



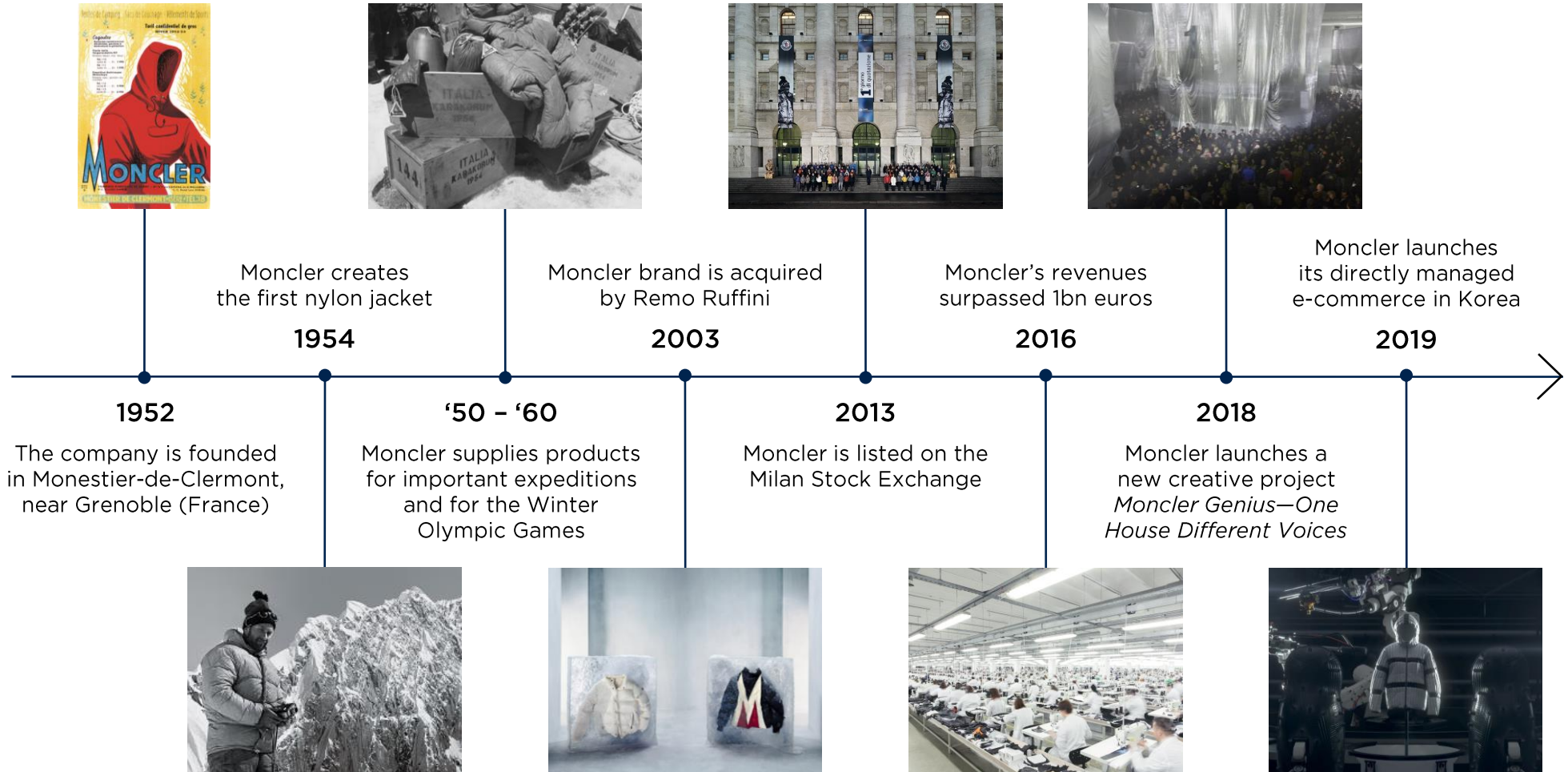
MONCLER

Company Presentation

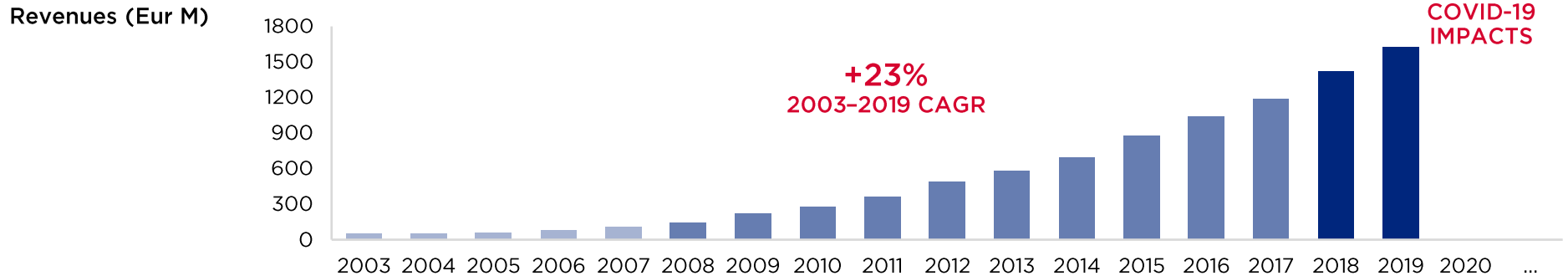
PUSH FOR HIGHER PEAKS
BRING OTHER VOICES IN
EMBRACE CRAZY
KEEP WARM
PLAN BEYOND TOMORROW

