

The background is a black and white composite image. The left side shows a close-up of the moon's surface with numerous craters and a dark circular feature. The right side shows a rugged, rocky mountain range with sharp peaks and deep valleys. The text is centered over the image.

CAPITAL
MARKETS
DAY
2022

MONCLER
GROUP



CMD 2022

MONCLER
GROUP

Agenda

WELCOME

70 YEARS OF MONCLER

Remo Ruffini

MONCLER BRAND

AN EVER-EVOLVING BRAND

Gino Fisanotti

MAKING SUSTAINABILITY OUR NEW NORMAL

Gino Fisanotti,
Mina Piccinini

A NEW ERA OF DIGITAL CONNECTION AND ENGAGEMENT

Gino Fisanotti,
Stephan Garandet

COFFEE BREAK

"COMMUNITY OBSESSED" MULTICHANNEL ORGANISATION

Roberto Eggs

Stella King, Robert Norton

SUPPLY CHAIN EVOLUTION

Luciano Santel

Francesca Bacci

Q&A

CMD 2022

MONCLER
GROUP

Agenda

STONE ISLAND

40 YEARS OF STONE ISLAND

Carlo Rivetti

THE NEXT CHAPTER

Roberto Eggs
Romeo Ruffini
Francesco Omodei Salè

Q&A

COFFEE BREAK

MONCLER GROUP

Q1 2022 REVENUE RESULTS

Roberto Eggs

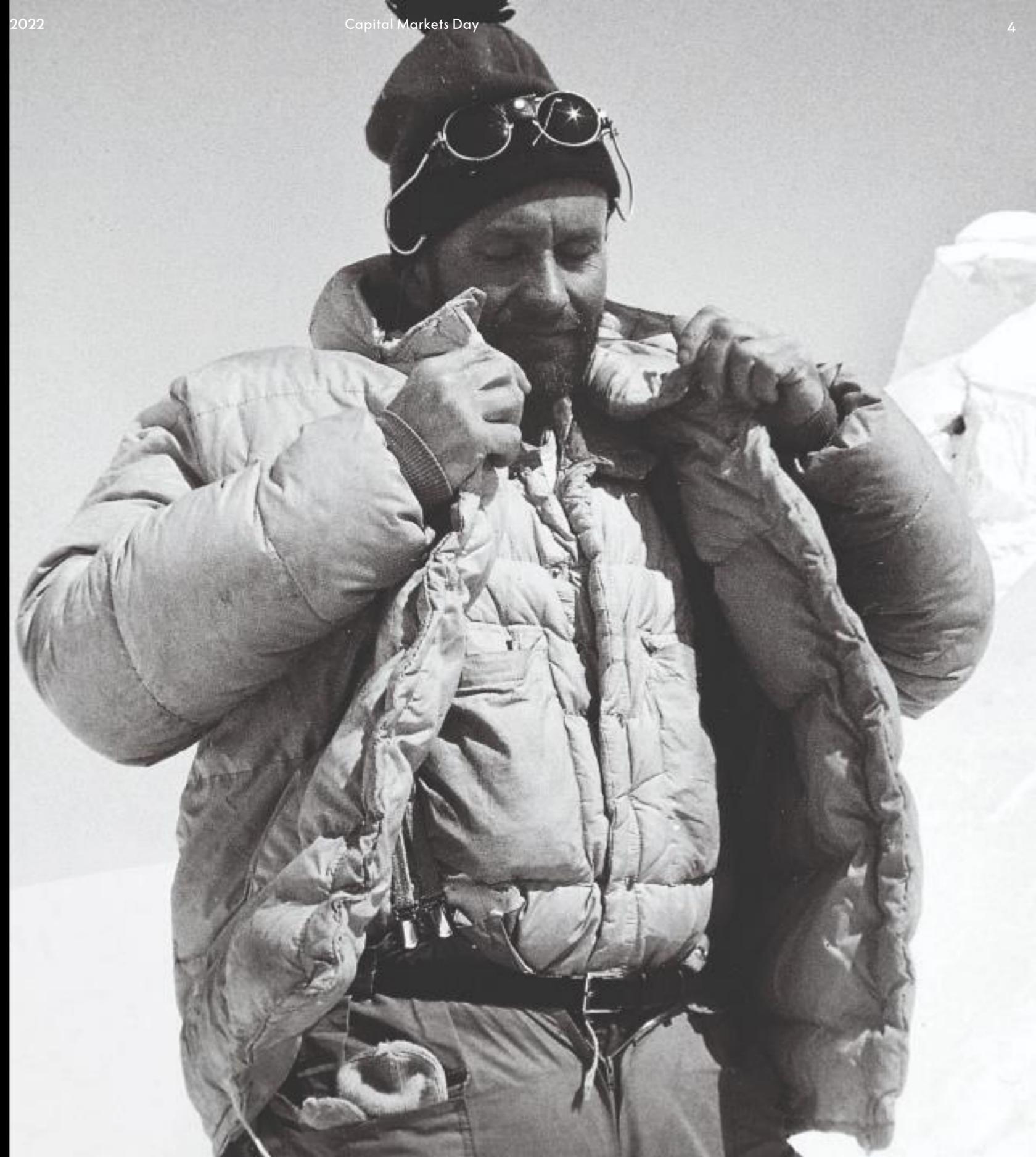
Q&A

END OF THE WORKS

70 YEARS OF MONCLER: IN TALKS WITH REMO RUFFINI

Remo Ruffini

MONCLER
GROUP





SURVIVE FASHION





BEYOND FASHION, BEYOND LUXURY

A NEW CHAPTER FOR MONCLER

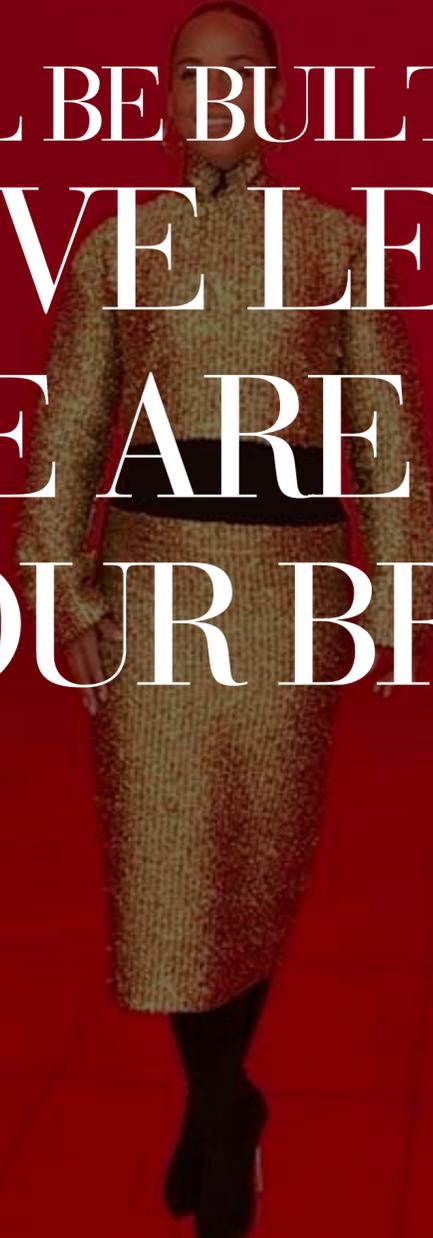
A Brand made of
THREE DIMENSIONS



THREE DIMENSIONS TO REACH A BIGGER AND BROADER AUDIENCE

UNDERSTANDING IS NEXT TO LOVING





OUR FUTURE WILL BE BUILT ON THE BASE OF
WHAT WE HAVE LEARNT SO FAR
AND WHAT WE ARE DREAMING OF
FOR OUR BRAND.

