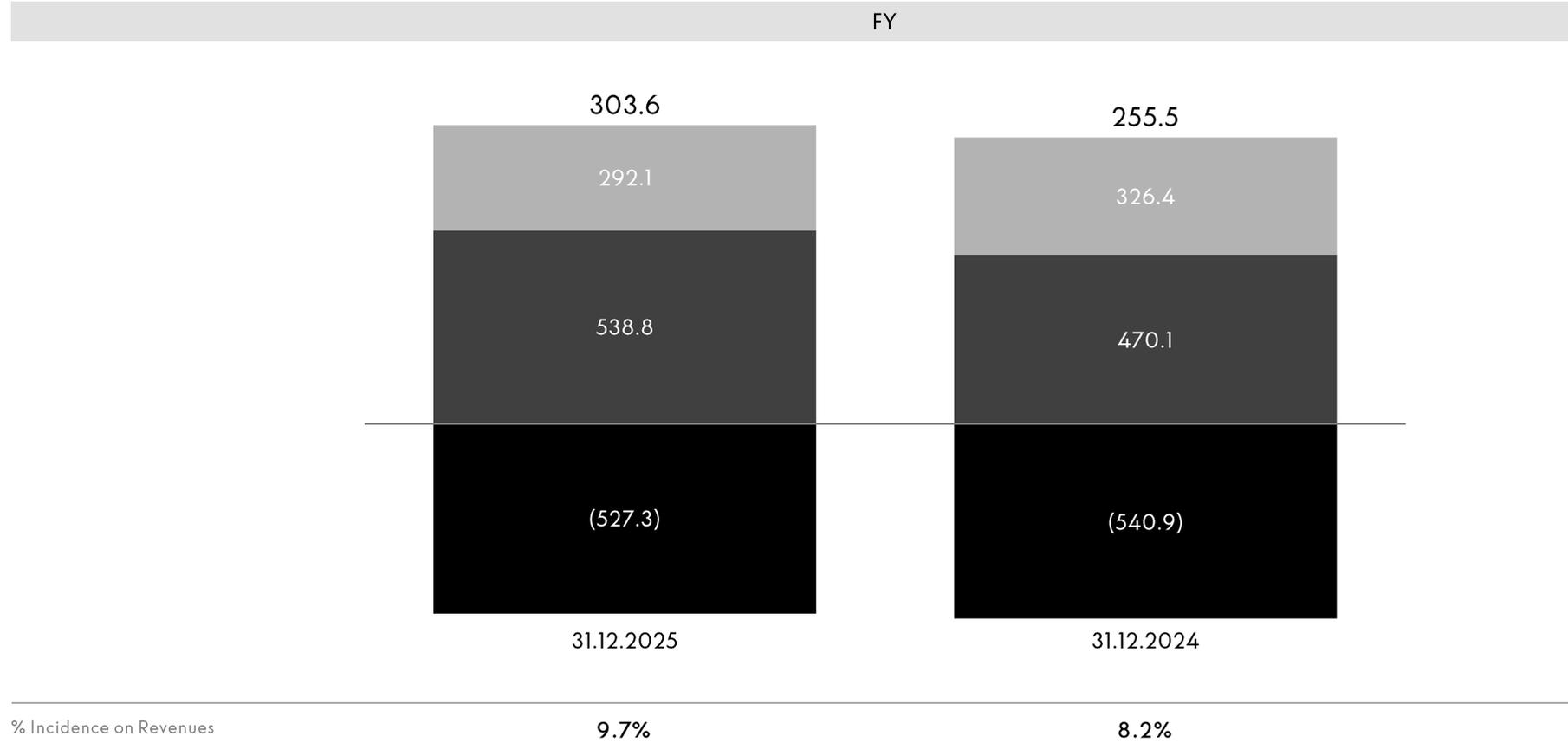


In FY 2025, consolidated capex were EUR 215.6m compared with EUR 186.7m in FY 2024, reflecting higher investments in the distribution network and in infrastructure projects, including the new corporate headquarters.

