



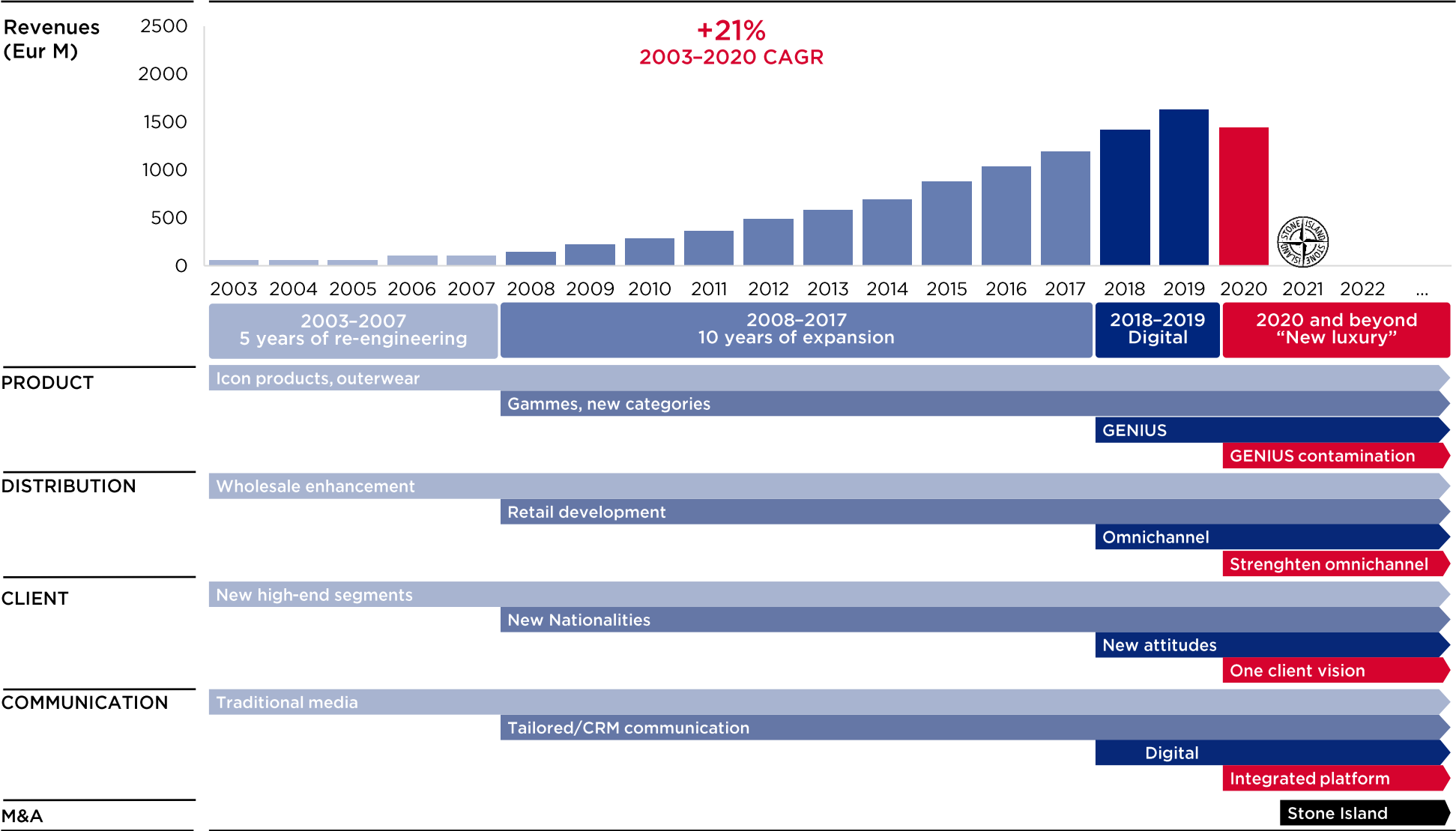
MONCLER

CORPORATE PRESENTATION

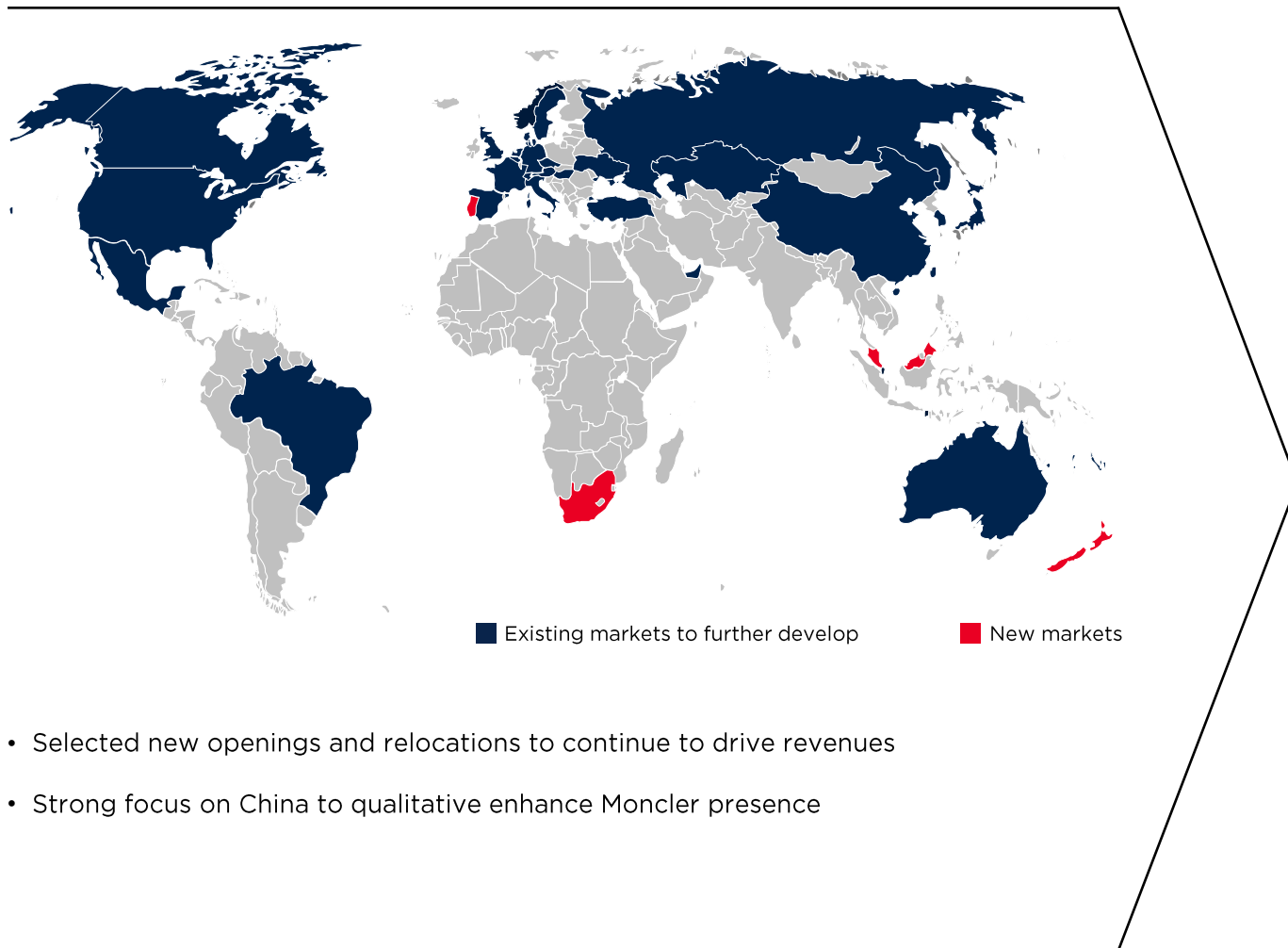
PUSH FOR HIGHER PEAKS
BRING OTHER VOICES IN
EMBRACE CRAZY
KEEP WARM
PLAN BEYOND TOMORROW

EMBRACE EXTRAORDINARY AND DISCOVER THE GENIUS WITHIN

MONCLER IS READY TO CONSOLIDATE IN THE NEW LUXURY



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 started in Q4 2020 to end in 2021
- New website in 2021
- Leverage on digital tools to enhance clienteling relationships
- Full omnichannel