COMMUNITY MAGNET
ONE-TO-ONE DIGITAL
EMBEDDED SUSTAINABILITY



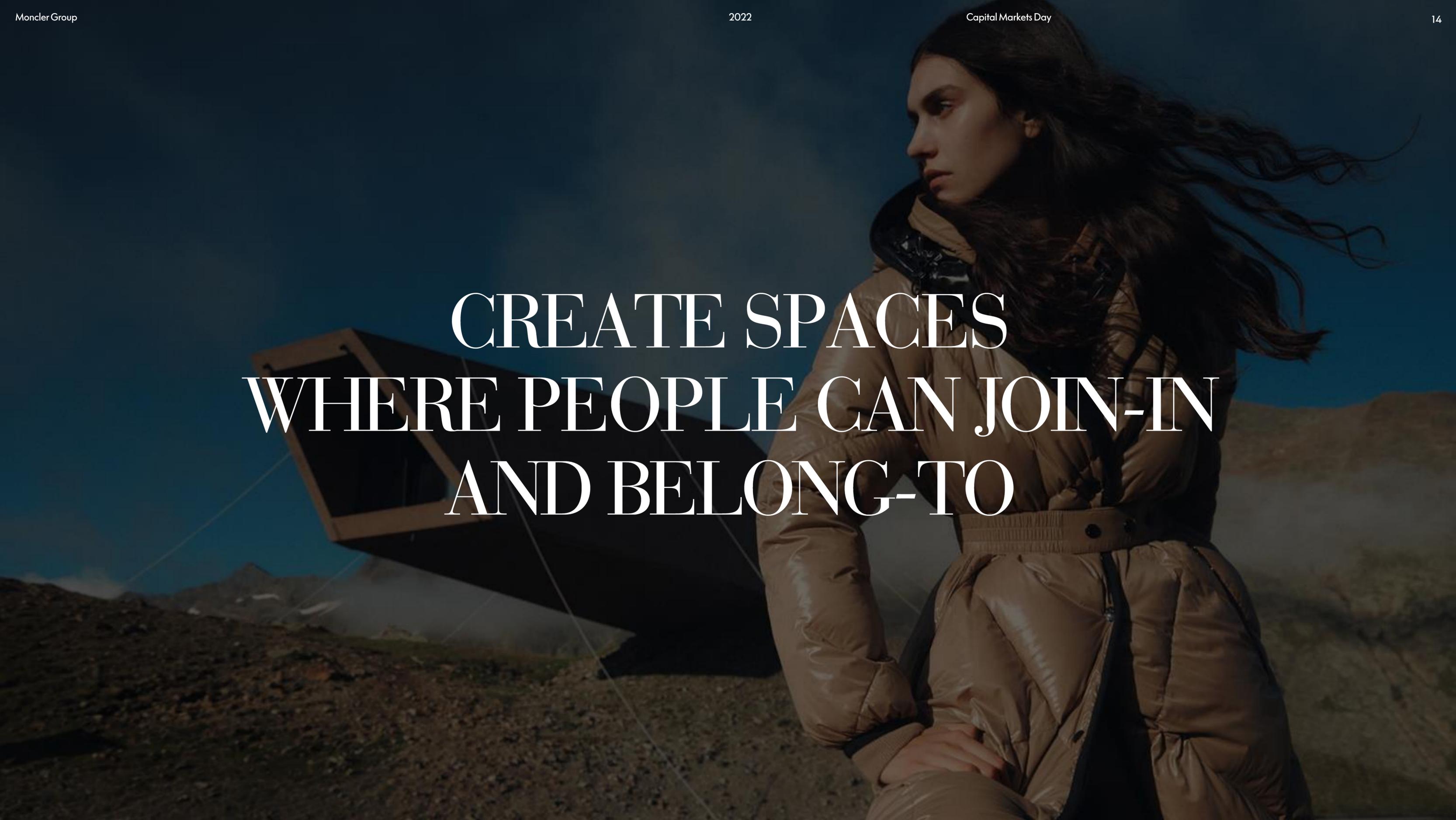
COMMUNITY

means

SHIFTING TO A CULTURE-FOCUSED APPROACH

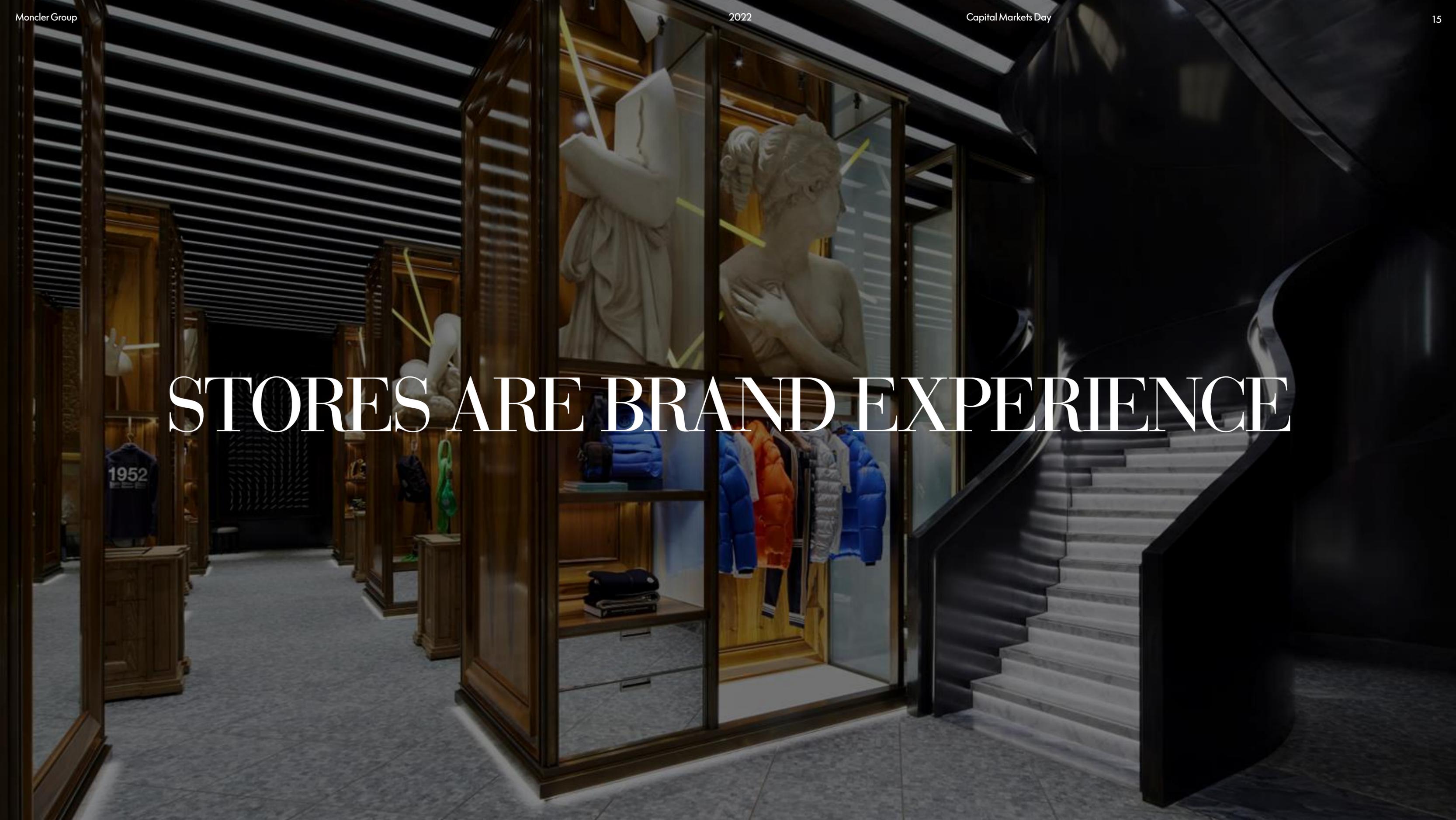


AUTHENTICITY
IS A MUST



CREATE SPACES
WHERE PEOPLE CAN JOIN-IN
AND BELONG-TO

STORES ARE BRAND EXPERIENCE





ONE-TO-ONE CONNECTION NEW LEVEL



COMMUNITIES UNITES
MEANINGFUL PEOPLE



ATTENTION ECONOMY CULTURAL LOYALTY

2 MONCLER 1952 MAN
 2 MONCLER 1952 WOMAN
 6 MONCLER 1017 ALYX 9SM
 5 MONCLER CRAIG GREEN
 MONCLER+ DINGYUN ZHANG
 7 MONCLER FRGMT HIROSHI FUJIWARA
 MONCLER+ GENTLE MONSTER
 3 MONCLER GRENOBLE
 4 MONCLER HYKE
 1 MONCLER JW ANDERSON
 1 MONCLER PALM ANGELS

MONCLER PRESENTS 
 MONDOGENIUS

6 MONCLER 1017 ALYX 9SM
 2 MONCLER 1952 WOMAN
 2 MONCLER 1952 MAN
 7 MONCLER FRGMT HIROSHI FUJIWARA
 MONCLER+ DINGYUN ZHANG
 5 MONCLER CRAIG GREEN
 4 MONCLER HYKE
 3 MONCLER GRENOBLE
 MONCLER+ GENTLE MONSTER
 1 MONCLER PALM ANGELS
 1 MONCLER JW ANDERSON

