



MONCLER

FUELLING PAST INTO FUTURE

# COMPANY OVERVIEW



OUR STORY IS MADE OF

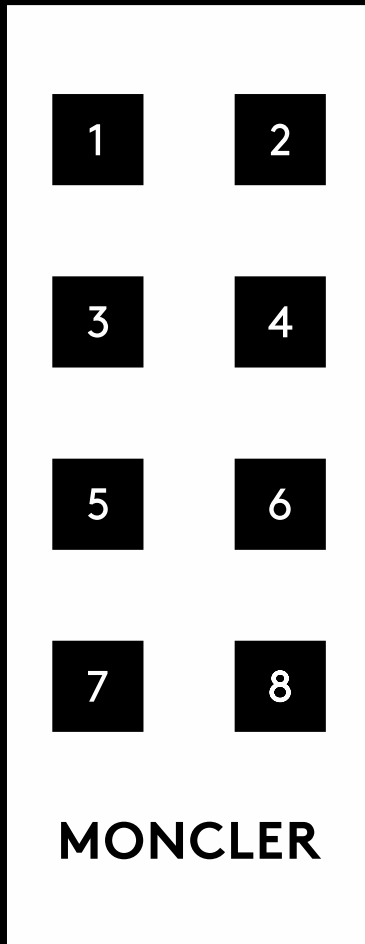
HERITAGE

UNIQUENESS

QUALITY

CONSISTENCY

ENERGY



1 / FLEXIBILITY

2 / EVOLUTION

3 / MULTIPLICITY

4 / UNIQUENESS

5 / CREATIVITY

6 / NEW CODES

7 / A NEW KIND  
OF COMMUNITY

8 / ENERGY

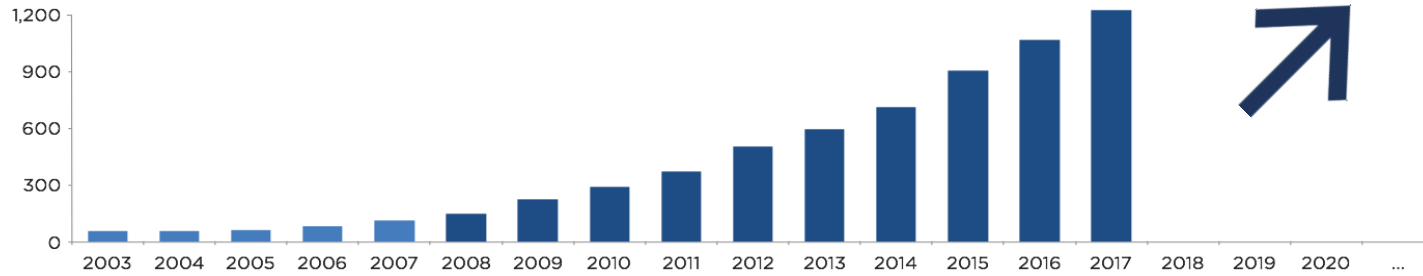


- **Know-how to make it work**
- **Creativity and multiplicity  
to make it magic**
- **Simplicity to make it happen**

# A NEW PHASE STARTS IN 2018...



Revenues  
(Eur M)



## PRODUCT



## DISTRIBUTION



## CLIENT



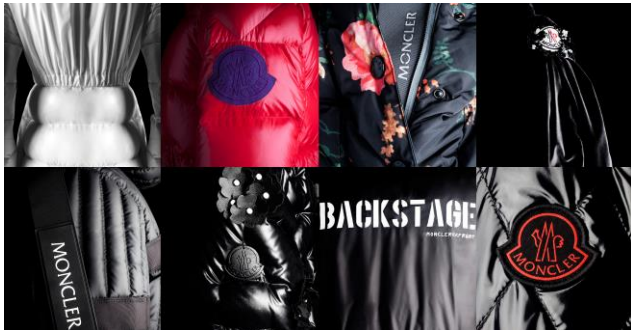
## COMMUNICATION





**PRODUCT**

Today we have stronger collections



**DISTRIBUTION**

Today we have a higher quality retail network and a finer wholesale distribution



**CLIENT**

Today we know our clients better



**WE ARE READY TO FACE THE NEW CHALLENGES**



### UNIQUE POSITIONING

Moncler's unique heritage represents the Group's main asset. Heritage, quality, uniqueness, creativity and consistency define and characterize Moncler's products, making them timeless, while still in constant evolution

### GLOBAL BRAND

Moncler's growth strategy has been and will continue to be inspired by two key principles: being a global brand and not having filters with the market. Today Moncler revenues are generated in 75 countries with a significant control over the business

### DIRECT RELATIONSHIP WITH CLIENTS

Engaging directly with clients through every channel and touchpoint, involving them, and understanding their expectations is a cornerstone of the relationship that Moncler strives to develop with its clients to never stop surprising them