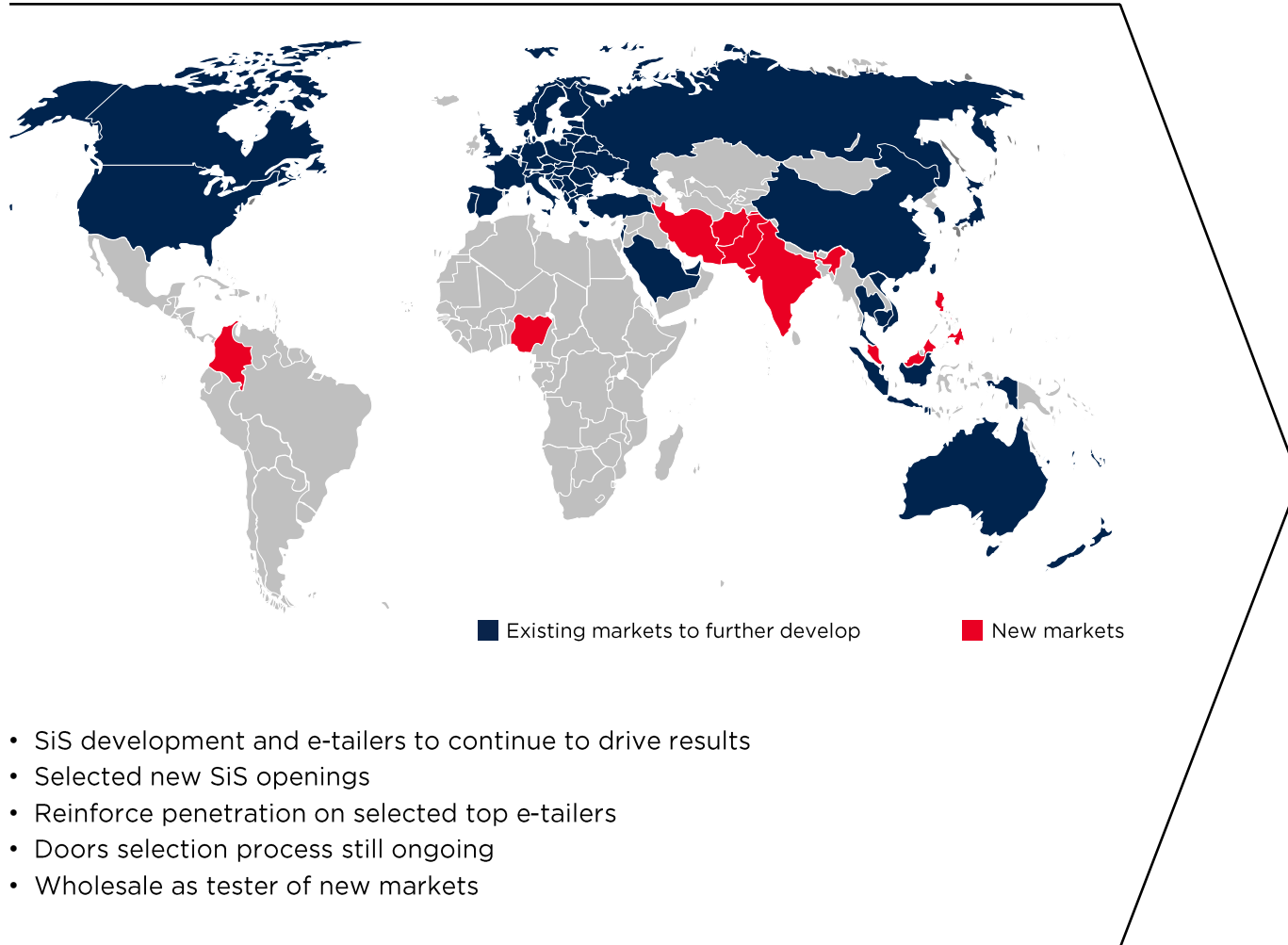
BOOST DIGITAL INTELLIGENCE

- 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**

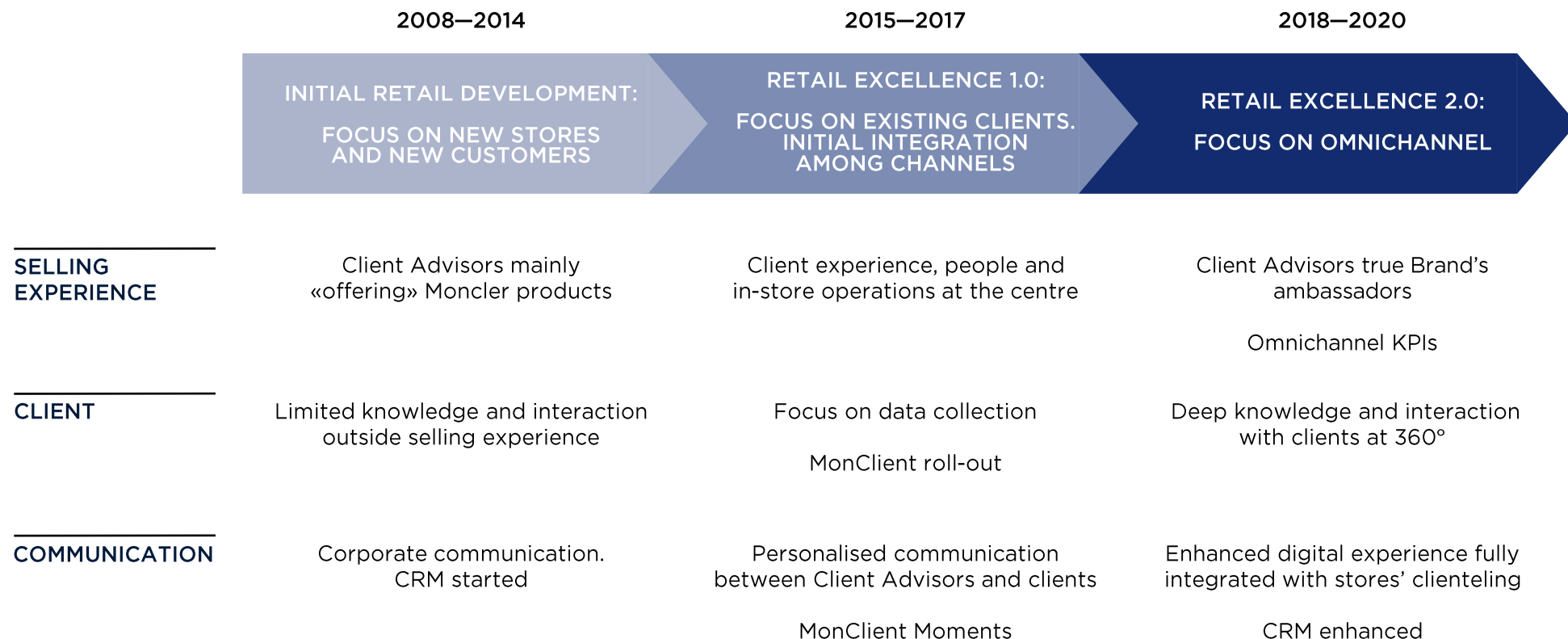
WHOLESALE: STRONG FOCUS ON SIS AND E-TAILERS



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



**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

MONCLER TOPS 2020 DOW JONES SUSTAINABILITY INDICES

Sustainability Award

Gold Class 2021

S&P Global



MONCLER BORN TO PROTECT SUSTAINABILITY STRATEGIC PLAN



Act on climate change

REDUCING EMISSIONS.
EMBRACING CLEAN
ENERGY

- 100% carbon neutral at our sites worldwide by 2021
- 100% renewable energy worldwide by 2023



Think Circular

DESIGNING TO LAST.
USING LOW-IMPACT
MATERIALS. CUTTING
DOWN ON WASTE

- DIST certified down recycled starting from January 2021
- >80% of nylon fabric scraps recycled by 2023
- 50% sustainable nylon used by 2025
- Zero single-use conventional plastics by 2023
- Product life extended through extra repair program by 2022



Be Fair

SOURCING FAIR.
ENSURING TRUST.
TRACING
TRANSPARENTLY

- 100% of key raw materials traced by 2023
- >80% of strategic suppliers to achieve the highest grades of Moncler's social compliance standard by 2025



Nurture Genius

WELCOMING EVERYONE.
CELEBRATING DIVERSITY
EVERYWHERE.
EXPRESSING OURSELVES
ALWAYS

- 100% of employees engaged in a three-years cultural awareness plan by 2022
- Moncler Diversity & Inclusion Council (established in January 2021)



Give Back

SUPPORTING LOCAL
COMMUNITIES.
DONATING TIME
AND VALUE.
SHARING WARMTH

- 100,000 people in need protected from cold by 2023
- 1 high social value project every two years
- 100% of employees volunteering by 2022