DIGITAL IS AN ENABLER





PHYSICAL AND DIGITAL SAME
LANGUAGE, ENERGY
AND APPROACH

IN-BORN
SUSTAINABILITY

HUMILITY & AMBITION TO MOVE MOUNTAINS



NEXT-GEN PEOPLE
NEXT-GEN MATERIAL
NEXT-GEN WAY OF DOING BUSINESS



FROM LOGO TO BRAND
OWN THE MARKET
MOVE INTO THE NEW-LUXURY WORLD

STONE ISLAND AND MONCLER
ARE DIFFERENT



WE ARE
A FAMILY

TALKING TO DIFFERENT COMMUNITIES

IN DISTINCTIVE WAYS

SHARING WILL NEVER BE AT THE EXPENSE OF OUR
INDIVIDUAL IDENTITIES

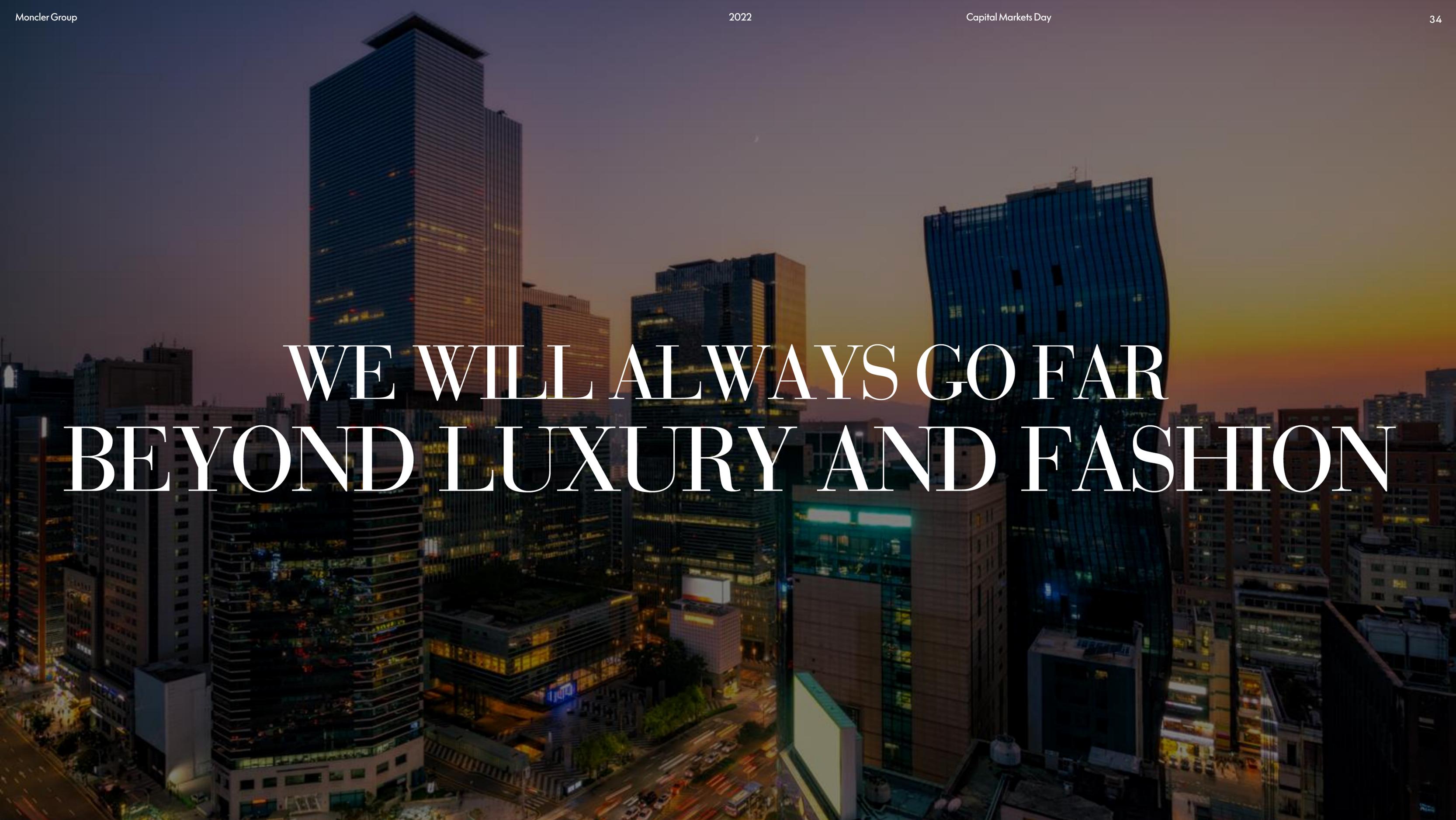
WE WILL
NEVER TAKE SHORT CUTS.

WE WILL BE
BOLD BUT NOT BLIND.

WE WILL BE
CONNECTED AND EMOTIONAL

WE WILL

COMMIT TO MINIMIZE OUR
ENVIRONMENTAL IMPACT
AND MAXIMIZE OUR SOCIAL ONE.



WE WILL ALWAYS GO FAR
BEYOND LUXURY AND FASHION

MONCLER



MONCLER, AN EVER- EVOLVING BRAND

Gino Fisanotti





MONCLER BRAND

OUR ENDLESS EVOLUTION

An ever EVOLVING brand.



1952

Mountain Product

1968

Ski Icon

1980

City Icon

2006

Fashion Shows

2018

Moncler Genius
Retail Reset

2021

Digital DTC
Moncler.com
Moncler App



Moncler's future heritage
respecting the past, yet pushing and creating a new future.

A NEW PHASE FOR THE BRAND.



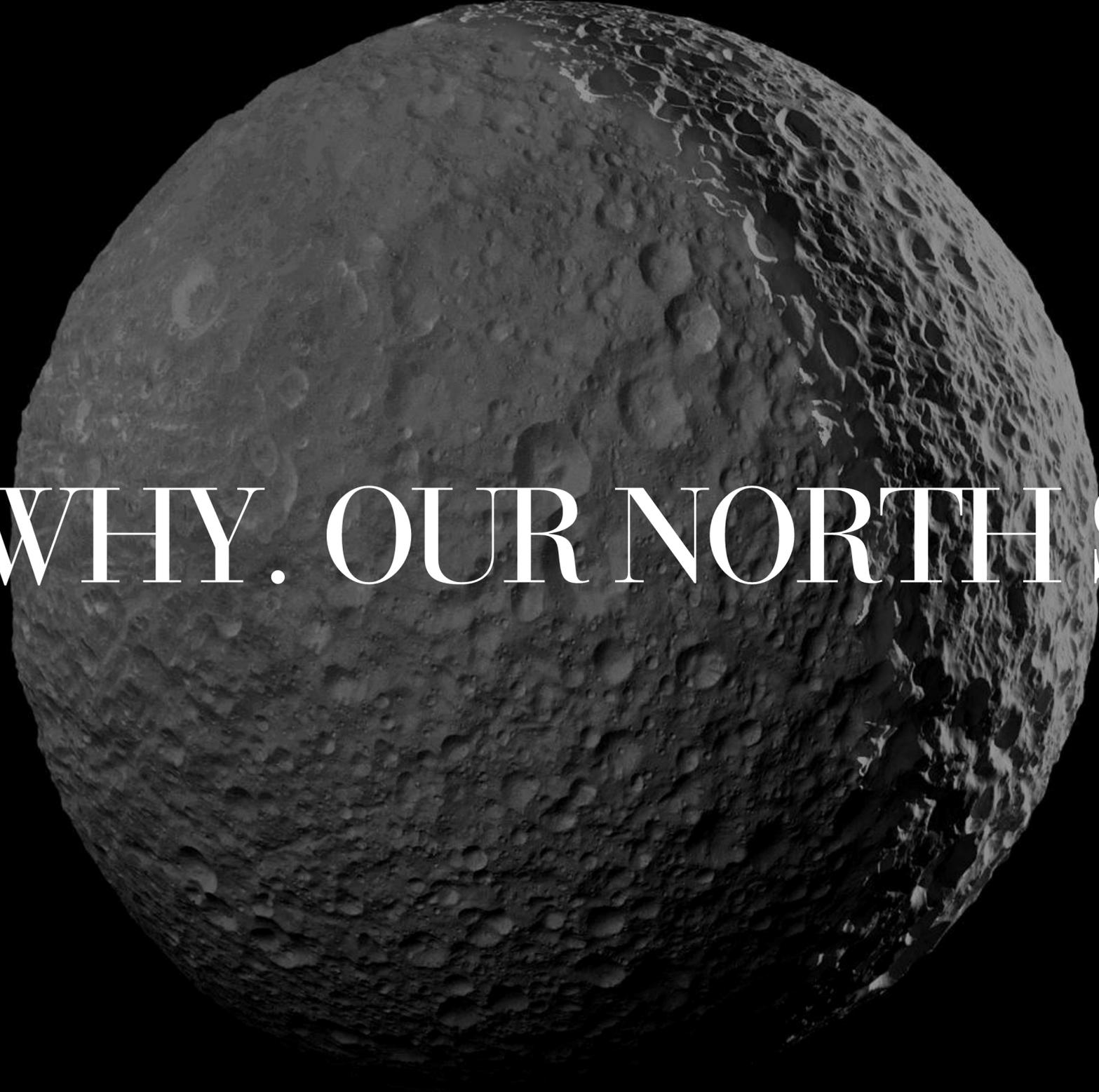


Becoming the most

AUTHENTIC, MEANINGFUL AND DISTINCTIVE

brand in the world.





OUR WHY. OUR NORTH STAR.

SURVIVE FASHION





WE ARE (*NOT*)
A LUXURY BRAND.





WE ARE
WAY MORE THAN JUST THAT.



WE ARE THE
BRAND OF EXTRAORDINARY.

We were born in 1952
and immediately after we were chosen to equip the Italian expedition to K2,
helping those athletes to conquest the highest mountain in the world.

That was not an ordinary way to kick things off,
yet immediately made us realize who we really wanted to be.

We can't say everything we did was perfect,
but we can say no decision was common,
we were never tempted by a comfortable way of doing things.

And that remains true till today.

Because we never wanted to be just the makers of the best jacket in the world.
Neither we never wanted to be just a luxury brand.
We are way more than just that.

Since that very first day, we have become the brand of extraordinary,
inspiring everybody to conquest their highest peaks, whatever those peaks may be.

That was and is our true purpose, our mantra, our DNA,
that's who we will always be.

Guaranteed, Extraordinary is not always easy,
but it is always worthy.
It is worth every up and every down of the story
because we know that difficult is not the enemy, boring is.

But there is a catch.
The catch is, the conquest never ends.
because the higher we get, the further we see,
and as we look further new and higher peaks will always appear in our horizon.

This is why, from designing an incredible jacket or from creating a unique experience
to leaving the planet better than we found it,
you will always find us in our endless journey to something greater, unique and extraordinary,
but not for us, for you.

Welcome to Moncler, The Brand of Extraordinary.





Moncler's Brand Purpose

UNLEASH THE EXTRAORDINARY IN *EVERYBODY*

Only the outstanding in every person, for every person.



