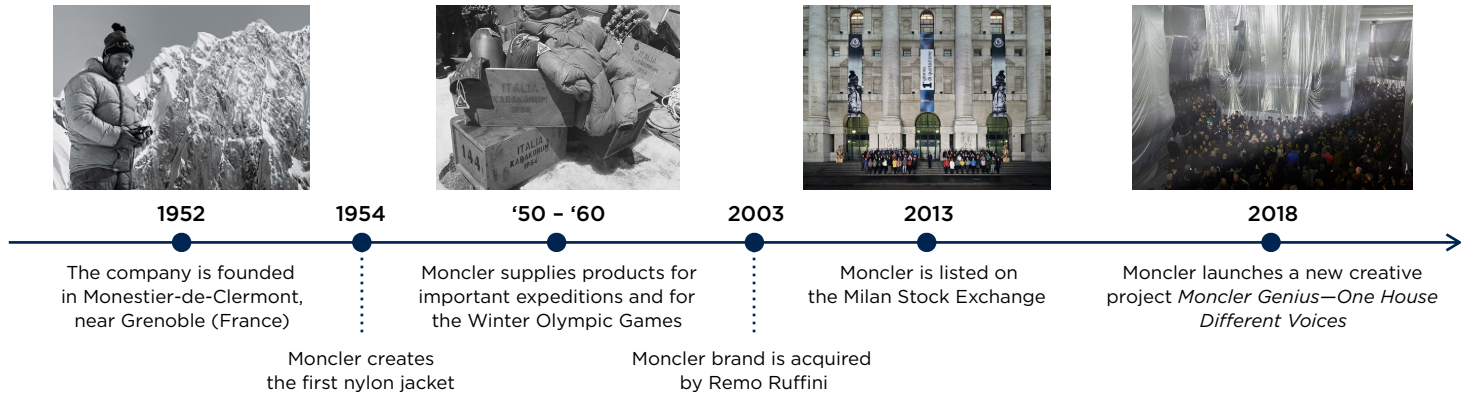


MONCLER: MORE THAN 65 YEARS OF UNIQUE HERITAGE



HISTORY



VALUES

AUTHENTICITY: There is only one Moncler and our task is to protect its uniqueness while always evolving.

EXCELLENCE: Quality is at the heart of everything Moncler does.

AMBITION: Moncler never stops innovating and seeking to set new challenging standards.

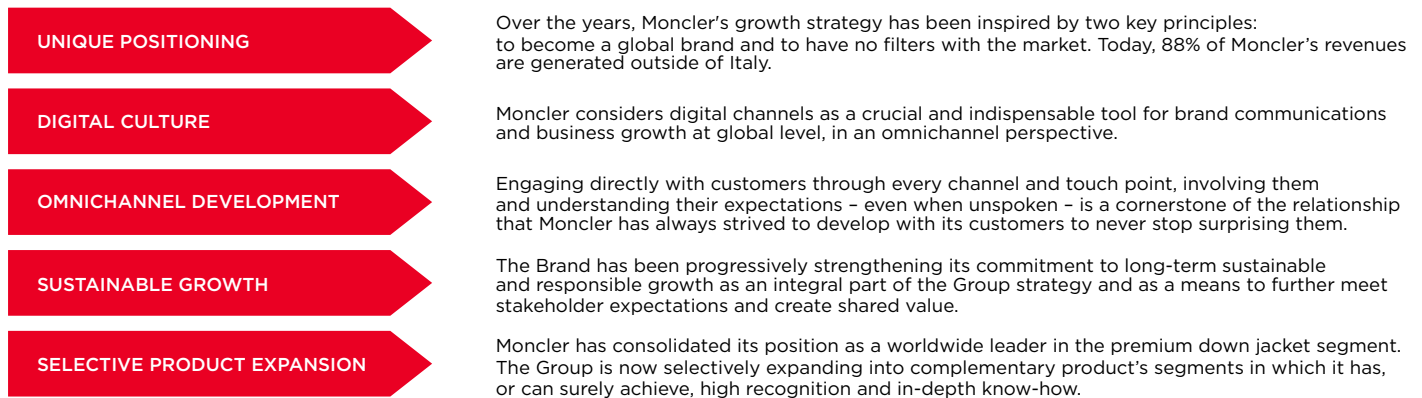
COMMITMENT TO PEOPLE:

People are Moncler's greatest asset: their future is Moncler's future, and we are committed to their development.