EMBRACE EXTRAORDINARY AND DISCOVER THE GENIUS WITHIN

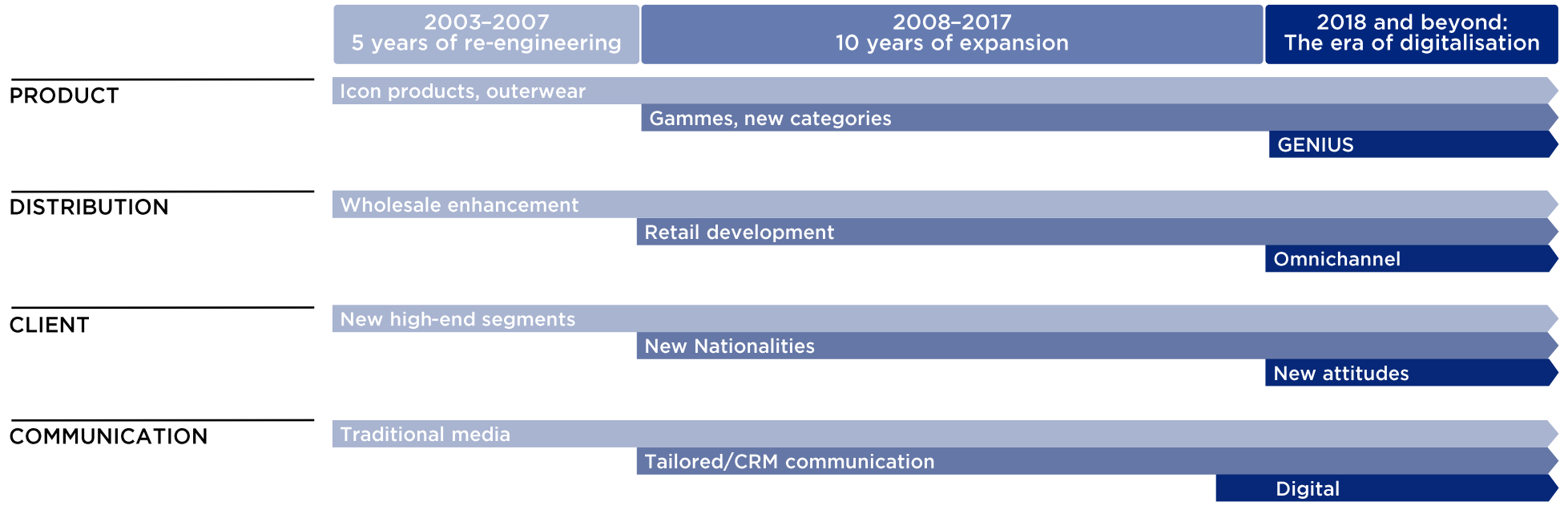
OUR STORY IS MADE OF HERITAGE, UNIQUENESS, QUALITY, CONSISTENCY AND ENERGY



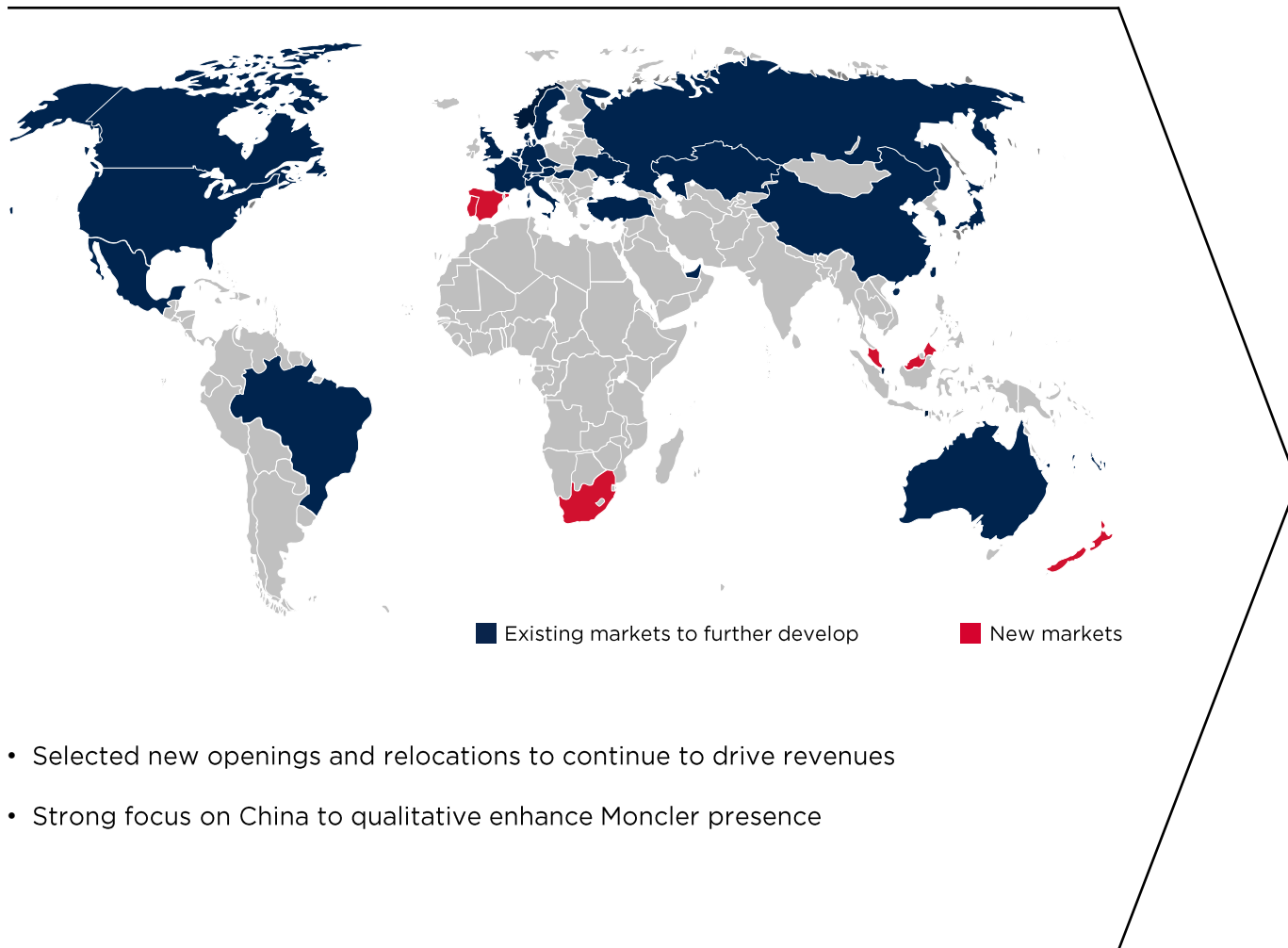
COVID-19 PANDEMIC IS ENHANCING UNCERTAINTIES ON 2020 RESULTS



Moncler is ready to restart stronger post Covid-19



RETAIL: STILL UNEXPLOITED POTENTIAL FROM ORGANIC AND EXPANSION



OUR LONG-TERM GOALS:

- AT LEAST 10 NEW OPENINGS PER ANNUM
- IMPORTANT RELOCATIONS

ACCELERATING ON THE DIGITAL TRANSFORMATION

SPREAD THE DIGITAL CULTURE

- Creation of the “Digital, Engagement and Transformation” department
- Start-ups and collaborations
- Enhance local digital teams in particular in China

STRENGTHEN OMNICHANNEL

- E-commerce internalisation starting in Q4 2020 to end in 2021
- New website in 2021
- Leverage on digital tools to enhance clienteling relationships
- Full omnichannel

