



# MONCLER

FY 2019 Financial Results

PUSH FOR HIGHER PEAKS

BRING OTHER VOICES IN

EMBRACE CRAZY

KEEP WARM

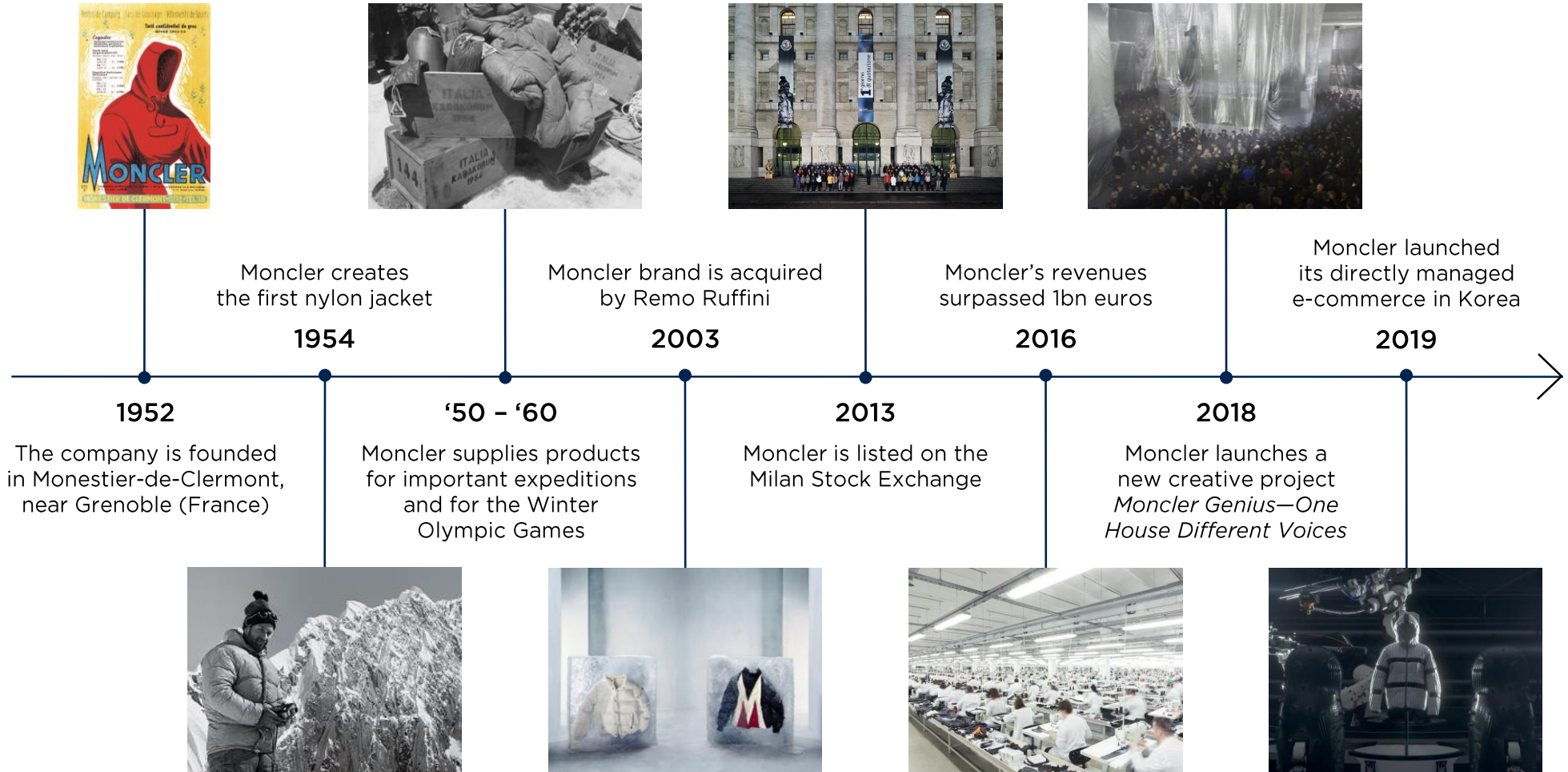
PLAN BEYOND TOMORROW

EMBRACE  
THE  
EXTRAORDINARY  
AND  
DISCOVER  
THE  
GENIUS  
WITHIN



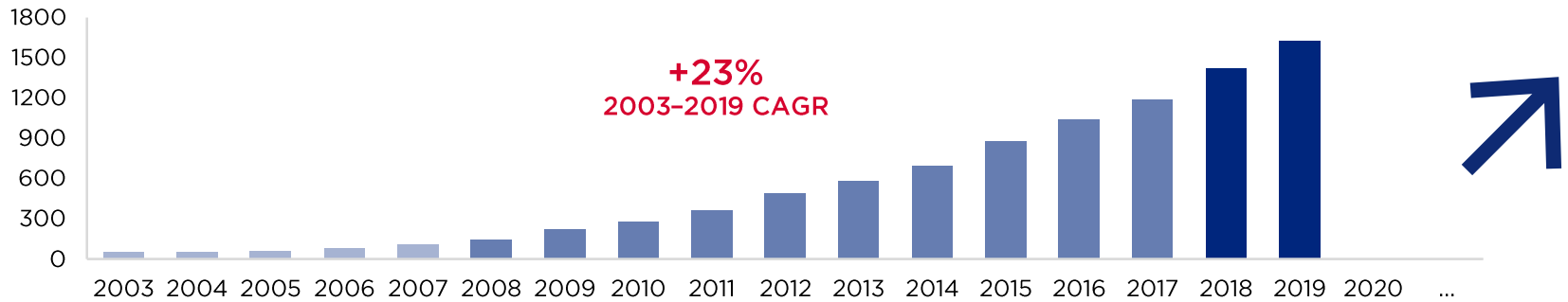
# COMPANY OVERVIEW

# OUR STORY IS MADE OF HERITAGE, UNIQUENESS, QUALITY, CONSISTENCY AND ENERGY



# A NEW ERA BEGAN

Revenues (Eur M)



2003-2007 5 years of re-engineering	2008-2017 10 years of expansion	2018 and beyond: The era of digitalisation
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PRODUCT

Icon products, outerwear	Gammes, new categories	GENIUS
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DISTRIBUTION

Wholesale enhancement	Retail development	Omnichannel
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CLIENT

New high-end segments	New Nationalities	New attitudes
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COMMUNICATION

Traditional media	Tailored/CRM communication	Digital
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# PRODUCT EVOLUTION: ENLARGING CORE BUSINESS WITH «NEW-CORE» CATEGORIES

## MONCLER MAN AND WOMAN COLLECTIONS

- Our milestone
- Collections in continuous evolution



## GRENOBLE

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

## KNITWEAR

- Further enhancement in design & merchandise
- Continue to reinforce visibility in store