Our Brand Values



**PUSH FOR
HIGHER
PEAKS**

**ONE
HOUSE,
ALL VOICES**

**EMBRACE
CRAZY**

**BE
WARM**

**CREATE
AND
PROTECT
TOMORROW**



With that clear, what is next?





“NEVER NORMAL” WORLD CONSUMER TRUTHS.

Today’s customer macro trends.



Refashion The System.

The fashion industry is at an inflection point. New Luxury Consumers are responding to brands who are seizing this moment: dream big, innovate with purpose and clearly stand for something.

Think Global, Act Local.

Creative Re-Birth.

Now is the time for a rebirth of creativity and limitless expression and experiences. The Tech-celeration has been profound, creating a new “Phygital offense” that is changing how we will create, communicate, interact and consume.

Tech has changed even more our everyday.

The Attention Economy World.

Every single brand is fighting for consumer’s attention. Brands must move on from short term goals (clicks, scrolls, shares) in favor of on-going relationships based on mutual progress.

The time of relationships over transactions.

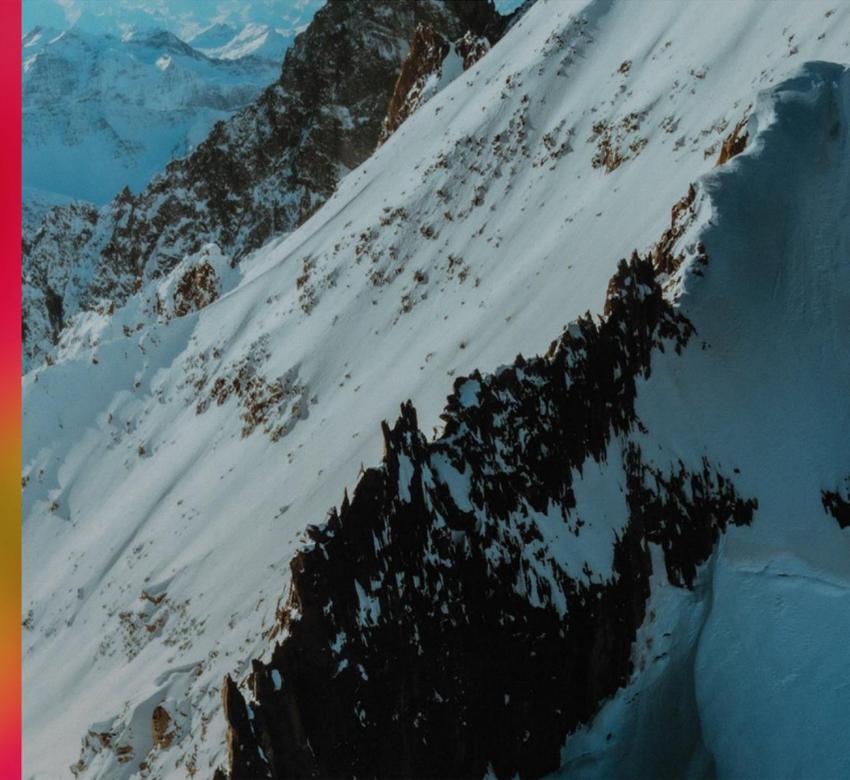
Back To Earth, Now.

Reconnect to the planet. Increased respect for people and nature is at heart of the youth and new luxury consumer’s code.

ReCreation is the new CoCreation.

“NEVER NORMAL” WORLD CONSUMER TRUTHS.

Today’s customer macro trends.



*Refashion
The System.*

*Creative
Re-Birth.*

*The Attention
Economy World.*

*Back To
Earth, Now.*

People & Purpose First.

Digital Acceleration (again).

Care for Our Planet.



OUR BRAND FOCUS.

OUR EVOLVED BRAND FOCUS:

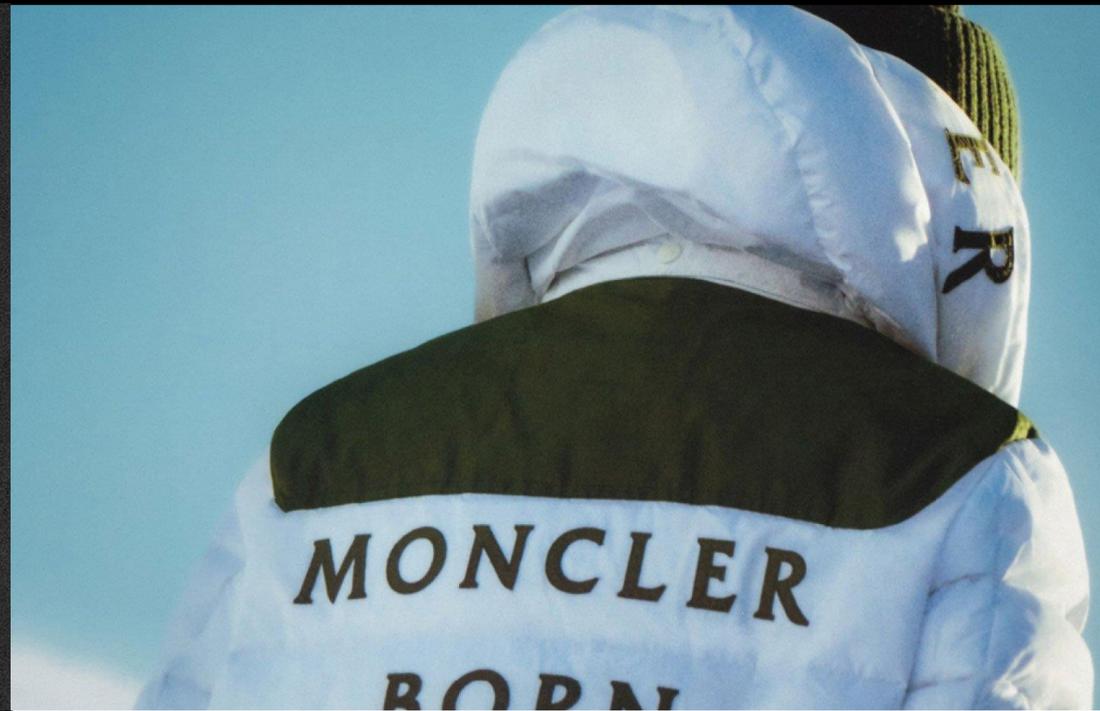
People & Purpose First.



*A consumer
centric &
community
obsessed brand.*

Creating new and more access points to the brand.

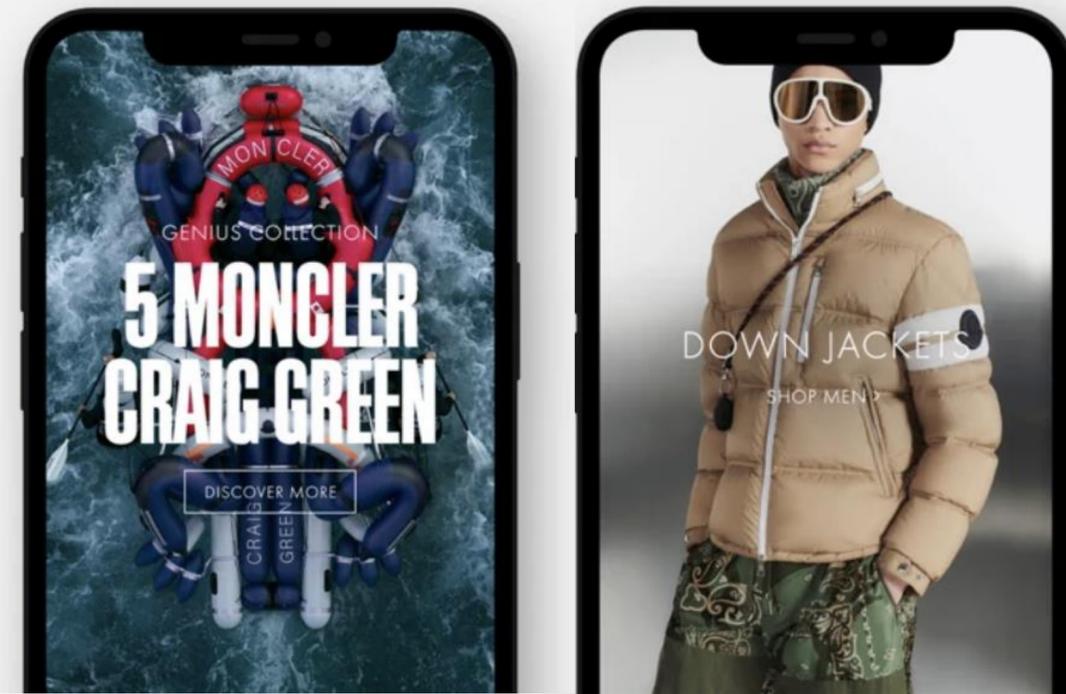
Care for our Planet & Future.



*Making
sustainability
our new
normal.*

Creating meaningful change and impact both internal and external.
We were Born to Protect.

Digital Acceleration (again).



*A new era
of digital
connections &
engagement.*

Driving a new era of customer and community engagement -
The "logged in era"



1

A CONSUMER
CENTRIC &
COMMUNITY
OBSESSED BRAND.

Creating new and more access points to the brand.



Our opportunity:

*To create a clear and complementary brand offense
connecting with new and more audiences & communities,
unlocking further brand engagement and business growth.*





An opportunity to truly go

BEYOND FASHION, BEYOND LUXURY.