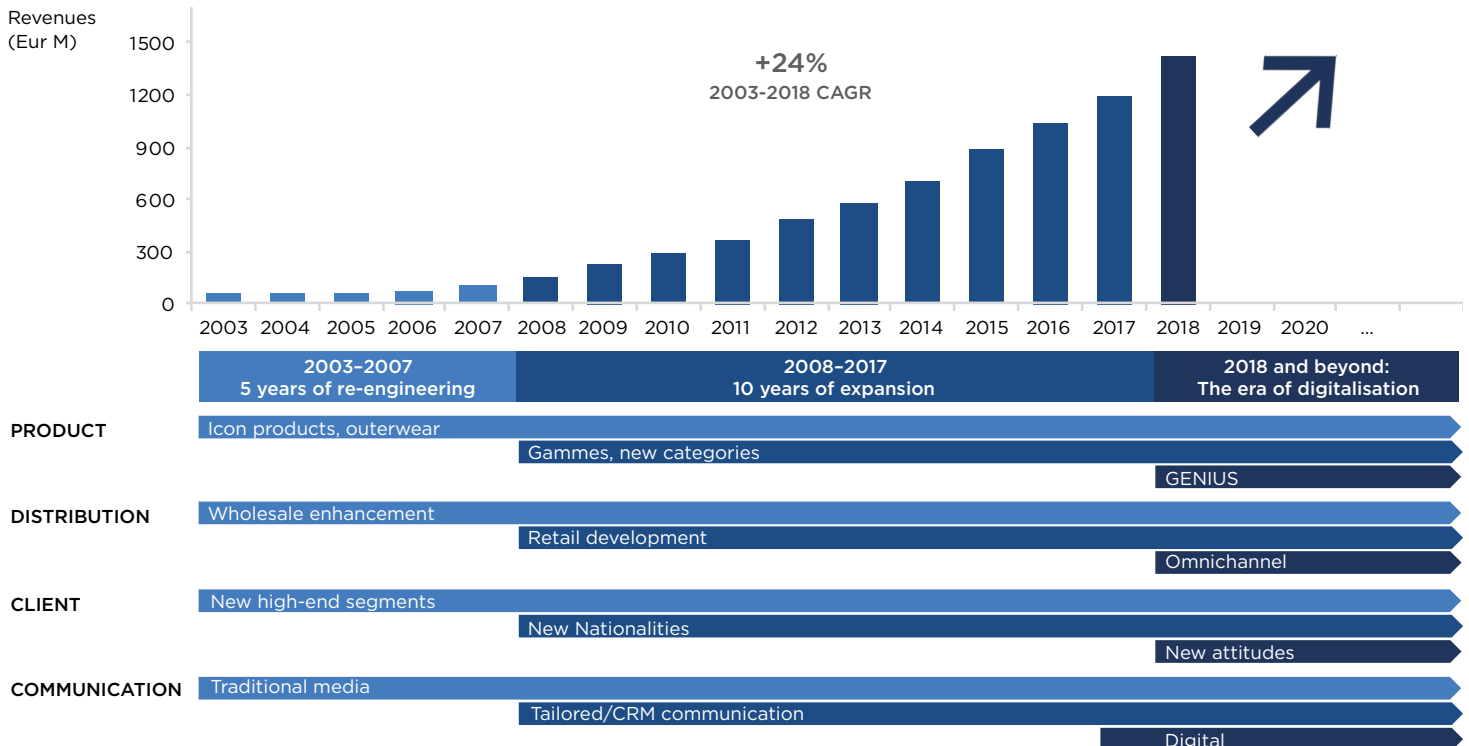
RESPONSIBILITY:

Long-term value creation can only be driven by respect and responsible behaviour.