## SOFT ACCESSORIES

- Focus on improving design & merchandise
- Increase visibility in store

## FOOTWEAR & LEATHER GOODS

- Design team and organisation reinforcement
- Leverage more on communication



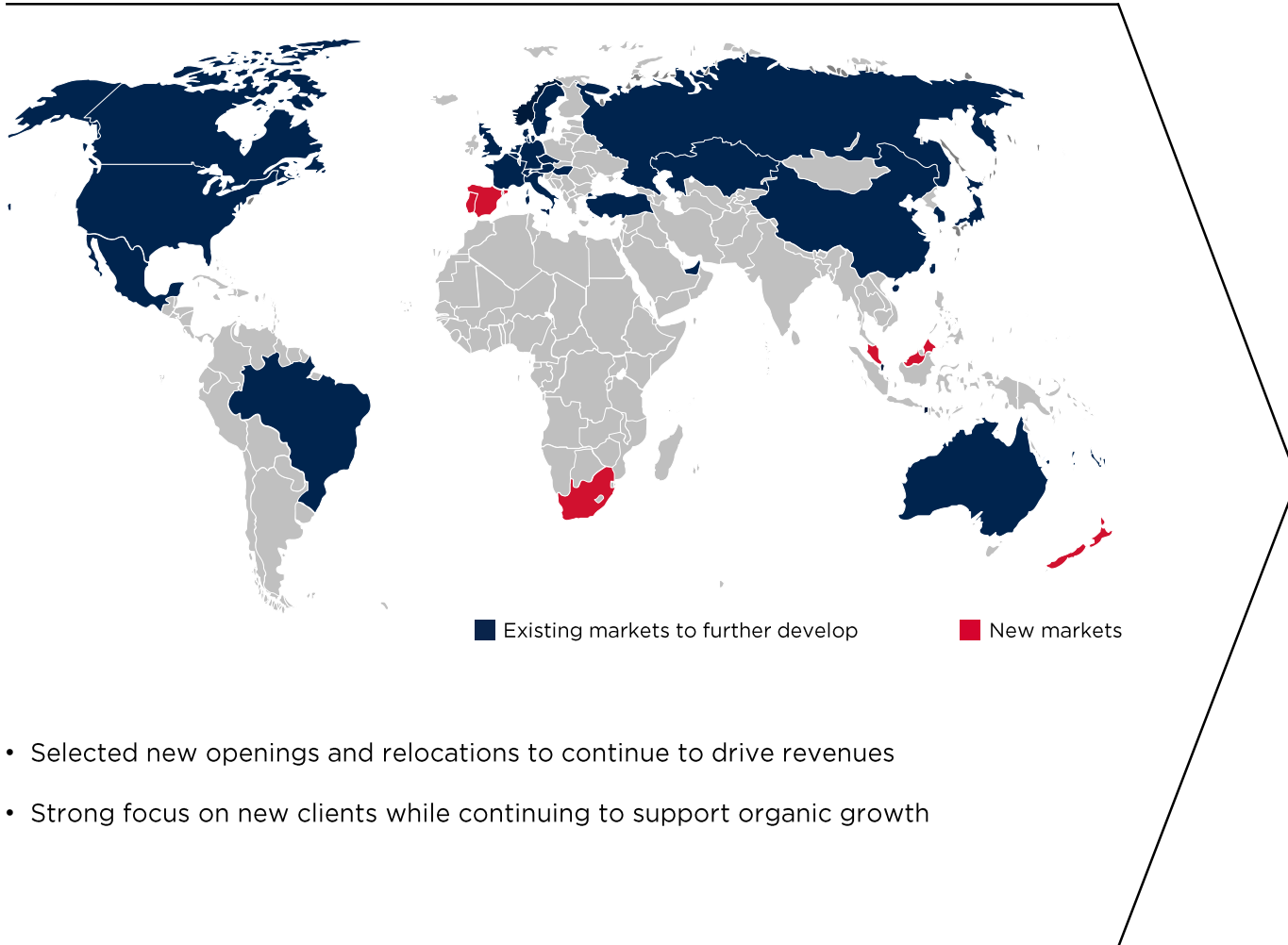
## ENFANT

- Reinforce leadership in outerwear
- Focus on “girl” and on “new-core” categories
- Strengthen retail and online distribution

Our goal: continue to support solid growth in all core categories



## RETAIL: STILL UNEXPLOITED POTENTIAL FROM ORGANIC AND EXPANSION



### OUR GOALS:

- AT LEAST 10 NEW OPENINGS PER ANNUM
- IMPORTANT RELOCATIONS
- COMPLETE FLAGSHIPS NETWORK



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## DIGITAL COMMERCE IS OUR OUTPERFORMING CHANNEL

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DIGITAL  
COMMERCE

DIGITAL  
EXPERIENCE

DIGITAL  
INTELLIGENCE

DIGITAL  
MARKETING

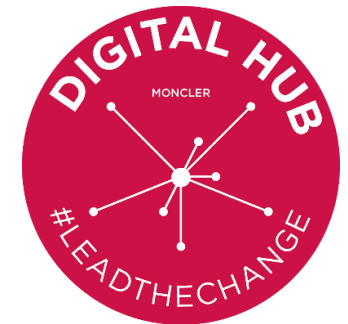
- Moncler.com our first flagship store
- Online revenues have been growing strong double-digit over the past years
- EMEA, Japan and US omnichannel roll-out completed in 2019
- Directly managed Korean e-commerce site launched in June 2019
- Focus on social medias\*, SEO, online media and consumer data driven marketing to drive engagement and conversion on Moncler's website