■ Infrastructure
■ Distribution

NET WORKING CAPITAL

EUR M



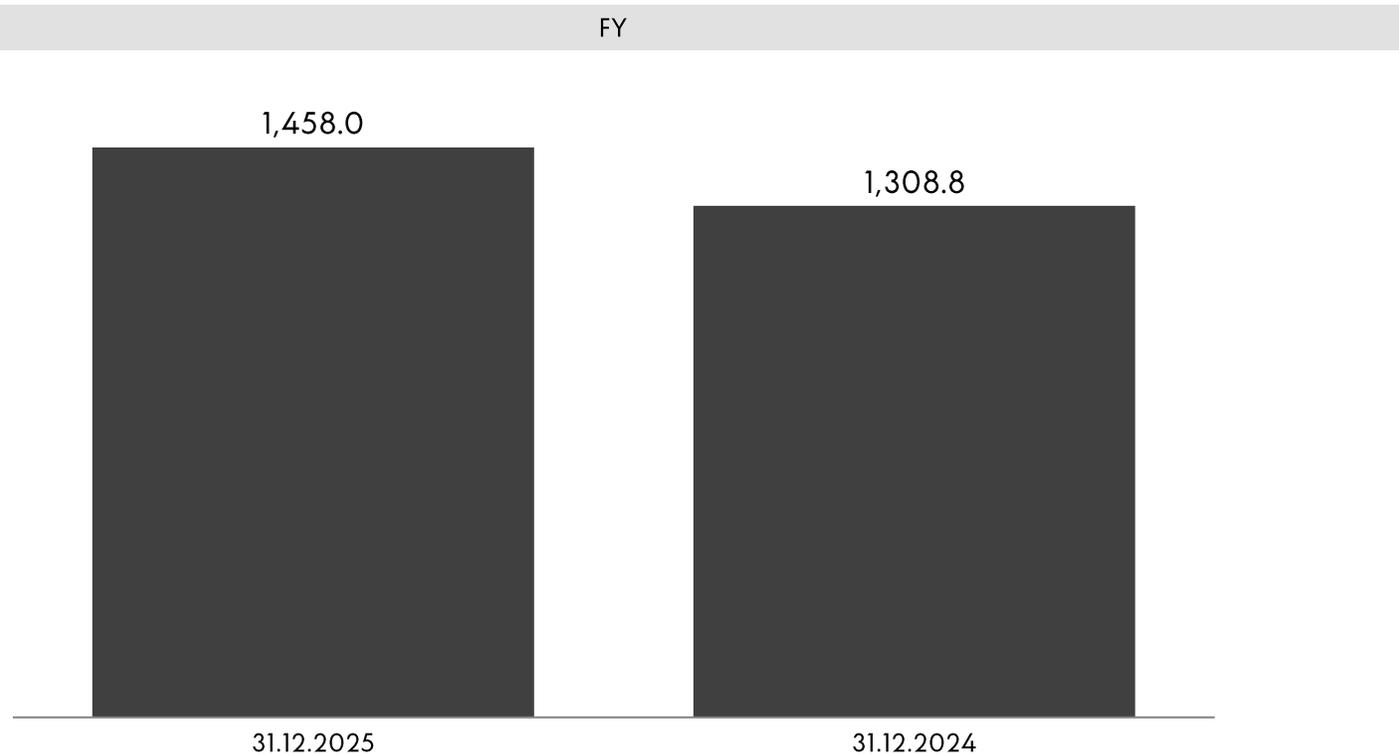
Net consolidated working capital reached EUR 303.6m as of 31 December 2025, with the incidence on revenues equal to 9.7%, compared with EUR 255.5m as of 31 December 2024 (8.2% of revenues), reflecting the continuous and rigorous control of working capital levels.

The YoY increase was primarily attributable to higher inventory levels, following the strategic decision to front-load purchases of key raw materials.

- Accounts receivable
- Inventory
- Accounts payable

NET FINANCIAL POSITION ⁽¹⁾

EUR M



As of 31 December 2025, the Group's net financial position was positive and equal to EUR 1,458.0m.

Net cash flow in 2025 was positive and equal to EUR 149.3m after the payment of EUR 353.2 million of dividends, compared with a positive net cash flow of EUR 275.1m in 2024.

As of 31 December 2025, lease liabilities were equal to EUR 1,109.1m compared with EUR 924.1m as of 31 December 2024.

Proposed dividend of EUR 1.40 per share on FY 2025 earnings, that will imply a distribution of EUR 380.2m and a 61% payout on consolidated income ⁽²⁾.

(1) Excluding lease liabilities arisen from the adoption of the IFRS 16 accounting principle.
 (2) Subject to change due to the possible use or purchase of treasury shares.

