

# 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









Moncler creates the first nylon jacket

1954

Moncler brand is acquired by Remo Ruffini

2003

Moncler's revenues surpassed 1bn euros

2016

Moncler launches its directly managed e-commerce in Korea

2019

1952

The company is founded in Monestier-de-Clermont, near Grenoble (France)

**'50 - '60** 

Moncler supplies products for important expeditions and for the Winter Olympic Games 2013

Moncler is listed on the Milan Stock Exchange

2018

Moncler launches a new creative project Moncler Genius—One House Different Voices



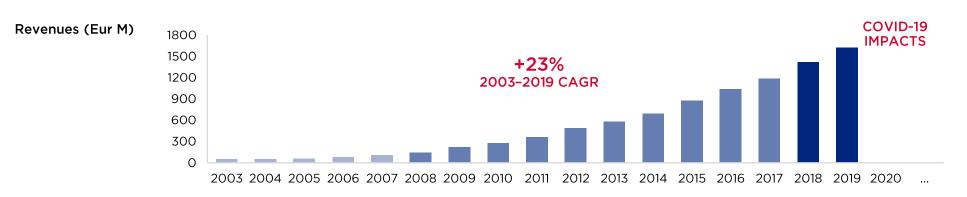








#### COVID-19 PANDEMIC IS ENHANCING UNCERTAINTIES ON 2020 RESULTS



#### Moncler is ready to restart stronger post Covid-19

	2003–2007 5 years of re-engineering	2008–2017 10 years of expansion	2018 and beyond: The era of digitalisation
PRODUCT	Icon products, outerwear		
		Gammes, new categories	
			GENIUS
DISTRIBUTION	Wholesale enhancement		
		Retail development	2 marish samul
			Omnichannel
CLIENT	New high-end segments		
		New Nationalities	
			New attitudes
COMMUNICATION	Traditional media		
		Tailored/CRM communication	
			Digital



#### 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





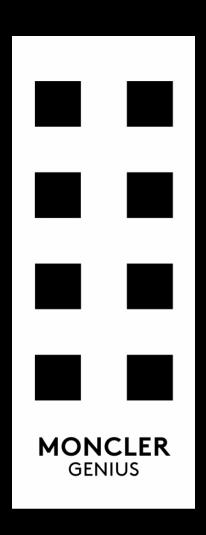
#### **ENFANT**

- 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





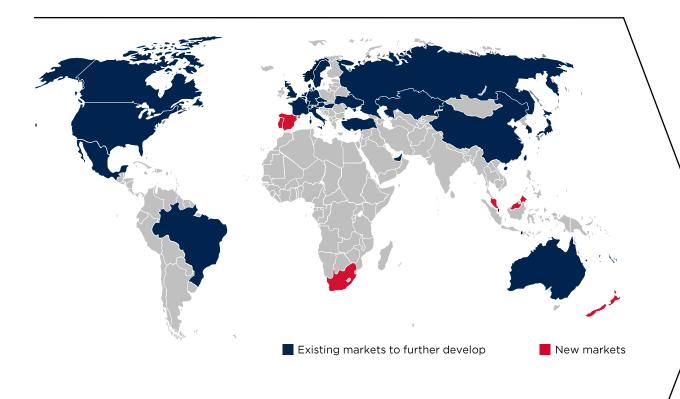


## ONE HOUSE, DIFFERENT VOICES

Different projects defining the unity of Moncler Genius

- 1 Moncler JW Anderson
- **2 Moncler 1952**
- **3 Moncler Grenoble**
- 4 Moncler Simone Rocha
- 5 Moncler Craig Green
- 6 Moncler 1017 Alyx 9SM
- 7 Moncler Fragment Hiroshi Fujiwara
- 8 Moncler Richard Quinn

#### RETAIL: STILL UNEXPLOITED POTENTIAL FROM ORGANIC AND EXPANSION



- Selected new openings and relocations to continue to drive revenues
- Strong focus on China to qualitative enhance Moncler presence

#### **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

STRENGHTEN 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



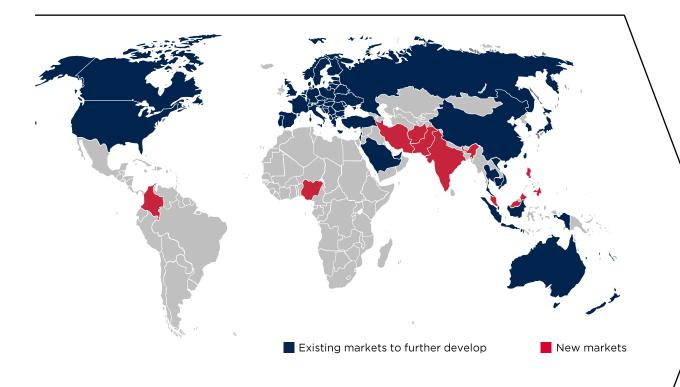
- New technological platforms from big data to smart data approach
- Artificial Intelligence application along the whole supply chain

#### **OUR GOAL:**

• DOUBLE THE SHARE
OF THE ONLINE
BUSINESS IN THE
NEXT THREE YEARS



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



- SiS development and e-tailers to continue to drive results
- Selected new SiS openings
- Reinforce penetration on selected top e-tailers
- Doors selection process still ongoing
- Wholesale as tester of new markets

# OUR LONG-TERM GOAL:

- FURTHER STRENGHTEN 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



For the second consecutive year Moncler ranks as **Industry Leader** in the **Textiles, Apparel & Luxury Goods' Sector** in the **DOW JONES SUSTAINABILITY INDICES WORLD and EUROPE** 



#### MONCLER BORN TO PROTECT SUSTAINABILITY PLAN: MAIN TARGETS

# ACT ON CLIMATE CHANGE

- 2021 Carbon neutral in its own operational sites at worldwide level (offices, shops, production sites and logistics centre)
- 2023 100% of electricity consumption from renewable sources at worldwide level

# THINK CIRCULAR

- 2025 50% of sustainable nylon
- 2023 At least 80% of nylon fabric scraps recycled
- 2021 DIST-certified down recycled
- 2023 Zero single-use conventional plastics

#### **BE FAIR**

- 2023 100% of key raw materials traced from country of origin
- 2025 At least 80% of strategic suppliers in line with Moncler's social compliance level 3 or 4 (scale 1-4)

#### NURTURE GENIUS

- 2021 Moncler's Diversity and Inclusion Council to boost cultural change
- 2022 100% of employees involved in various Cultural Awareness initiatives
- 2023 100% of employees of corporate offices involved in new ways of working

#### **GIVE BACK**

- 2023 100,000 people most in need protected from the cold
- One high social value project for the communities every two years
- 2022 100% of the eligible employees enabled to volunteer time and skills during working hours



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