

# MONCLER: MORE THAN 65 YEARS OF UNIQUE HERITAGE



## HISTORY



## VALUES AND PURPOSE



## BUSINESS OUTLOOK AND STRATEGY

At the end of 2019 a novel coronavirus, Covid-19, was first reported in Wuhan, in China, and from there it spread in many countries in the world. In most of these states, governments adopted stringent measures to limit the virus transmission which also affected Moncler's business.

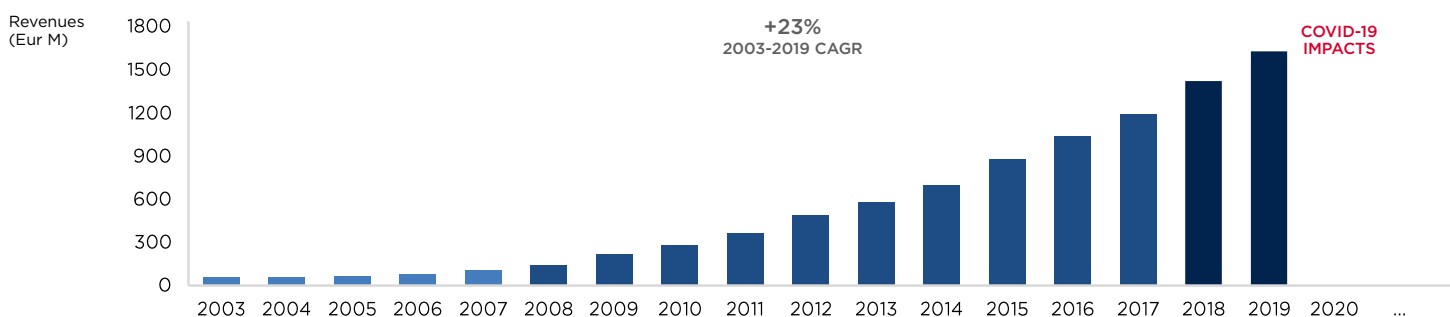
For the year 2020, management confirms that, consistent with the uncertainties related to the duration of this situation and within the limits of the actions taken to contain its negative effects, the following strategic lines will be implemented.



## COVID-19 ACTIONS

PEOPLE	<p><b>Covid-19 protocol.</b> People in the HQs and regional offices started to return to work from July following the implementation of stringent Covid-19 protocols and severe sanitary procedures. Regular testing swabs have been granted to all employees. Surgical masks manufacturing has continued for Moncler's employees and for the local community</p> <p><b>Remuneration.</b> Same level of salary guaranteed to all Moncler's people worldwide also in Q3 2020</p>
BRAND AND CLIENTS	<p><b>Communication.</b> Reset of content and tone of voice in line with current global situation. <i>Moncler Genius</i> collections successfully launched with strong focus on digital</p> <p><b>Clients.</b> Knowing how to communicate, engage and stay tuned with clients, in particular with the domestic ones, will define the sector's winners. <i>Business Regional Summits</i> organised in October, for the first time entirely digital</p>
OPEX AND CAPEX	<p><b>Core projects.</b> Digital and e-commerce remain Moncler's priorities. North America e-commerce internalization successfully completed at the beginning of October</p> <p><b>Costs.</b> Strict cost control measures in place. Temporary employees reduced in stores for the FW months, in particular in Europe. Rent renegotiations ongoing</p> <p><b>Rigour.</b> <i>Cash is king</i> is more important than ever today. Moncler has always been managed to safeguard Brand's health and cash generation. Today this rigour remains as strong as ever</p>
SUSTAINABILITY PLAN	<p>Moncler <b>"Born to protect"</b>. Act on Climate Change; Think Circular; Be Fair; Nurture Genius; Give Back</p>