Complementary Brand Offense

A UNIQUE brand positioning, for a COMPLEMENTARY brand offence*Hi tech**Luxury**Streetwear**Sportswear**Outdoor Wear**Sport & Wellness**Fast Fashion***MONCLER COLLECTION**

Our Core.
SS / FW across
Apparel, Footwear,
Equipment, Men,
Women, Infant

MONCLER GENIUS

A space for on-going exploration and collaboration,
influencing & contaminating the world of Art, Entertainment,
Music, Sport, Design and more.

MONCLER GRENOBLE

A perfect blend of high performance and
high style for an "all year around"
proposition.

LOWER IMPACT MATERIALS

WHO DO WE TALK TO?

Focusing on clear & distinctive consumer segments.
Inspiring and engaging current and new audiences in a more precise and focused way.



*Gen Z
20-30 years old*

Lives, breathes and shapes
youth culture & modern luxury



*Gen X / Millennials
30-50 years old*

Consumes and aspire for a
luxurious lifestyle

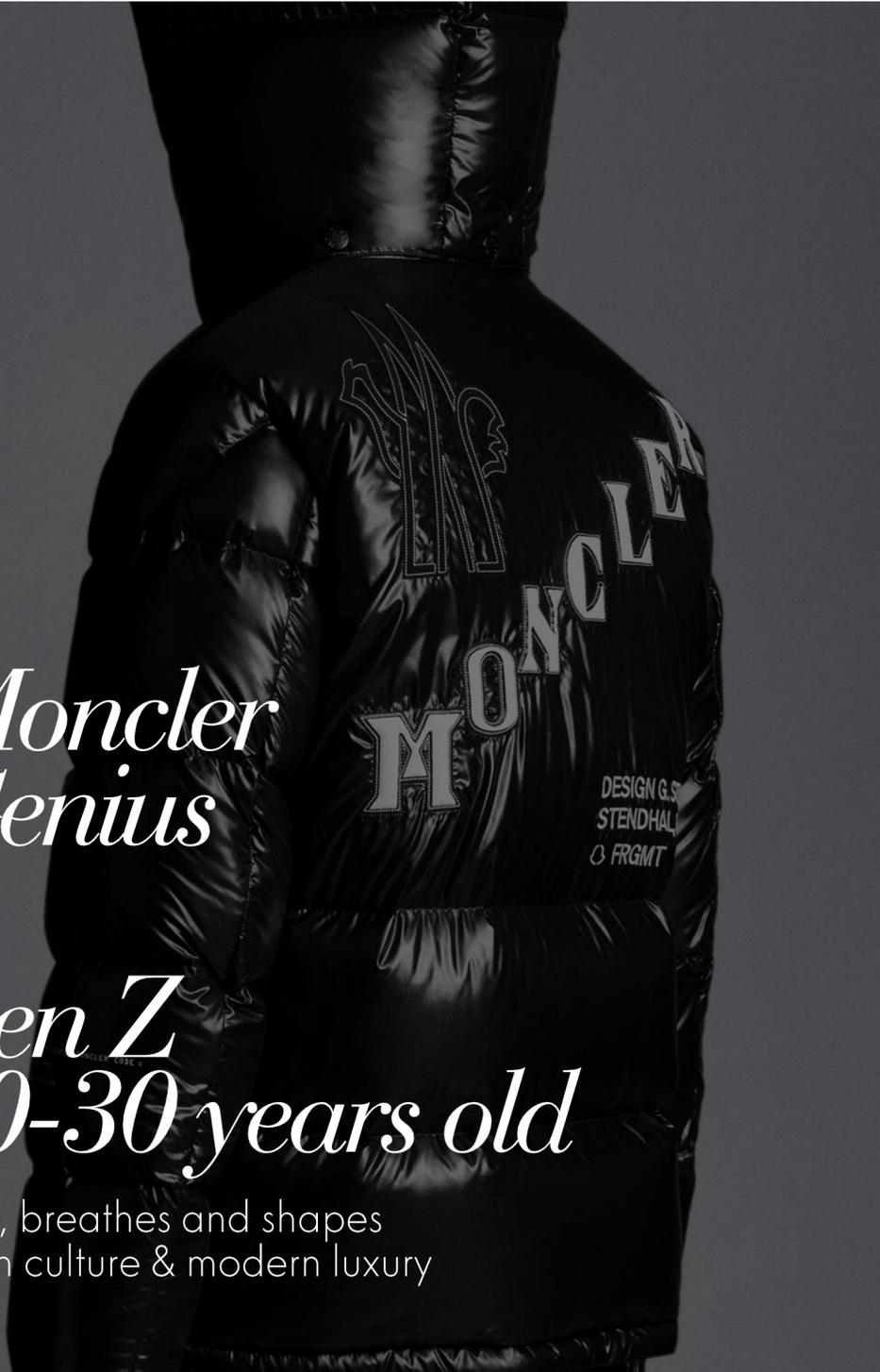


*Active Millennials
30-40 years old*

Seeks high style with
technical performance

COMPLEMENTARY BRAND OFFENSE

A consumer centric complementary offence.
Inspiring and engaging current and new audiences.



*Moncler
Genius
X*

*Gen Z
20-30 years old*

Lives, breathes and shapes
youth culture & modern luxury



*Moncler
Collection
X*

*Gen X / Millennials
30-50 years old*

Consumes and aspires for a
luxurious lifestyle



*Moncler
Grenoble
X*

*Active Millennials
30-40 years old*

Seeks high style with
technical performance

Moncler Brand Architecture

Unleash the extraordinary in EVERYbody

Brand Purpose

Primary Audience

Internal Positioning

Sentiment

Tone

Role for the brand

Key Businesses

Tentpole Moments



MONCLER GENIUS *GenZ 20-30yrs old*

Expect the Unexpected.

Community led, Creative obsessed.
Forward thinking, Youthful.
Unique and Distinctive.

Youthful & Provocative
Disruptive.

High Energy, Anticipation and
Brand Heat & Desire.

Apparel & Footwear / Men's & Women's.

Genius Global Event
+ Selected Stories per year.



MONCLER COLLECTION *GenX Consumer 30-50yrs old*

**The Extraordinary
Seasonal led stories (SS / FW).**

Comfortable Luxury.
Warmth, even in summer.
From the Mountains to the City and back.

Precise, Stylish and
Luxurious.

Our Icons, our must haves. Brand & Business critical.

Apparel led - Footwear & Accessories
/ Men's, Women's, Kids.

SS and FW.



MONCLER GRENOBLE *Active Millennials 30-40yrs old*

Beyond Performance.

Stylish performance
& Adventurous outdoors.

Technical and
fashionable performance.

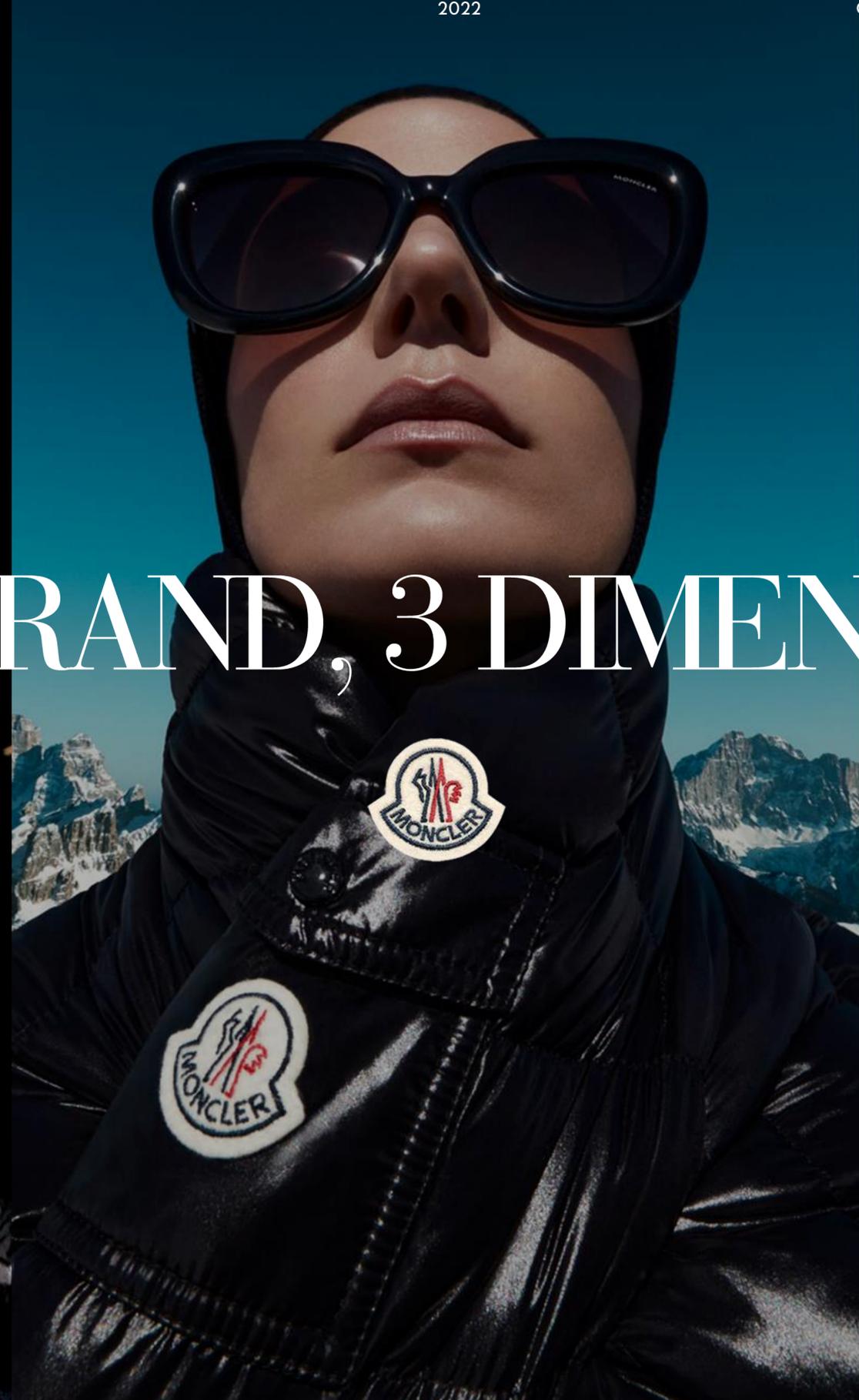
Our DNA. Our Brand Soul.