### DIGITAL CHANNEL

Moncler considers digital as a crucial and indispensable tool for brand communication and business growth at global level, in an omni-channel perspective

### SELECTIVE PRODUCT EXPANSION

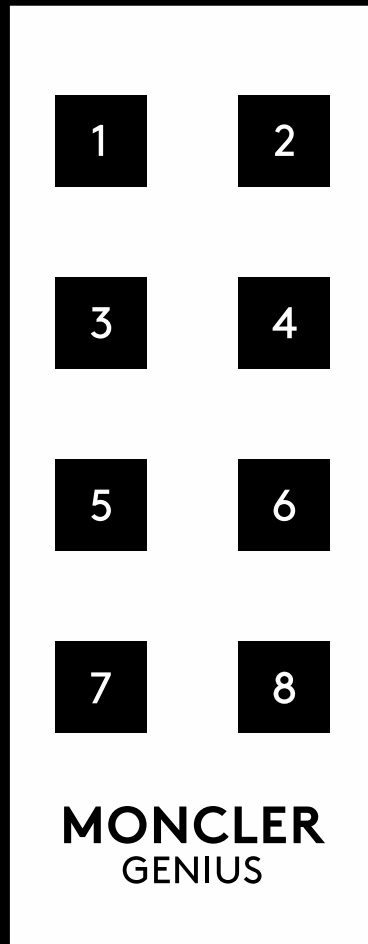
Moncler has consolidated its position as a worldwide leader in the premium down jacket segment. The Group is now selectively expanding into complementary product's segments in which it has, or can surely achieve, high recognition and in-depth know-how

### SUSTAINABLE GROWTH

Moncler has been progressively strengthening its commitment to long-term sustainable and responsible growth, as a means to further meet stakeholder expectations and create shared value

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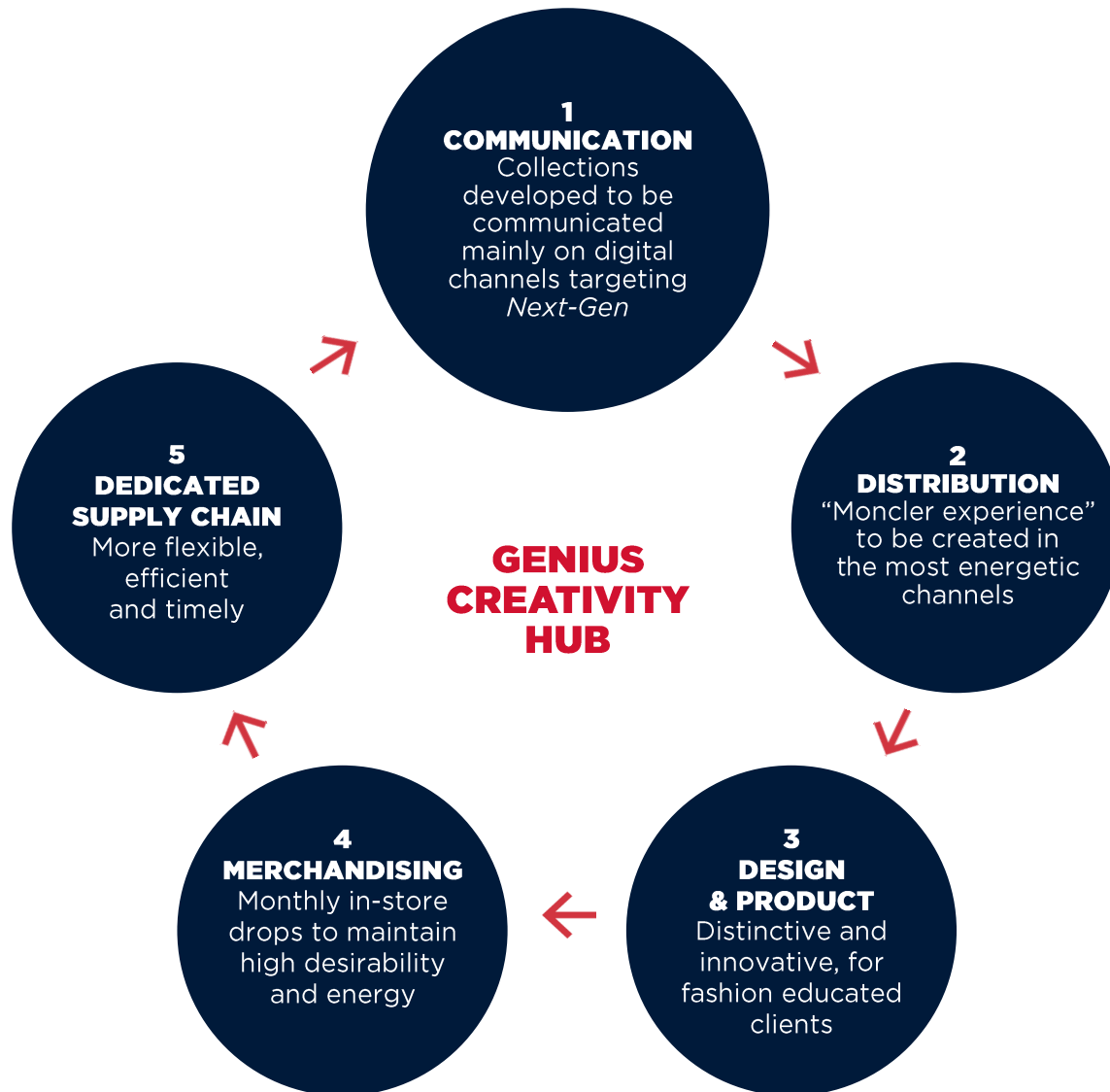