Note: (\*) Facebook, Instagram, Youtube, Pinterest, Twitter, LinkedIn, WeChat, Weibo, Line, Kakaotalk

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### OUR GOALS:

- NEW WEBSITE
- DOUBLE MONCLER'S ONLINE REVENUES



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## AIRPORTS SHOULD INCREASINGLY CONTRIBUTE TO REVENUES' GROWTH

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Travel retail channel increasingly important also to attract *Next-Gen*

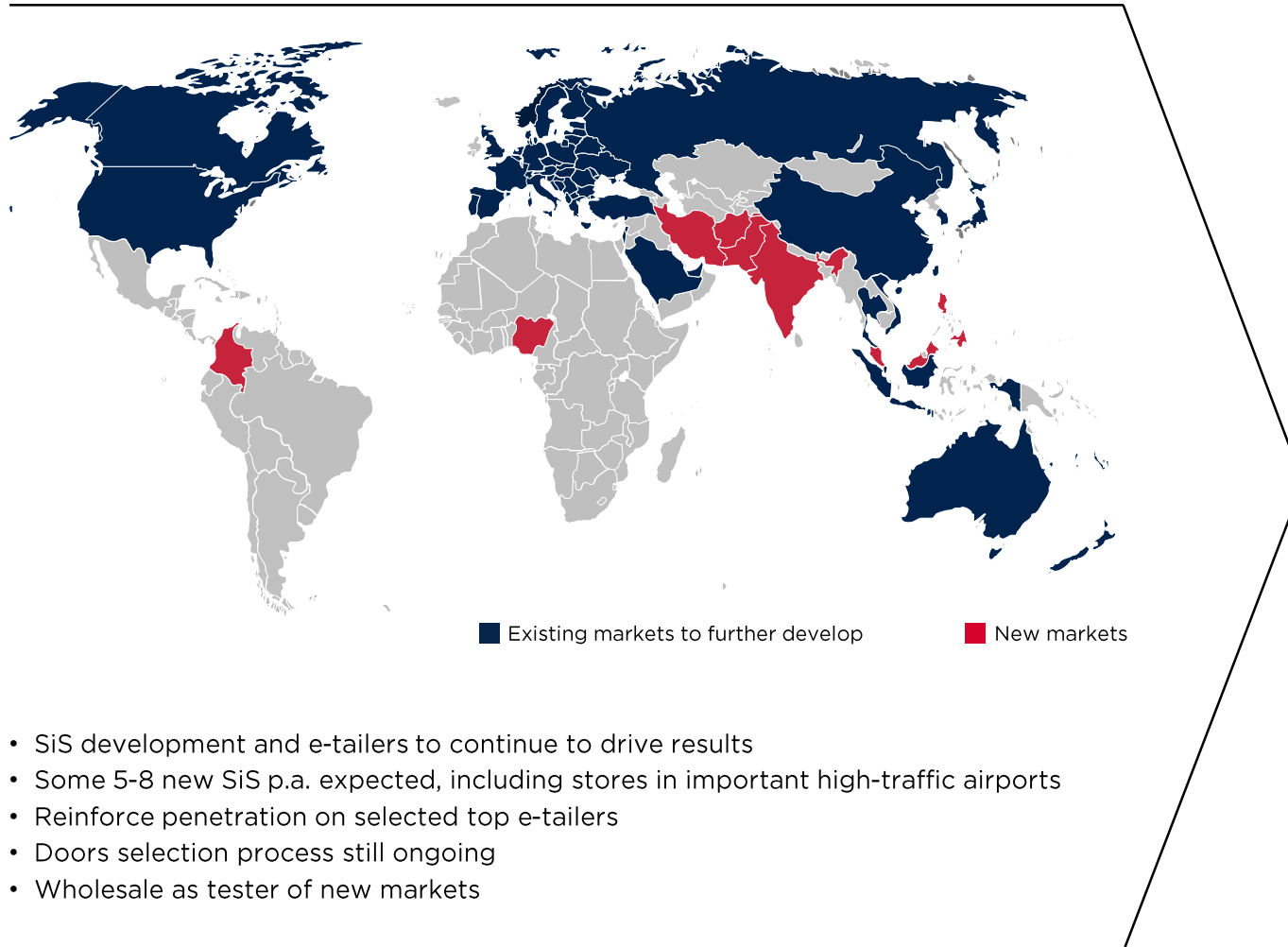
- 20 locations at YE 2019
- Some 25-28 locations expected by 2020