**STONE ISLAND
JOINS MONCLER**

STONE ISLAND FEATURES CLEAR SUCCESS FACTORS, HIGHLY COMPLEMENTARY TO MONCLER

VERSATILE CONTEMPORARY POSITIONING

Moncler will continue to enhance its positioning while supporting Stone Island in strengthening its one, thus maintaining their distinctiveness

CONTINUOUS INNOVATION

Moncler and Stone Island share the same strive for continuous innovation

OUTSTANDING PRODUCT QUALITY

Moncler and Stone Island approach superior quality holistically, an essential requirement for long-term growth

HERITAGE WITH EDGINESS

Moncler and Stone Island share the quest for Brand despite different roots and DNAs

STRONG BRAND ASSET

Moncler and Stone Island share strong logos, although with a different degree of visibility

ENTRY-TO LUXURY PRICING WITH HIGH-END LEGITIMACY

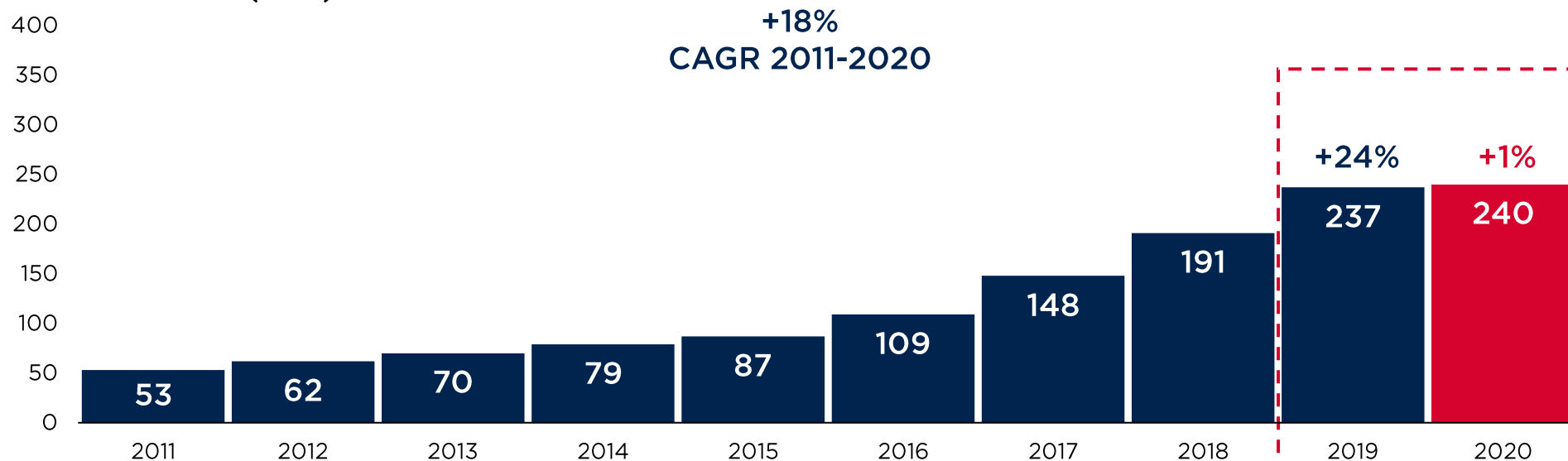
Moncler and Stone Island are highly complementary in terms of price point positioning, covering different segments of the luxury pyramid without risk of cannibalisation

Source: Moncler analysis and estimates

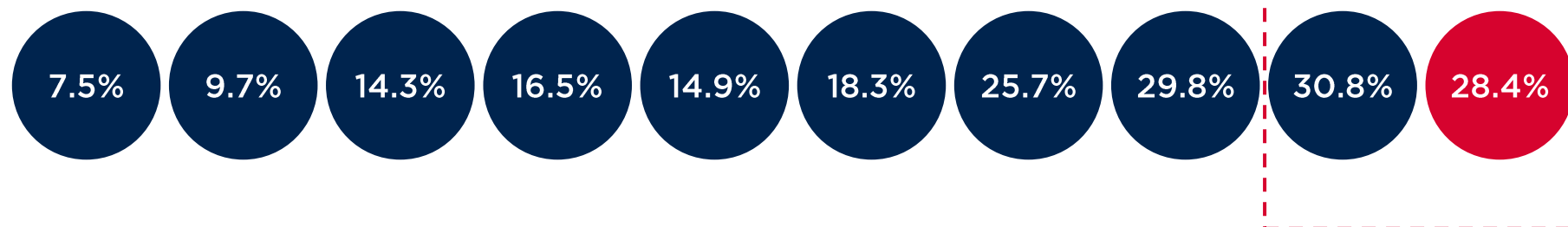


IMPRESSIVE STORY OF SUSTAINABLE AND RESILIENT TOP LINE EXPANSION

REVENUE ANALYSIS (Eur M)