Apparel, Footwear / Men & Women Led.

High Performance, Après-Ski and Perf & Style (Winter).
Day-Namic (SS and FW).



ONE BRAND, 3 DIMENSIONS.





FEB-DEC 2023

MONCLER GENIUS 2.0

The opportunity to “push the boundaries” of creativity and contamination, going Beyond Fashion and Beyond Luxury.

“Expect the Unexpected”

Dimensionalize



SEPT-NOV 2022

MONCLER 70TH ANNIVERSARY

The opportunity to “humanize” the brand, Celebrating the past 70 and the next 70 years with new and more audiences.

“Extraordinary Forever”.

Humanize



DEC-FEB 2023 ONWARDS

MONCLER GRENoble REBOOT

The opportunity to accelerate, “re-authenticate and reclaim what is ours.”

By celebrating Moncler’s DNA and owning the outdoors, leading with Technical Performance solutions all year around.

“Beyond Performance”.

Authenticate & Reclaim



MONCLER 70TH ANNIVERSARY

EXTRAORDINARY FOREVER.

CELEBRATING THE PAST, PRESENT AND THE NEXT 70 YEARS OF THE BRAND.

*But if we talk about communities,
we believe there is another great opportunity for the brand.*



How can we become
**EXTRAORDINARY
IN FOOTWEAR?**

We must define a clear brand POV. A reason to exist. A distinctive point of view for customers and the market.



Moncler Footwear Unique Positioning

UTILITARIAN LUXURY

Our point of distinction, newness to the market, yet authentic to our DNA.
Always from the mountain to the street and back.



MONCLER FOOTWEAR ARCHITECTURE

FOOTWEAR SEGMENTS



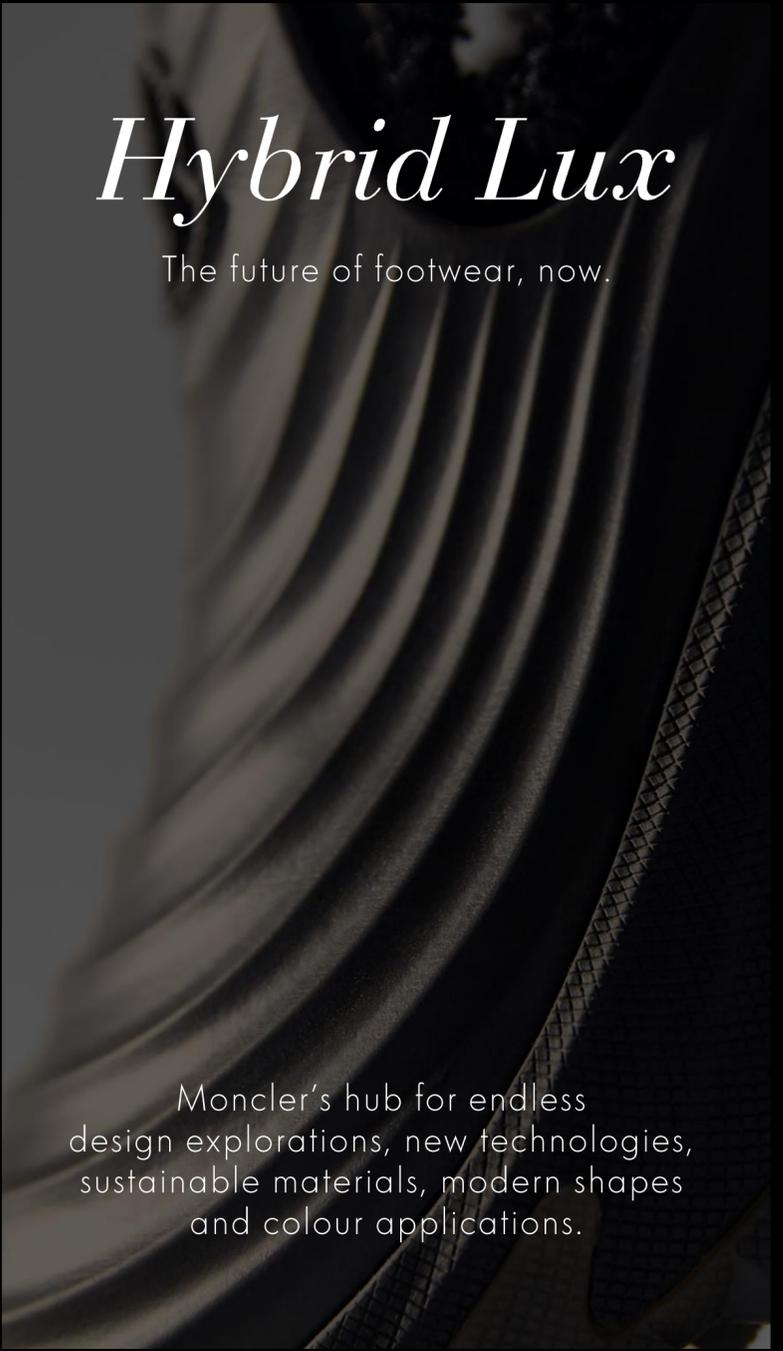
Out Lux
Luxury Outdoor Redefined.

DNA inspired, Functional and Innovative Outdoor Footwear. Quality & Durability.



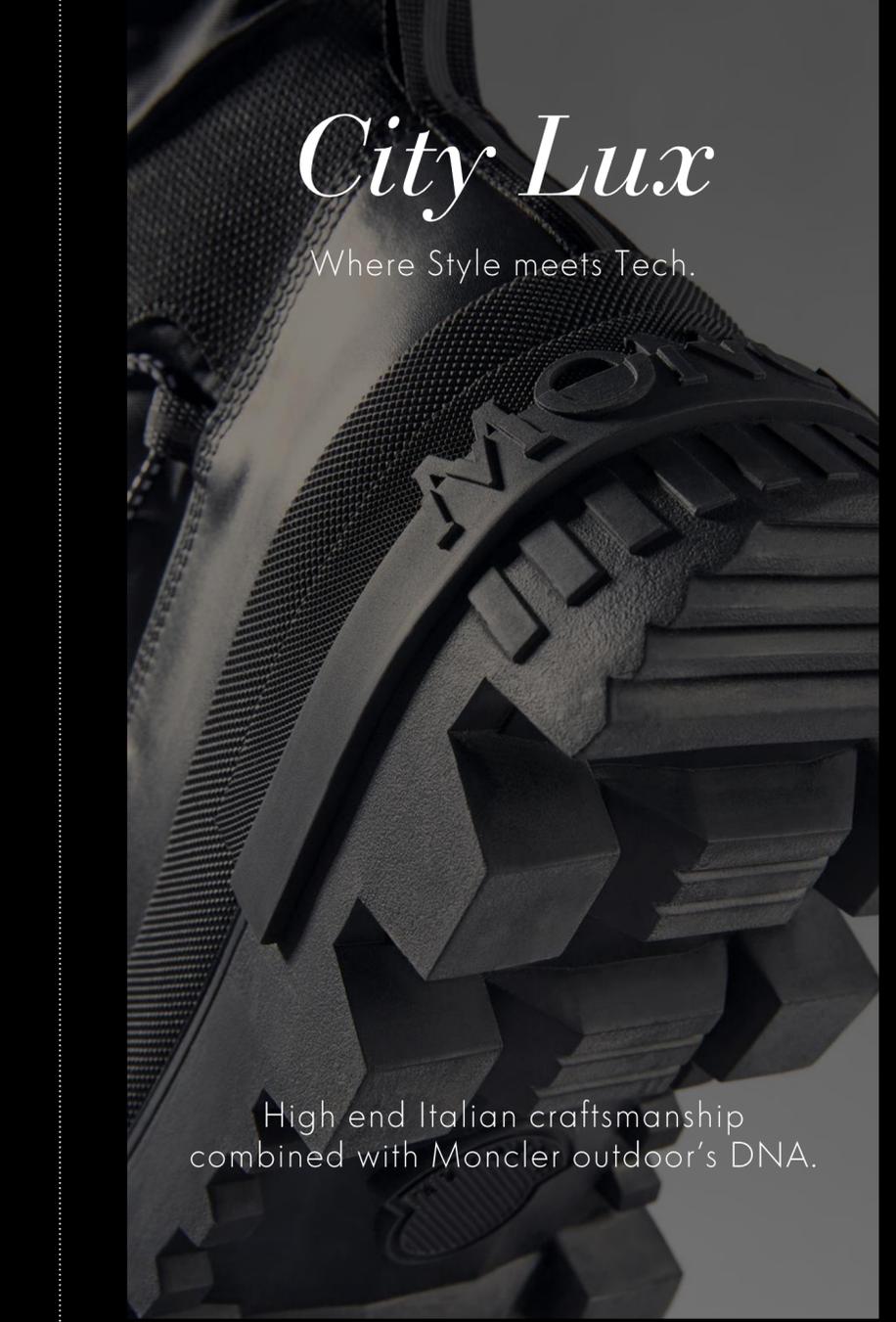
Street Lux
Utilitarian take on athletic sneakers.