BALANCE SHEET STATEMENT

	31/12/2025	31/12/2024
	EUR m	EUR m
Brands	999.4	999.4
Goodwill	603.4	603.4
Fixed assets	589.3	510.1
Right-of-use assets	1,018.3	848.2
Net working capital	303.6	255.5
Other assets / (liabilities)	23.1	20.1
INVESTED CAPITAL	3,537.2	3,236.7
Net debt / (net cash)	(1,458.0)	(1,308.8)
Lease liabilities	1,109.1	924.1
Pension and other provisions	36.4	34.7
Shareholders' equity	3,849.8	3,586.7
TOTAL SOURCE	3,537.2	3,236.7

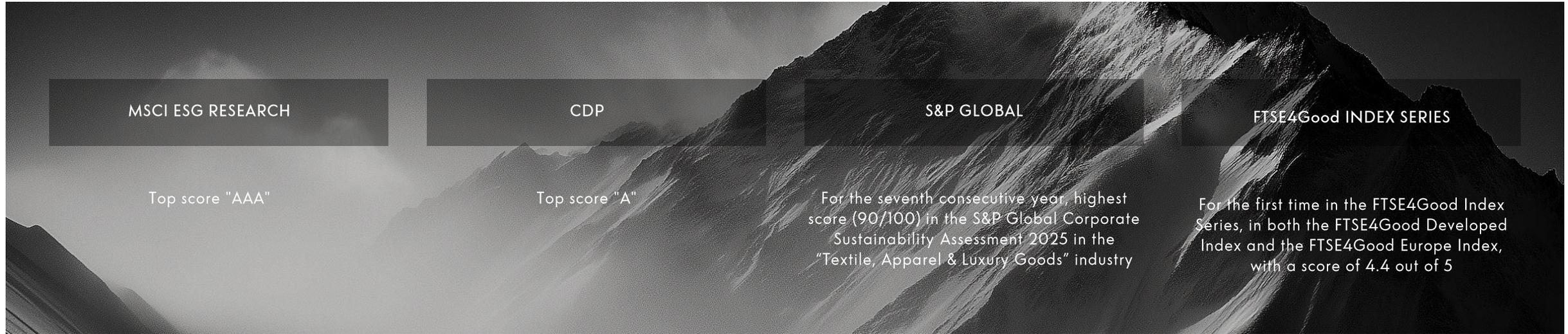
CASH FLOW STATEMENT (1)

	FY 2025	FY 2024
	EUR m	EUR m
EBIT	913.4	916.3
D&A & Other non-cash adjustments	119.7	136.7
Change in net working capital	(48.1)	(15.3)
Change in other assets / (liabilities)	5.7	(18.6)
Net capex	(215.6)	(186.7)
OPERATING CASH FLOW	775.1	832.4
Net financial result	14.4	24.9
Taxes	(260.5)	(269.8)
FREE CASH FLOW	529.0	587.5
Dividends paid	(353.2)	(311.0)
Changes in equity and other changes	(26.4)	(1.4)
NET CASH FLOW	149.3	275.1
Net financial position - Beginning of period	1,308.8	1,033.7
Net financial position - End of period	1,458.0	1,308.8
CHANGE IN NET FINANCIAL POSITION	149.3	275.1

(1) Excluding the impact of the lease liabilities.

GROUP KEY SUSTAINABILITY ACHIEVEMENTS

SUSTAINABILITY REPORTING UPDATE



- Carbon neutrality maintained at own directly operated corporate sites worldwide (production sites, offices, logistic hub and stores) with 100% of electricity used coming from renewable sources
- -46% in scope 1 and 2 CO₂e emissions vs 2021 ⁽¹⁾
- Key suppliers ⁽²⁾ engaged in an awareness program to promote supply chain decarbonization, with 30% of them supported in the definition of their own emissions reduction plan
- >55% of yarns and fabrics used in 2025 collections made with "preferred" ⁽³⁾ materials (>43% in 2024). Target overachieved
- >60% of nylon used in 2025 collections coming from recycled materials (>50% in 2024). Target overachieved
- >55% of cotton used in 2025 collections coming from organic or recycled materials (~37% in 2024). Target overachieved
- 71% of women in total Group workforce and 53% of women in management ⁽⁴⁾
- EDGE Certification for equal pay between women and men obtained for the Moncler brand at global level
- >163,000 people most in need protected from the cold (2020-2025)

(1) The scope 1 and 2 CO₂e emissions (market-based) are calculated assuming Stone Island as consolidated from 1 January 2021.

(2) Tier 1 suppliers selected in 2025 by emission impact, spend relevance and business relevance.