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### OUR FOCUS:

- **SELECTIVELY EXPAND AIRPORT STORES NETWORK**
- **DEVELOP DEDICATED PRODUCTS**
- **INTRODUCE CUSTOMISED VM AND WINDOWS**

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



### OUR GOAL:

- TO FURTHER STRENGTHEN THE QUALITY OF OUR NETWORK
- TO INCREASE REVENUES MID-SINGLE DIGIT

# RETAIL EXCELLENCE 2.0: OUR CLIENT IS OUR MAIN FOCUS EVERYWHERE TO DRIVE ORGANIC GROWTH

2008–2014

2015–2017

2018–2020



## SELLING EXPERIENCE

Client Advisors mainly «offering» Moncler products

Client experience, people and in-store operations at the centre

Client Advisors true Brand's ambassadors  
Omnichannel KPIs

## CLIENT

Limited knowledge and interaction outside selling experience

Focus on data collection  
MonClient roll-out

Deep knowledge and interaction with clients at 360°

## COMMUNICATION

Corporate communication.  
CRM started

Personalised communication between Client Advisors and clients  
MonClient Moments

Enhanced digital experience fully integrated with stores' clienteling  
CRM enhanced



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**SUPPLY CHAIN:  
OBSESSED WITH QUALITY, FOCUSED ON TIME TO MARKET**

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**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**

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**FOUR KEY FOCUS AREAS**

MONCLER GENIUS

PROCESS OPTIMISATION

KNITWEAR, SHOES  
AND LEATHER GOODS

MONCLER CLINIQUE

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

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# SUSTAINABILITY IS A LONG JOURNEY WITH ONE GOAL: CONTINUOUS IMPROVEMENT

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## RESPONSIBLE SOURCING

- Stringent ethical requirements for all suppliers
- Pursuing a philosophy of continuous improvement, sharing and support

## SOCIAL AND ECONOMIC DEVELOPMENT

- Support scientific research and local communities
- New generations as main focus in our projects
- Corporate volunteering programs

## PEOPLE EXPERIENCE

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

## SUSTAINABLE PRODUCT

- Down traceability: continue to enhance our DIST protocol as point of reference
- Introduce low impact products: BIO-based carbon down jacket and range of recycled garments



Moncler enters the **DOW JONES SUSTAINABILITY INDICES WORLD** and **EUROPE** as the **Industry Leader** in the **Textiles, Apparel & Luxury Goods' Sector**



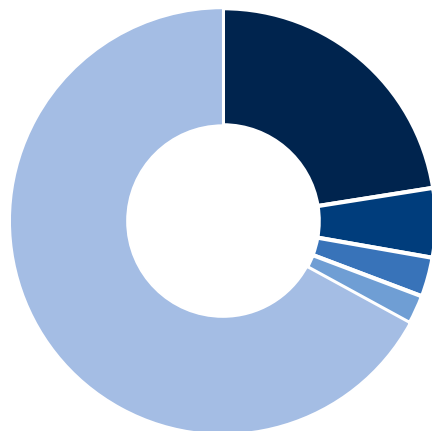
# MONCLER'S FUTURE STARTS NOW

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

**Stay tuned!**

# SHAREHOLDING STRUCTURE, UPCOMING EVENTS, IR CONTACTS

## SHAREHOLDING



- 22.5% Ruffini Partecipazioni S.r.l.
- 5.2% BlackRock Inc.
- 3.0% Morgan Stanley Asia Limited
- 2.2% Treasury Shares
- 67.1% Market

Source: Consob, Moncler

Last update: 7 February 2020

## 2020 Upcoming Events

16 March 2020

Extraordinary Shareholders' Meeting

22 April 2020

Annual Shareholders' Meeting

22 April 2020

Q1 2020 Interim Management Statement

## Investor Relations Team

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