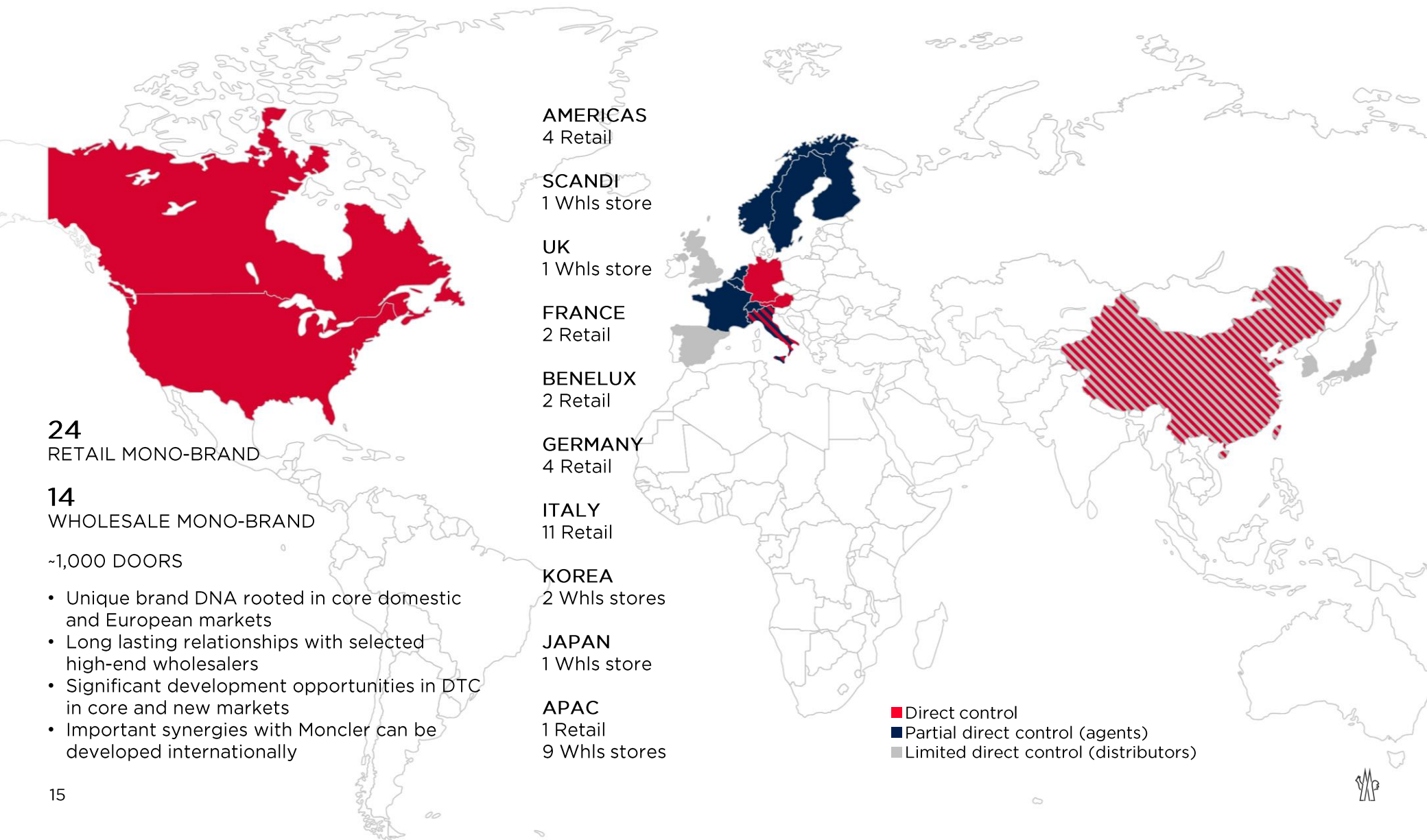
EBITDA MARGIN



Source: Moncler analysis and estimates



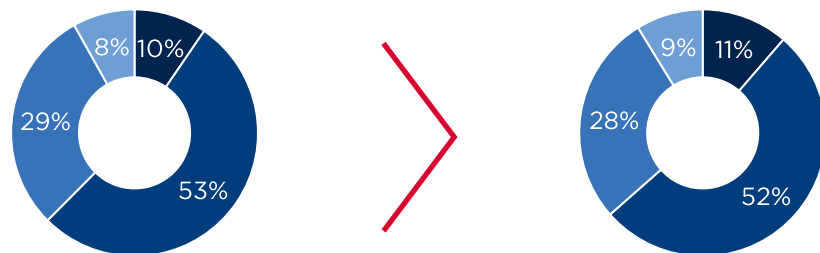