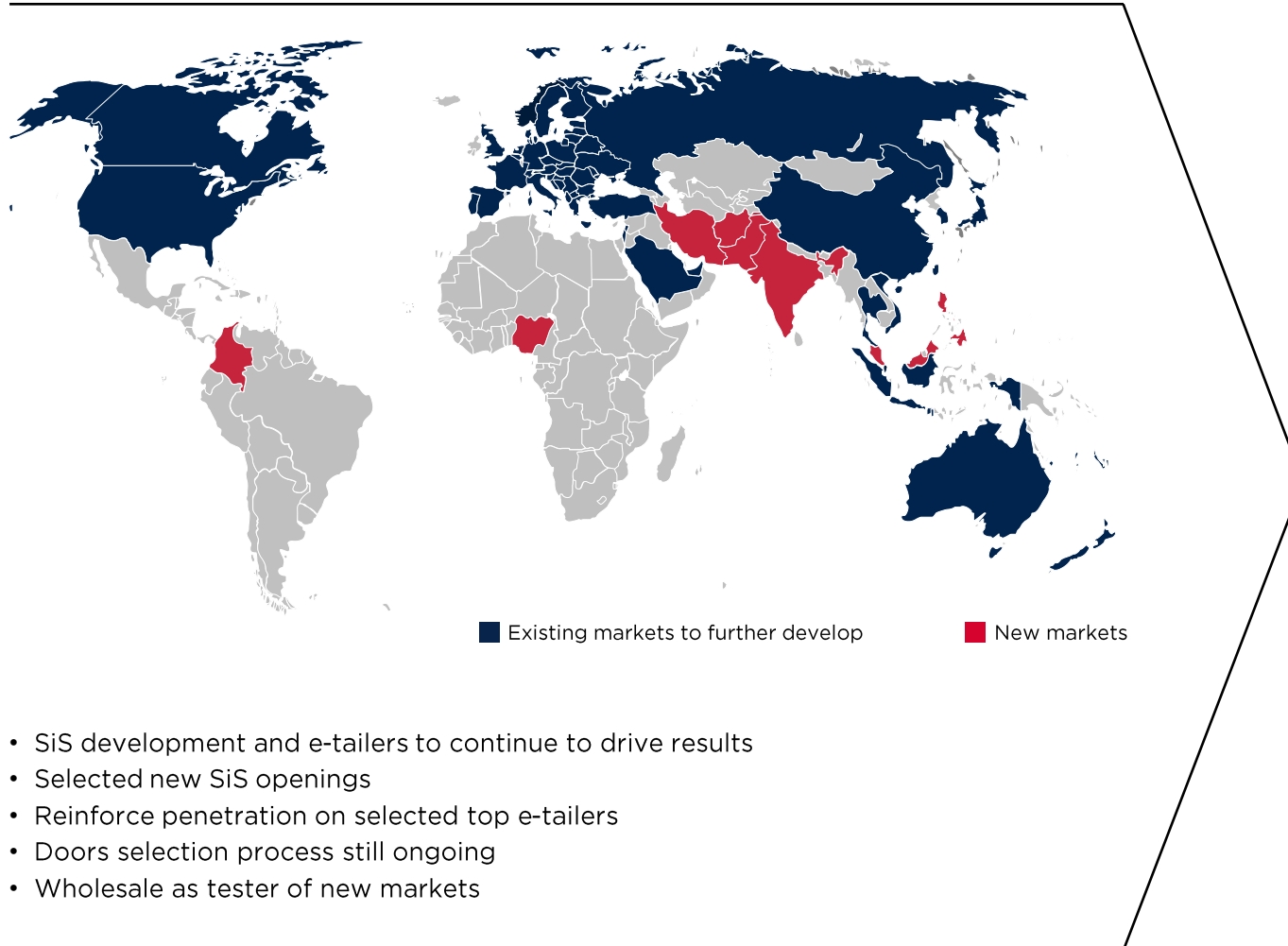
BOOST DIGITAL INTELLIGENCE

- New technological platforms from big data to smart data approach
- Artificial Intelligence application along the whole supply chain

OUR GOAL:

- **DOUBLE THE SHARE OF THE ONLINE BUSINESS IN THE NEXT THREE YEARS**

WHOLESALE: STRONG FOCUS ON SIS AND E-TAILERS



OUR LONG-TERM GOAL:

- FURTHER STRENGTHEN THE QUALITY OF OUR NETWORK
- ENHANCE PARTNERSHIPS WITH SELECTED E-TAILERS

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

2008–2014

2015–2017

2018–2020

INITIAL RETAIL DEVELOPMENT:
FOCUS ON NEW STORES
AND NEW CUSTOMERS

RETAIL EXCELLENCE 1.0:
FOCUS ON EXISTING CLIENTS.
INITIAL INTEGRATION
AMONG CHANNELS

RETAIL EXCELLENCE 2.0:
FOCUS ON OMNICHANNEL

**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



**SUPPLY CHAIN:
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**

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

SUSTAINABILITY IS A LONG JOURNEY WITH ONE GOAL: CONTINUOUS IMPROVEMENT

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**



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