A beautiful clash between traditional athletic Footwear and Moncler's DNA.



Hybrid Lux
The future of footwear, now.

Moncler's hub for endless design explorations, new technologies, sustainable materials, modern shapes and colour applications.



City Lux
Where Style meets Tech.

High end Italian craftsmanship combined with Moncler outdoor's DNA.



Moncler Genius Collaborations



NEW LUXURY CUSTOMER



TRADITIONAL LUXURY CUSTOMER



NEXT 18 MONTHS

SETTING UP THE FOUNDATION

1 *Less is More*

Focus on those styles that pay off against our Footwear positioning strategy and stay consistently against them

2 *Orchestrated Launches*

Orchestrated & Integrated launches across the season, leveraging brand launches and customer & cultural moments against MONCLER's selected styles and Genius Collaborations.

A footwear led seasonal flow.

3 *Authenticate the brand*

Leverage key sneaker and footwear destinations around the globe, while focusing with the sneaker Cities and Media partners First.

Empower moncler.com and top Flagship stores as our key footwear brand destination.

4 *Seed to be seen*

Identify our top 50 global Authenticators who can help us create not only visibility but brand desire and hype.

Focused only on selected Top 5 styles.

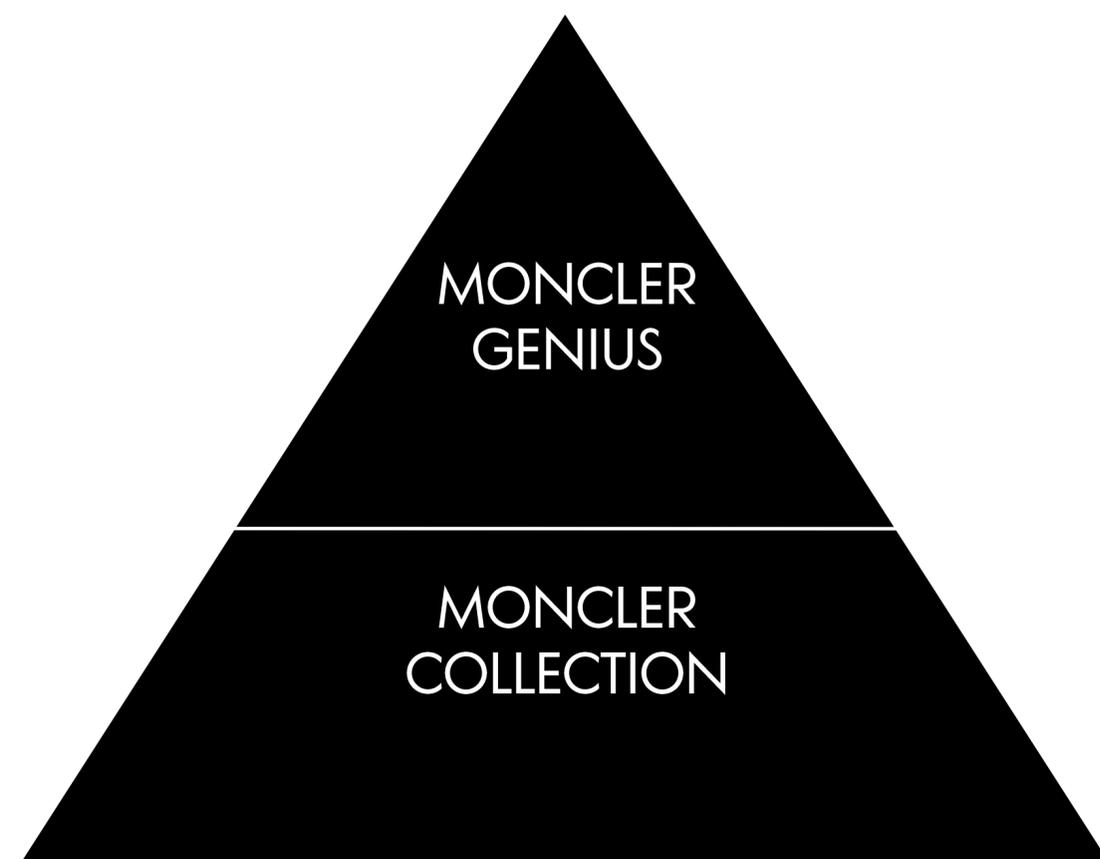
Customer Centric & Community Obsessed - Moncler 2022-24 Brand Journey.

Unleashing the next phase of brand engagement and business growth

From A Pyramidal Model

Focused on influencing and connecting with different segments of the same target audience.

Based on the same product mix.



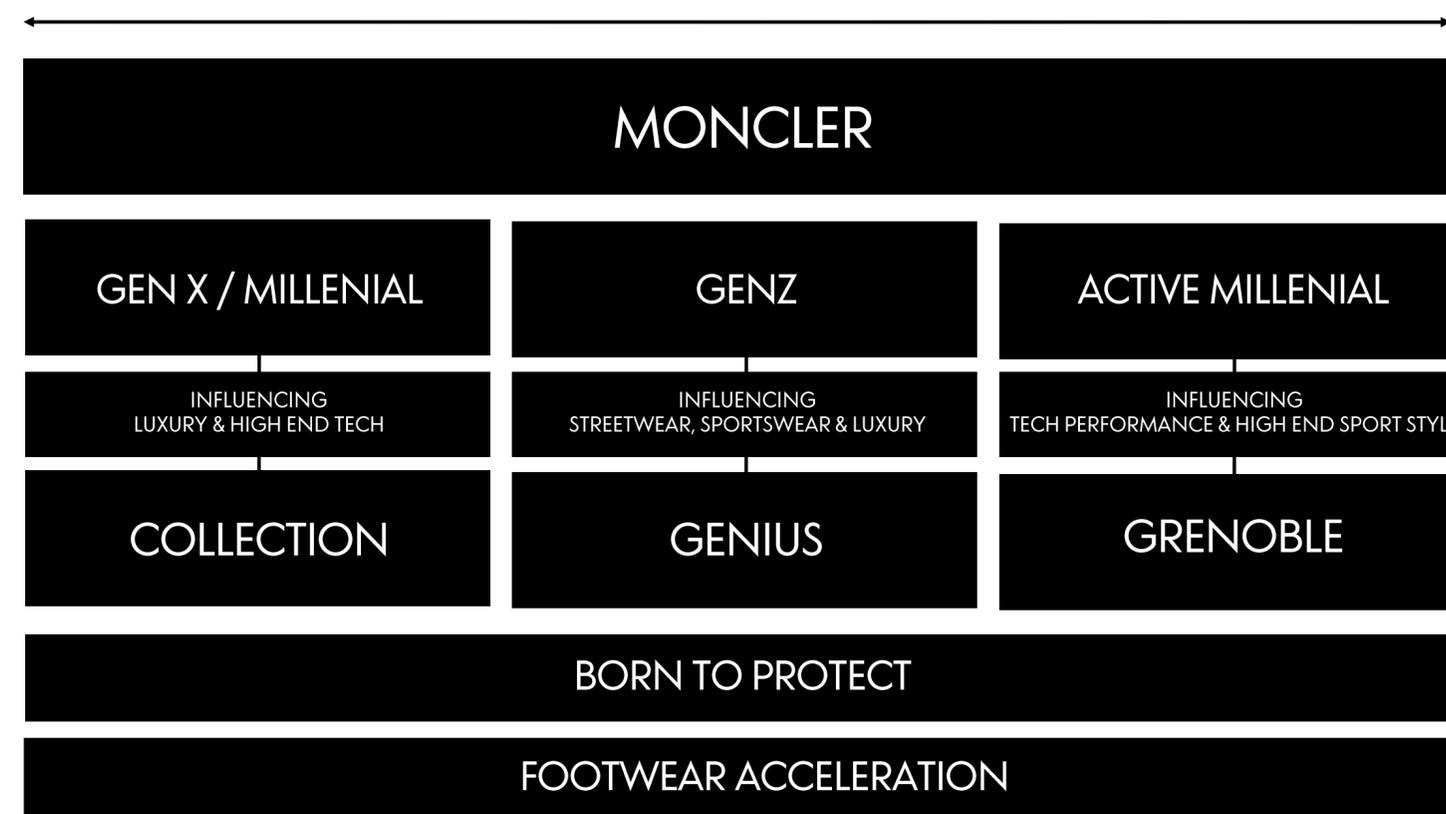
Up to some 80% of the revenue mix in the same part of the business, in one season.



To A Complementary Model

Focused on influencing and connecting with different audiences, creating long lasting communities and different access points to the brand.

Based on a distinctive & complementary target audiences & product mix.



A more healthy and balanced revenue mix across all dimensions of the brand & all seasons.