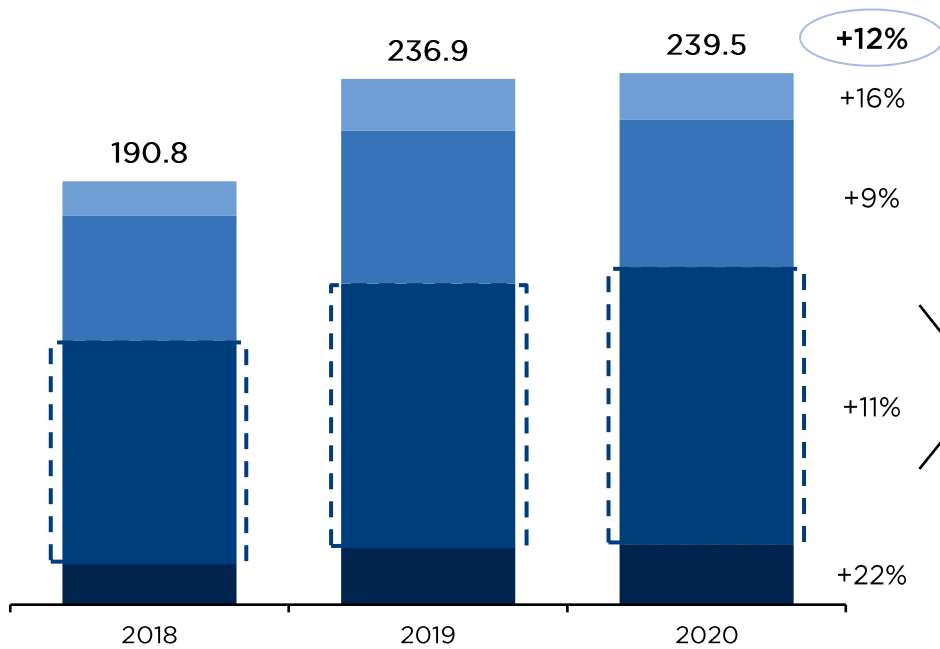
REMARKABLE GROWTH OPPORTUNITIES TO BE EXPLOITED



INTERNATIONAL FOOTPRINT TO BE DEVELOPED

REVENUE BREAKDOWN BY REGION (Eur M)