(3) Materials that aim to deliver reduced impacts compared to the conventional equivalents used by the Moncler Group (for example recycled, organic, from regenerative agriculture or certified according to specific standards).

(4) It includes managers, senior managers, executives and senior executives.

APPENDIX



EBITDA RECONCILIATION

	FY 2025		FY 2024	
	EUR m	%	EUR m	%
EBIT	913.4	29.2%	916.3	29.5%
D&A	121.6	3.9%	120.7	3.9%
Other non-cash adjustments	248.5	7.9%	233.1	7.5%
EBITDA adj.	1,283.4	41.0%	1,270.1	40.9%
Rents associated to rights-of-use	(250.3)	(8.0%)	(217.1)	(7.0%)
EBITDA adj. pre IFRS 16	1,033.1	33.0%	1,053.0	33.9%

2023-2025 FULL-YEAR INCOME STATEMENT

	FY 2025		FY 2024		FY 2023	
	EUR m	% on rev.	EUR m	% on rev.	EUR m	% on rev.
REVENUES	3,132.1	100.0%	3,108.9	100.0%	2,984.2	100.0%
YoY performance	+1%		+4%		+15%	
GROSS PROFIT	2,446.2	78.1%	2,426.6	78.1%	2,300.8	77.1%
Selling expenses	(956.0)	(30.5%)	(937.3)	(30.2%)	(868.1)	(29.1%)
G&A expenses	(357.4)	(11.4%)	(351.7)	(11.3%)	(331.2)	(11.1%)
Marketing expenses	(219.4)	(7.0%)	(221.2)	(7.1%)	(207.7)	(7.0%)
EBIT	913.4	29.2%	916.3	29.5%	893.8	30.0%
Net financial income / (expenses)	(26.2)	(0.8%)	(6.5)	(0.2%)	(23.2)	(0.8%)
EBT	887.2	28.3%	909.8	29.3%	870.6	29.2%
Taxes	(260.5)	(8.3%)	(270.2)	(8.7%)	(258.7)	(8.7%)
Tax rate	29.4%		29.7%		29.7%	
GROUP NET RESULT	626.7	20.0%	639.6	20.6%	611.9	20.5%
YoY performance	(2%)		+5%		+1%	

2023-2025 HALF-YEAR INCOME STATEMENT

	H1 2025		H2 2025		FY 2025		H1 2024		H2 2024		FY 2024		H1 2023		H2 2023		FY 2023	
	EUR m % on rev.		EUR m % on rev.		EUR m % on rev.		EUR m % on rev.		EUR m % on rev.		EUR m % on rev.		EUR m % on rev.		EUR m % on rev.		EUR m % on rev.	
REVENUES	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%	1,136.6	100.0%	1,847.6	100.0%	2,984.2	100.0%
YoY performance	0%		+1%		+1%		+8%		+2%		+4%		+24%		+10%		+15%	
GROSS PROFIT	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%	851.0	74.9%	1,449.8	78.5%	2,300.8	77.1%
Selling expenses	(429.5)	(35.0%)	(526.5)	(27.6%)	(956.0)	(30.5%)	(419.3)	(34.1%)	(518.1)	(27.6%)	(937.3)	(30.2%)	(374.7)	(33.0%)	(493.3)	(26.7%)	(868.1)	(29.1%)
G&A expenses	(170.4)	(13.9%)	(187.0)	(9.8%)	(357.4)	(11.4%)	(166.3)	(13.5%)	(185.3)	(9.9%)	(351.7)	(11.3%)	(156.9)	(13.8%)	(174.3)	(9.4%)	(331.2)	(11.1%)
Marketing expenses	(117.3)	(9.6%)	(102.1)	(5.4%)	(219.4)	(7.0%)	(98.8)	(8.0%)	(122.4)	(6.5%)	(221.2)	(7.1%)	(101.6)	(8.9%)	(106.1)	(5.7%)	(207.7)	(7.0%)
EBIT	224.8	18.3%	688.6	36.1%	913.4	29.2%	258.7	21.0%	657.7	35.0%	916.3	29.5%	217.8	19.2%	676.0	36.6%	893.8	30.0%
Net financial income / (expenses)	(6.5)	(0.5%)	(19.7)	(1.0%)	(26.2)	(0.8%)	(1.6)	(0.1%)	(5.0)	(0.3%)	(6.5)	(0.2%)	(11.3)	(1.0%)	(11.9)	(0.6%)	(23.2)	(0.8%)
EBT	218.3	17.8%	668.9	35.1%	887.2	28.3%	257.1	20.9%	652.7	34.7%	909.8	29.3%	206.5	18.2%	664.2	35.9%	870.6	29.2%
Taxes	(64.8)	(5.3%)	(195.7)	(10.3%)	(260.5)	(8.3%)	(76.4)	(6.2%)	(193.9)	(10.3%)	(270.2)	(8.7%)	(61.1)	(5.4%)	(197.6)	(10.7%)	(258.7)	(8.7%)
Tax rate	29.7%		29.3%		29.4%		29.7%		29.7%		29.7%		29.6%		29.8%		29.7%	
GROUP NET RESULT	153.5	12.5%	473.2	24.8%	626.7	20.0%	180.7	14.7%	458.9	24.4%	639.6	20.6%	145.4	12.8%	466.6	25.3%	611.9	20.5%
YoY performance	(15%)		3%		(2%)		+24%		(2%)		+5%		(31%)		+18%		+1%	