## ONE HOUSE, DIFFERENT VOICES

Eight different projects defining the unity of Moncler Genius

- 1 Moncler Pierpaolo Piccioli
- 2 Moncler 1952
- 3 Moncler Grenoble
- 4 Moncler Simone Rocha
- 5 Moncler Craig Green
- 6 Moncler Noir Kei Ninomiya
- 7 Moncler Fragment Hiroshi Fujiwara
- 8 Moncler Palm Angels



## PRODUCT EVOLUTION: OUR MAIN GOALS



### OUTERWEAR MAIN COLLECTION

- Main collection our milestone
- “Icons Lab” a new project in order to continue to reinvent our DNA including customisation



### KNITWEAR

- Further enhance design & merchandise
- Continue to increase visibility in store



### FOOTWEAR & LEATHER GOODS

- Reinforce design team and organisation
- Complete DOS penetration



### GRENOBLE

- One collection, all year long
- “Moncler Lab” for innovative materials



### SOFT ACCESSORIES

- Work on creativity and merchandise
- Improve in-store visibility



### ENFANT

- Reinforce leadership in outerwear with a stronger focus on girl and complementary categories
- Expand retail and online distribution





Our focus is to leverage on Moncler's global network to create experience

We want Moncler stores to convey values and uniqueness in a personalised way

Our mission is to create a global, connected and integrated community

### FOUR PILLARS:

**1**  
**IN-STORE EXPERIENCE**

**2**  
**MOUNTAIN DNA**

**3**  
**TRAVEL RETAIL**

**4**  
**DIGITAL**

### Our goals:

- strengthen organic growth
- boost digital
- integrate channels



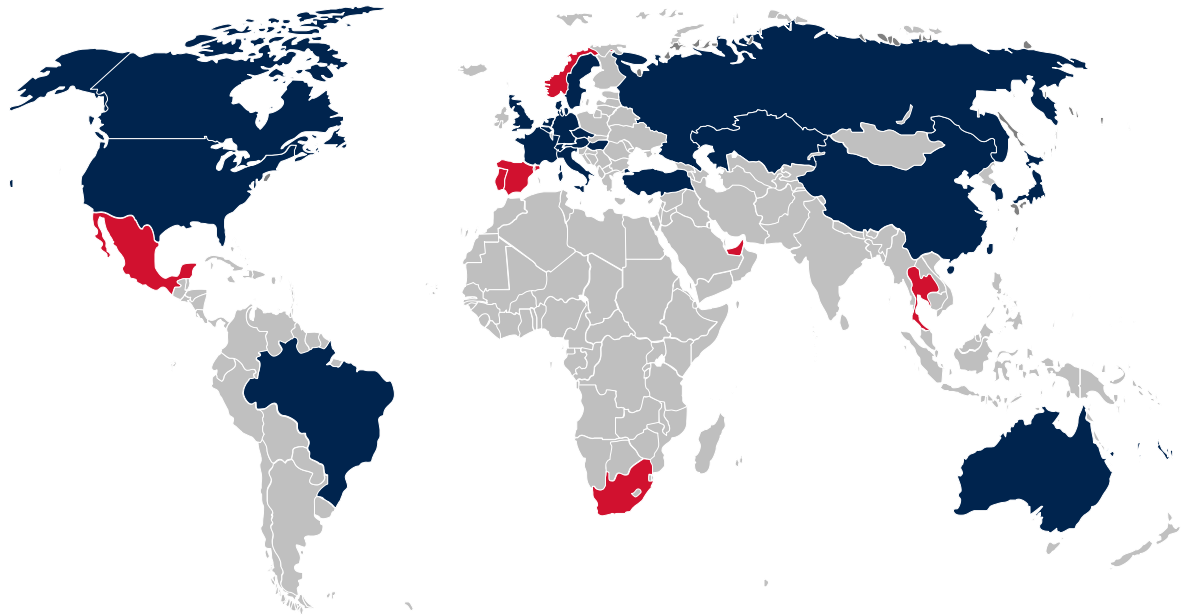
Selected new openings and relocations' effort to continue to drive revenues