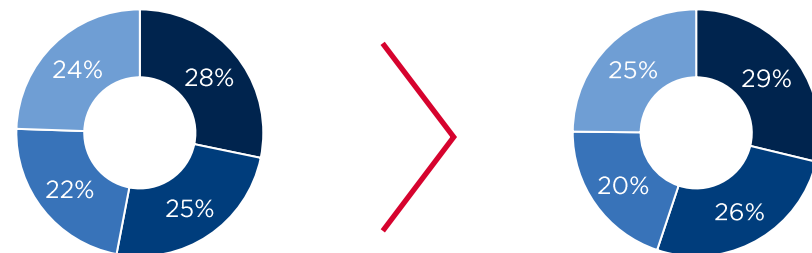
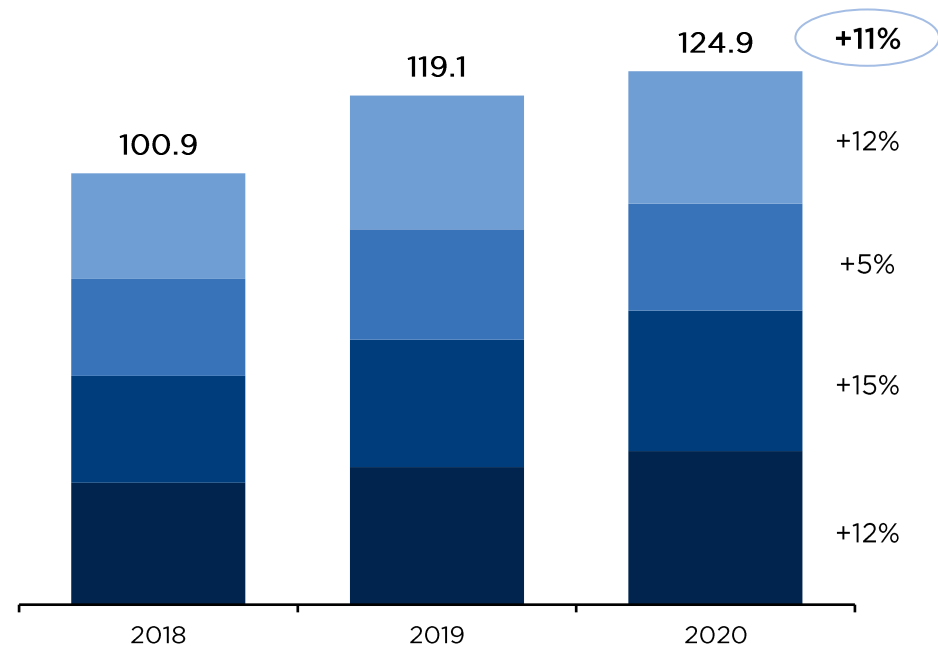
CAGR 18-20



■ Asia ■ EMEA ■ Italy ■ Americas

FOCUS ON EMEA REVENUE (excl. Italy) (Eur M)

CAGR 18-20



■ UK ■ Germany and Austria ■ Benelux ■ Rest of EMEA



STONE ISLAND CAN BECOME A GLOBAL, DTC DRIVEN BRAND...

Eur 240m



2020



2025

FROM...

MULTI-LOCAL

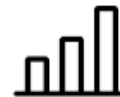
WHOLESALE-DRIVEN

CULT LEGITIMACY

...TO



GLOBAL



DTC-DRIVEN



TOP-OF-MIND RELEVANCE



...ABLE TO DELIVER SUSTAINABLE LONG-TERM GROWTH

INNOVATIVE AND DESIRABLE PRODUCT

PRODUCT OFFER

- Keep focus on innovation (material and design) and product quality
- Beyond “badge”
- Further develop all menswear categories including accessories and shoes

OMNICHANNEL EXCELLENCE

DISTRIBUTION

- Gain control on all markets establishing close connection with consumer
- Develop retail network and improve store productivity
- Further strengthen .com as the leading touchpoint and develop the omnichannel culture
- Selectively fine-tune wholesale distribution

MEANINGFUL CONTENT

COMMUNICATION

- Maintain clarity and consistency of brand image and message across all touchpoints
- Ensure 360° integrated marketing planning to maximize reach and message spread
- Selectively push spending towards customer experience and digital activation

STRATEGIC OBJECTIVE:

- **FURTHER STRENGTHEN BRAND HERITAGE, POSITIONING AND LEGITIMACY WHILE DELIVERING SUSTAINABLE GROWTH**



STONE ISLAND STRONG FIT WITH MONCLER

- SHARED VISION
- BRAND PURITY
- STRIVE FOR INNOVATION
- STRONG GROWTH POTENTIAL

APPENDIX

STONE ISLAND KEY FINANCIALS⁽¹⁾

FYE Oct	2018		2019		2020		CAGR
	Eur m	%	Eur m	%	Eur m	%	%
Revenues	190.8	100.0%	236.9	100.0%	239.5	100.0%	12%
<i>Yoy growth</i>	<i>+29%</i>		<i>+24%</i>		<i>+1%</i>		
EBITDA	56.8	29.8%	72.9	30.8%	68.0	28.4%	9%
EBIT	53.0	27.8%	66.7	28.2%	60.8	25.4%	7%
Net Income	38.2	20.0%	64.5	27.2%	49.5	20.6%	14%

(1) Excluding IFRS 16 impact pre-closing 2020 data



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