## COVID-19 PANDEMIC IS ENHANCING UNCERTAINTIES ON 2020 RESULTS

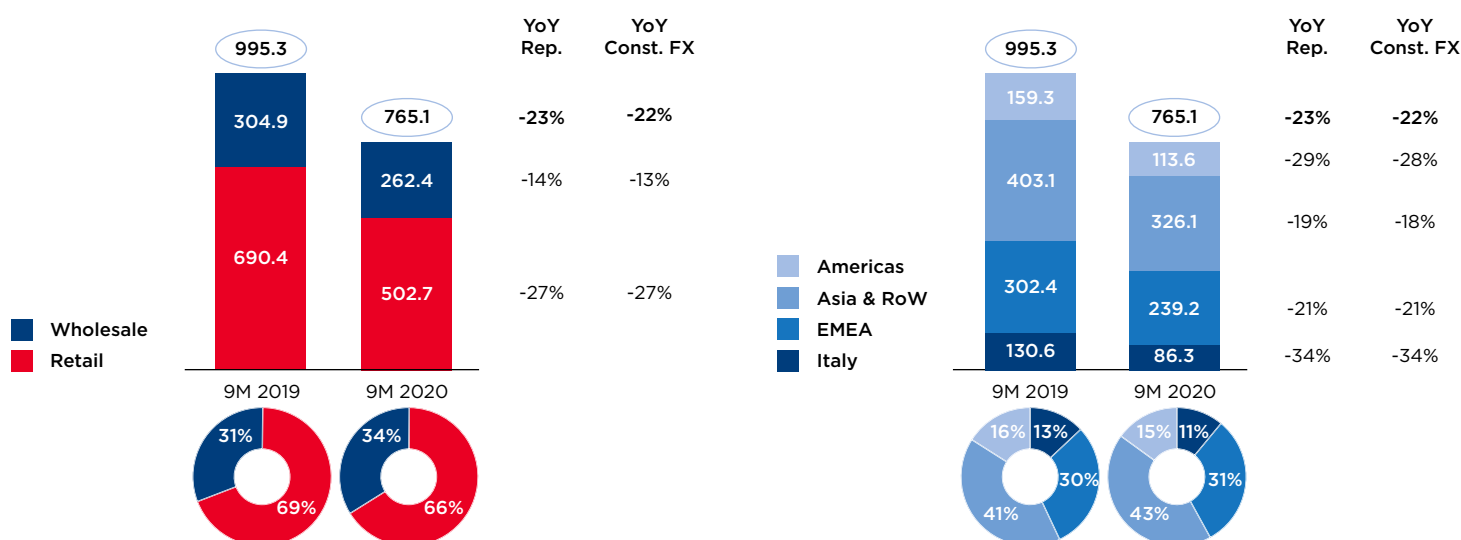


Moncler is ready to restart stronger post Covid-19





## 9M 2020 REVENUE ANALYSIS



## 2017–2020 FINANCIAL RESULTS: KEY HIGHLIGHTS

Eur m	FY 2017		FY 2018		FY 2019		H1 2019*		H1 2020*	
Revenues	1,193.7	100.0%	1,420.1	100.0%	1,627.7	100.0%	570.2	100.0%	403.3	100.0%
YoY performance	+15%		+19%		+15%		+16%		-29%	
by distribution channel										
Retail	892.4	75%	1,086.5	77%	1,256.9	77%	437.1	77%	300.5	75%
Wholesale	301.3	25%	333.6	23%	370.8	23%	133.2	23%	102.8	25%
by geographical area										
Italy	149.3	13%	167.8	12%	185.0	11%	68.5	12%	41.9	11%
EMEA (excl. Italy)	352.4	30%	407.6	29%	463.5	29%	168.9	29%	130.0	32%
Asia & Row	495.5	41%	616.1	43%	715.2	44%	249.3	44%	181.7	45%
Americas	196.5	16%	228.5	16%	263.9	16%	83.6	15%	49.8	12%
Gross Margin	917.5	76.9%	1,099.8	77.4%	1,265.0	77.7%	437.2	76.7%	279.6	69.3%
EBIT	340.9	28.6%	414.1	29.2%	475.4	29.2%	102.6	18.0%	(35.5)	-8.8%
Net result	249.7	20.9%	332.4	23.4%	361.5	22.2%	70.0	12.3%	(31.6)	-7.8%
CAPEX	72.5		91.5		120.8		41.0		36.7	
Net Cash/(Debt)	304.9		450.1		662.6		395.7**		595.1**	
Retail stores (#)	181		193		209		196		213	

(\*) Including IFRS 16 impacts; (\*\*) As of 30 June 2020 the Group accounted lease liabilities for 622.9 million euros compared to 561.9 million euros as of 30 June 2019

## SUSTAINABILITY: FY 2019 KEY HIGHLIGHTS

- 100% of purchased down was DIST certified
- 100% of outerwear manufacturers audited on ethical aspects in 2017-2019
- 1° bio-based and carbon neutral down jacket and launch of a range of recycle garments
- 98% of stores with LED lighting
- 100% of electricity derived from renewable resources in Italy
- 31% of employees under the age of 30
- 56% women in management
- 100% of employees covered by OHSAS 18001 health and safety certification
- 2.8 million euros invested in local communities



## CORPORATE GOVERNANCE: LATEST KEY HIGHLIGHTS

- Remuneration policy**  
New long-term incentive system approved with the new 2020 Performance Shares Plan
- Renewal of the Board of Statutory Auditors**  
2 women out of 3 in place until the approval of FY 2022 Financial Results

### SHAREHOLDING

Ruffini Partecipazioni S.r.l.	22.5%
BlackRock Inc.	5.0%
Invesco Ltd	3.0%
Morgan Stanley Asia Limited	3.0%
Treasury Shares	2.2%
Market	64.3%

### FINANCIAL CALENDAR

Thursday, 18 February 2021  
**FY 2020 Financial Results**  
 Thursday, 22 April 2021  
**AGM – Q1 2021 Interim Management Statement**  
 Thursday, 27 July 2021  
**H1 2021 Financial Results**  
 Thursday, 28 October 2021  
**9M 2020 Interim Management Statement**

### INVESTOR RELATIONS CONTACTS

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