2025 REVENUES QUARTERLY PERFORMANCE

	Q1			Q2			Q3			Q4		
	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX
EUR m												
MONCLER	721.8	705.0	2%	317.2	336.3	(2%)	514.2	532.0	(1%)	1,167.7	1,134.1	6%
STONE ISLAND	107.3	113.0	(5%)	79.4	75.9	+6%	101.4	103.6	0%	123.1	109.2	16%
GROUP TOTAL	829.0	818.0	1%	396.6	412.2	(1%)	615.6	635.5	(1%)	1,290.8	1,243.2	7%

	Q1			Q2			Q3			Q4		
	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX
EUR m												
DTC	630.5	608.5	4%	252.7	267.3	(1%)	372.3	384.3	0%	1,104.2	1,071.9	7%
WHOLESALE	91.3	96.5	(5%)	64.5	69.0	(6%)	142.0	147.7	(4%)	63.6	62.2	2%
MONCLER	721.8	705.0	2%	317.2	336.3	(2%)	514.2	532.0	(1%)	1,167.7	1,134.1	6%
ASIA	380.8	362.6	6%	145.0	150.4	0%	226.9	237.8	0%	663.4	628.2	11%
EMEA	244.3	245.9	(1%)	121.1	134.6	(8%)	215.5	222.8	(4%)	332.8	345.9	(3%)
AMERICAS	96.7	96.4	(2%)	51.1	51.3	5%	71.8	71.4	5%	171.5	160.0	9%
MONCLER	721.8	705.0	2%	317.2	336.3	(2%)	514.2	532.0	(1%)	1,167.7	1,134.1	6%

	Q1			Q2			Q3			Q4		
	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX	2025	2024	25 vs 24 cFX
EUR m												
DTC	55.3	49.4	12%	43.9	43.2	3%	46.0	43.1	11%	81.3	73.2	16%
WHOLESALE	52.0	63.6	(19%)	35.6	32.6	9%	55.4	60.5	(8%)	41.8	35.9	17%
STONE ISLAND	107.3	113.0	(5%)	79.4	75.9	6%	101.4	103.6	0%	123.1	109.2	16%
ASIA	31.2	27.4	15%	21.1	19.3	13%	21.9	21.4	9%	42.1	37.1	22%
EMEA	69.4	77.7	(11%)	53.8	51.2	5%	72.9	75.0	(3%)	72.5	65.0	12%
AMERICAS	6.6	8.0	(18%)	4.5	5.4	(11%)	6.6	7.1	(3%)	8.5	7.0	26%
STONE ISLAND	107.3	113.0	(5%)	79.4	75.9	6%	101.4	103.6	0%	123.1	109.2	16%

2025 REVENUES YTD PERFORMANCE

	Q1			25 vs 24			HI			25 vs 24			9M			25 vs 24			FY			25 vs 24		
	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX			
EUR m	721.8	705.0	2%	1,039.0	1,041.3	1%	1,553.2	1,573.3	0%	2,720.9	2,707.3	3%	2,720.9	2,707.3	3%	2,720.9	2,707.3	3%	2,720.9	2,707.3	3%			
MONCLER	721.8	705.0	2%	1,039.0	1,041.3	1%	1,553.2	1,573.3	0%	2,720.9	2,707.3	3%	2,720.9	2,707.3	3%	2,720.9	2,707.3	3%	2,720.9	2,707.3	3%			
STONE ISLAND	107.3	113.0	(5%)	186.7	188.9	(1%)	288.1	292.4	(1%)	411.2	401.6	4%	411.2	401.6	4%	411.2	401.6	4%	411.2	401.6	4%			
GROUP TOTAL	829.0	818.0	1%	1,225.7	1,230.2	1%	1,841.3	1,865.7	0%	3,132.1	3,108.9	3%												