Strong focus on new clients while continuing to increase loyalty value, repurchase rate and UPT

Reinforced focus on organic growth

### Our goals:

- enter c.2 new countries per year
- at least 10 new openings per annum
- on-going relocations



■ Existing markets to further develop ■ New markets

## WHOLESALE: STRONG FOCUS ON SIS AND E-TAILERS



SiS development and e-tailers to continue to drive results

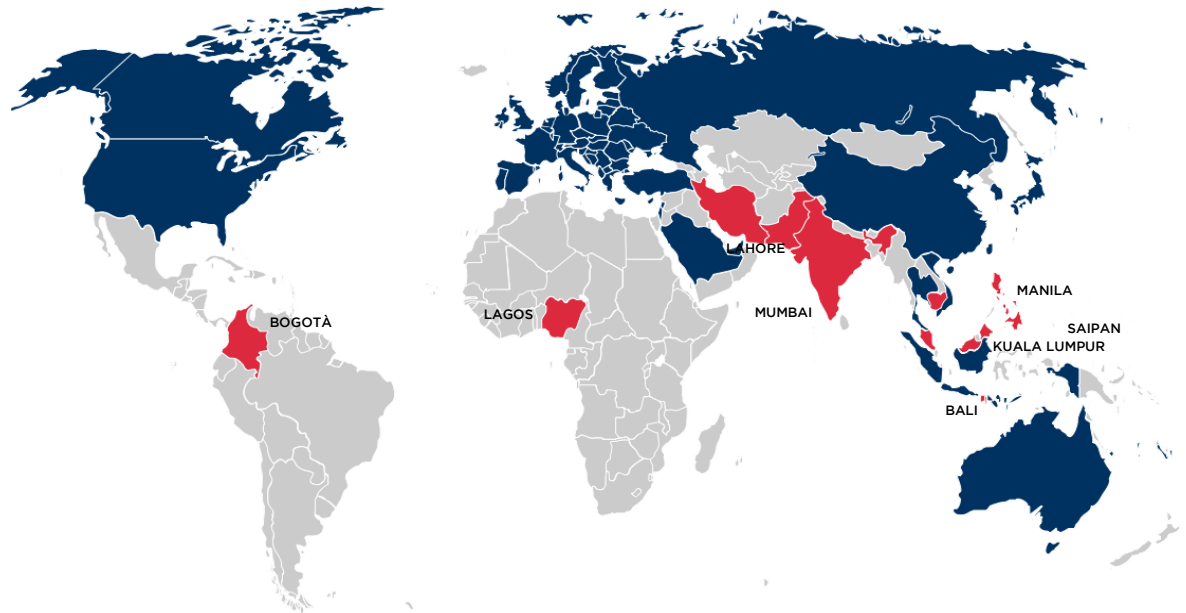
Some 15 new SiS p.a. expected, including stores in important high-traffic airports

All regions to contribute to the SiS network development

Expected to increase penetration on selected top e-tailers

Doors selection process still ongoing

Wholesale as tester of new markets



**One goal: to increase wholesale revenues high single-digit**

■ Existing markets to further develop ■ New markets



**SELLING EXPERIENCE**

Client Advisors mainly «offering» Moncler products

Worked on client experience, people and in-store operations

Client Advisors true Brand's ambassadors. Omnichannel KPIs in place

**CLIENT**

Limited knowledge and interaction outside selling experience

Focus on data collection. MonClient roll-out

Deep knowledge and interaction with clients

**COMMUNICATION**

Corporate communication. CRM started

Personalised communication between Client Advisors and clients. MonClient Moments

Digital is key to talk to our clients. CRM enhanced tools to be implemented (one integrated device)

**Obsessed with quality,  
focused on time to market**





### OUR MISSION

Moncler wants to **continue to deliver the best-in-class products** with the **highest quality standards** and the **most innovative design at the planned time**



### KEY FOCUS AREAS

- 1  
MONCLER GENIUS
- 2  
PROCESSES OPTIMISATION
- 3  
KNITWEAR, SHOES AND LEATHER GOODS
- 4  
MONCLER CLINIQUE

Moncler wants to remain at the leading-edge of quality and innovation



## OUR MISSION:

### RESPONSIBLE SOURCING

- Down traceability: continue to enhance our DIST protocol as point of reference
- Stringent ethical requirements for all suppliers
- Pursuing a philosophy of continuous improvements, sharing and support

### #PROUDTOBEMONCLER

- Employee engagement activities
- Best talents program
- Promote employee wellbeing and foster work-life balance

### COMMUNITY SUPPORT

- Support to scientific research
- Local communities initiatives for social and economic development
- New generations as main focus in our projects