STRATEGY

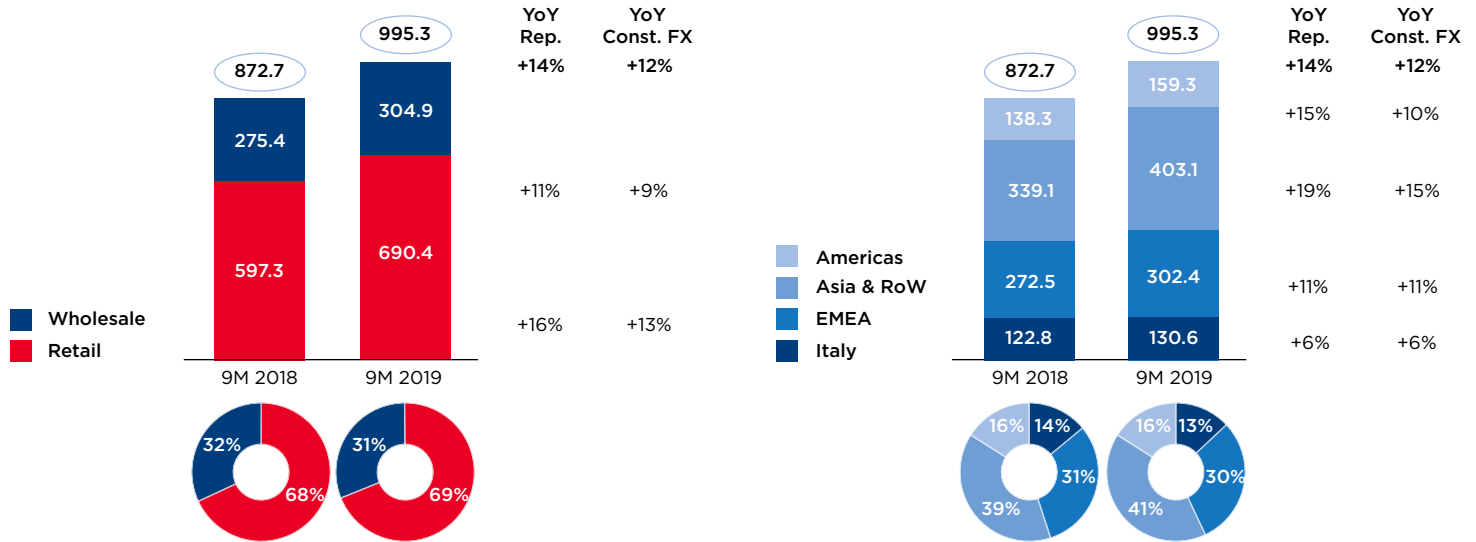


A NEW ERA BEGAN IN 2018





9M 2019 REVENUES ANALYSIS



2013–2018 FINANCIAL RESULTS: KEY HIGHLIGHTS

	2013		2014		2015		2016		2017		2018	
Sales	580.6	100.0%	694.2	100.0%	880.4	100.0%	1,040.3	100.0%	1,193.7	100.0%	1,420.1	100.0%
<i>YoY growth</i>	+19%		+20%		+27%		+18%		+15%		+19%	
by distribution channel												
Retail	333.6	57%	430.7	62%	619.7	70%	764.2	73%	892.4	75%	1087	77%
Wholesale	247	43%	263.5	38%	260.7	30%	276.1	27%	301.3	25%	333.6	23%
by geographical area												
Italy	131.0	23%	130.6	19%	137.0	16%	143.2	14%	149.3	13%	167.8	12%
EMEA (excl. Italy)	200.4	34%	232.7	33%	268.5	30%	303.3	29%	352.4	30%	407.6	29%
Asia & Rest of the World	181.6	31%	235.2	34%	333.5	38%	418.5	40%	495.5	41%	616.1	43%
Americas	67.6	12%	95.7	14%	141.4	16%	175.3	17%	196.5	16%	228.5	16%
Gross Margin	414.1	71.3%	501.7	72.3%	654.9	74.4%	788.0	75.7%	917.5	76.9%	1099.8	77.4%
EBITDA Adj. (*)	191.7	33.0%	232.9	33.5%	300	34.1%	335.1	34.1%	411.6	34.5%	500.2	35.2%
EBIT	172.5	29.7%	201.6	29.0%	252.7	28.7%	297.7	28.6%	340.9	28.6%	414.1	29.2%
Net Profit	76.1	13.1%	130.3	18.8%	167.9	19.1%	196.0	18.8%	249.7	20.9%	332.4	23.4%
<i>YoY growth</i>	+164%		+71%		+29%		+17%		+27%		+33%	
CAPEX	34.3		50.2		66.2		62.3		72.5		91.5	
Net Cash/(Debt)	(171.1)		(111.2)		(49.6)		105.8		304.9		450.1	
DPS	0.1		0.12		0.14		0.18		0.28		0.4	

(*) Before non-cash costs related to stock-based compensation

SUSTAINABILITY AND CORPORATE GOVERNANCE: FY 2018 KEY HIGHLIGHTS

OHSAS 18001

Health and safety certification obtained for offices and stores in Europe and USA

ISO 14001

Environmental certification obtained for corporate offices and logistic hub in Italy

MEMBER OF
Dow Jones Sustainability Indices

In collaboration with **S&P**

+39%

in hours of training delivered to employees compared to 2017

100%

of outerwear manufacturers audited to verify compliance with Code of Ethics in 2017-2018

96%

of stores with LED lighting

27%

of foreign Directors

> 50%

Independence

Lead Independent Director appointed

SHAREHOLDING

Ruffini Partecipazioni S.r.l.	25.4%
BlackRock Inc.	5.4%
Invesco Ltd	3.0%
Morgan Stanley Asia Limited	3.0%
Treasury Shares	2.2%
Market	61.0%

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