	Q1			25 vs 24			HI			25 vs 24			9M			25 vs 24			FY			25 vs 24		
	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX			
EUR m	630.5	608.5	4%	883.2	875.7	2%	1,255.4	1,260.0	1%	2,359.6	2,331.9	4%	2,359.6	2,331.9	4%	2,359.6	2,331.9	4%	2,359.6	2,331.9	4%			
DTC	630.5	608.5	4%	883.2	875.7	2%	1,255.4	1,260.0	1%	2,359.6	2,331.9	4%	2,359.6	2,331.9	4%	2,359.6	2,331.9	4%	2,359.6	2,331.9	4%			
WHOLESALE	91.3	96.5	(5%)	155.8	165.5	(6%)	297.8	313.2	(5%)	361.3	375.4	(4%)	361.3	375.4	(4%)	361.3	375.4	(4%)	361.3	375.4	(4%)			
MONCLER	721.8	705.0	2%	1,039.0	1,041.3	1%	1,553.2	1,573.3	0%	2,720.9	2,707.3	3%												
ASIA	380.8	362.6	6%	525.7	513.0	4%	752.6	750.8	3%	1,416.0	1,379.0	7%	1,416.0	1,379.0	7%	1,416.0	1,379.0	7%	1,416.0	1,379.0	7%			
EMEA	244.3	245.9	(1%)	365.4	380.6	(3%)	581.0	603.4	(4%)	913.8	949.3	(3%)	913.8	949.3	(3%)	913.8	949.3	(3%)	913.8	949.3	(3%)			
AMERICAS	96.7	96.4	(2%)	147.9	147.7	1%	219.6	219.1	2%	391.1	379.0	5%	391.1	379.0	5%	391.1	379.0	5%	391.1	379.0	5%			
MONCLER	721.8	705.0	2%	1,039.0	1,041.3	1%	1,553.2	1,573.3	0%	2,720.9	2,707.3	3%												

	Q1			25 vs 24			HI			25 vs 24			9M			25 vs 24			FY			25 vs 24		
	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX	2025	2024	cFX			
EUR m	55.3	49.4	12%	99.1	92.6	8%	145.1	135.7	9%	226.4	208.9	11%	226.4	208.9	11%	226.4	208.9	11%	226.4	208.9	11%			
DTC	55.3	49.4	12%	99.1	92.6	8%	145.1	135.7	9%	226.4	208.9	11%	226.4	208.9	11%	226.4	208.9	11%	226.4	208.9	11%			
WHOLESALE	52.0	63.6	(19%)	87.6	96.3	(9%)	143.0	156.7	(9%)	184.8	192.7	(4%)	184.8	192.7	(4%)	184.8	192.7	(4%)	184.8	192.7	(4%)			
STONE ISLAND	107.3	113.0	(5%)	186.7	188.9	(1%)	288.1	292.4	(1%)	411.2	401.6	4%												
ASIA	31.2	27.4	15%	52.3	46.7	14%	74.2	68.1	13%	116.3	105.2	16%	116.3	105.2	16%	116.3	105.2	16%	116.3	105.2	16%			
EMEA	69.4	77.7	(11%)	123.3	128.9	(5%)	196.2	203.9	(4%)	268.7	268.9	0%	268.7	268.9	0%	268.7	268.9	0%	268.7	268.9	0%			
AMERICAS	6.6	8.0	(18%)	11.1	13.3	(15%)	17.7	20.5	(11%)	26.2	27.5	(2%)	26.2	27.5	(2%)	26.2	27.5	(2%)	26.2	27.5	(2%)			
STONE ISLAND	107.3	113.0	(5%)	186.7	188.9	(1%)	288.1	292.4	(1%)	411.2	401.6	4%												

FINANCIAL CALENDAR, SHAREHOLDING, IR CONTACTS

FINANCIAL CALENDAR

21.04.2026	Q1 2026 Interim Management Statement & AGM
22.07.2026	HI 2026 Financial Results
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%	14.1
Venezio Investments Pte. Ltd.	4.5%	12.4
Treasury Shares	1.2%	3.2
Other Shareholders	57.2%	157.1
TOTAL	100.0%	274.8

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(1) Last update 18.11.2025. Source Consob.

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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.