2025
BRAND
TARGETS

01 *Moncler Collection at 70% of total revenue.*

02 *“Tech Performance” to triple its incidence in Grenoble.*

03 *Footwear revenue expected to reach 10% of total.*

04 *GenZ to be more than 30% of total revenue.*

05 *Spring/Summer up to 1/3 of total revenue.*



2

— MAKING SUSTAINABILITY OUR NEW NORMAL.

Creating meaningful change and impact
both internal and external.

MONCLER



our commitment - our voice

**WE USED TO CLIMB MOUNTAINS,
NOW WE MUST MOVE THEM.**





what is Born to Protect?

OUR COMMITMENT TO TOMORROW

THROUGH LOW-IMPACT DESIGN, RESPONSIBLE SOURCING AND CIRCULAR INNOVATION.

We are doubling down on “Born To Protect” product solutions, entirely made of lower impact materials.

*2021
A Jacket.*

Kicking off Born to Protect through a Jacket made of lower impact materials

*2022
A Look.
Once a year*

Our very first Born to Protect full look, inclusive of additional styles and classifications.

*2023 / 24
A full
Collection.*

More than twice a year:

SpringSummer & FallWinter BTP full Collection, inclusive of accessories and footwear.

MONCLER
BORN TO PROTECT



The future of Born To Protect Collection

A hub TO EXPLORE, innovate AND reimagine
THE CONNECTION BETWEEN NATURE AND HUMANS.
AN OPPORTUNITY TO NOT JUST PROTECT, BUT TO CREATE TOMORROW.



2025 LOWER IMPACT PRODUCT TARGETS



01 *50% recycled nylon.*

02 *50% lower impact cotton.*

03 *100% lower impact wool.*

04 *> 50% of all the fabrics and yarns used in Moncler will be lower impact.*



3

A NEW ERA OF DIGITAL CONNECTIONS & ENGAGEMENT.

Driving a new era of customer and community engagement "logged in era"





Welcome to the
“LOGGED IN” ERA

Our “always on” (24/7) relationship between each customer and Moncler, based on unique brand experiences, services and benefits across the entire Direct ecosystem.



How?

*A full End to End Digital Ecosystem,
focused on creating long lasting customer relationships
through a simple yet meaningful engagement model.*





End to End Brand Engagement Model

Create Demand

AWARENESS & ACQUISITION
Audience 1 : to All

EXPERIENCE &
FEEL THE BRAND

Inspire to Acquire.

Serve Demand

ENGAGEMENT
Audience 1 : to Some

SEAMLESS OFF &
ONLINE BRAND
EXPERIENCE

No End Walls.

Retain Demand

RETENTION
Audience 1 : to 1

A MONCLER
"LOGGED IN"
COMMUNITY

A genuine Loyalty model.

The Moncler Digital Ecosystem.

Create Demand

Serve Demand

Retain Demand

Brand & Product Stories.

Seasonal Stories
A perfect balance between
Global & Local.

Owned Content

Media Drivers

A perfect mix between
Creativity and Targeting.

Paid Media

Current & New Social Platforms

Brand first approach to each
platform and content.

Social Media

Moncler DTC “Logged Out”

Blending Aspirational with
Transactional

eCommerce

Moncler DTC “Logged In”

Moncler Community at
Moncler.com & Moncler App

Moncler Digital Ecosystem

Moncler eCommerce Key Priorities.

← *Create Demand* →

← *Serve Demand* →

← *Retain Demand* →

1 *Organic & Paid Balance*

Performance media & paid social investment to accelerate growth and paid traffic to our platforms.

Brand Voice & Data powered.

2 *Content Experience*

Content studio acceleration for engagement retention and turn over.

Test and explore new ways on content creation, experiences, immersive tech, inclusive of UI/UX.

“Inspire to acquire”

3 *Stock Management.*

Inventory management enhancement and allocation against platform potential.

One stock approach.

Express as the new delivery standard.

Moncler.com as the ultimately Moncler shop.

4 *Exclusive Products*

10% of digital revenues generated from exclusive products to Moncler.com

Increasing stickiness and loyalty from consumer & prospects.

Exclusive products, color-ways, pre order, pre launches.

5 *Services Benefits*

Exclusive services and benefits for “logged in” customers, opening a next level of interaction with Moncler.com

Personalisation via Moncler by Me. Virtual Try On, Personal Shopping, Style Curation and more.

6 *Always On Brand*

Full 360 customer view with clear community advocacy led by 1:1 consumer relationships through data empowerment

Loyalty Program

Reset of Moncler App

ACQUISITION

CONSIDERATION

CONVERSION

STICKINESS

RETENTION

LOYALTY/ENGAGEMENT



The Moncler Digital Ecosystem in China. Immediate priorities.

Local Content Studio

Inspire a new generation of Moncler Lovers

60 % Central - 40% Local

Acceleration of WeChat mini programs

A Mini program by Brand Dimension

Moncler on TMall

Exclusive Products, Services & Benefits

Leverage the power of data

Become a data intelligence powerhouse

Moncler D2C "Logged In"

Exclusive Products, Services & Benefits



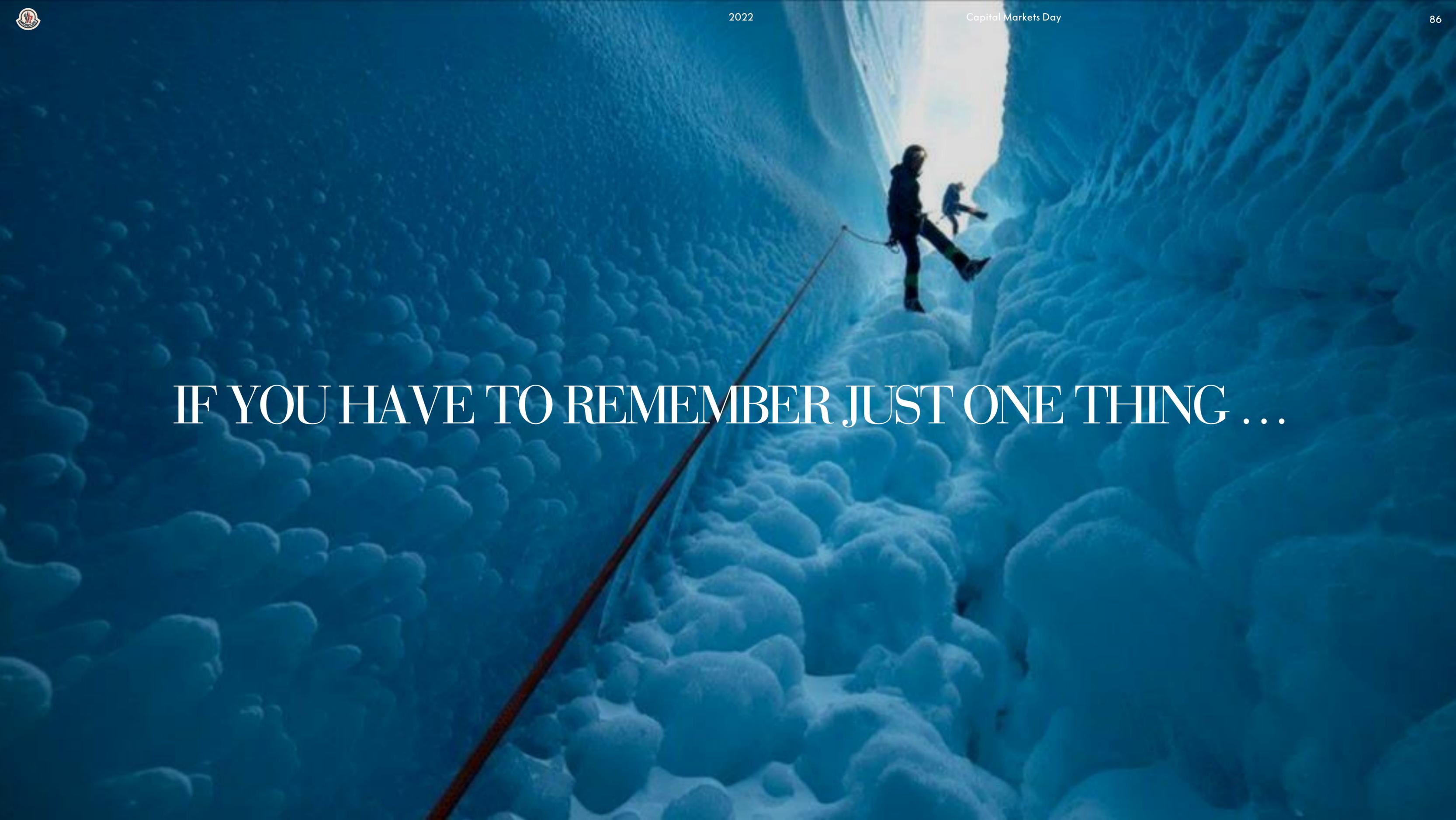
2024
DIGITAL
TARGETS

01 *Digital to become 25% of total revenues.*

02 *1 million “logged in” customers.*

03 *10% of total collection exclusive to moncler.com.*

04 *100 millions visits (traffic) to moncler.com.*

A person is seen climbing a narrow, deep crevasse in a glacier. The ice is a deep, vibrant blue color. The person is wearing dark gear and is using a rope to assist in their ascent. The crevasse walls are textured with rounded, bubble-like ice formations. The lighting is dramatic, with a bright opening at the top of the crevasse.

IF YOU HAVE TO REMEMBER JUST ONE THING ...

OUR EVOLVED BRAND FOCUS:

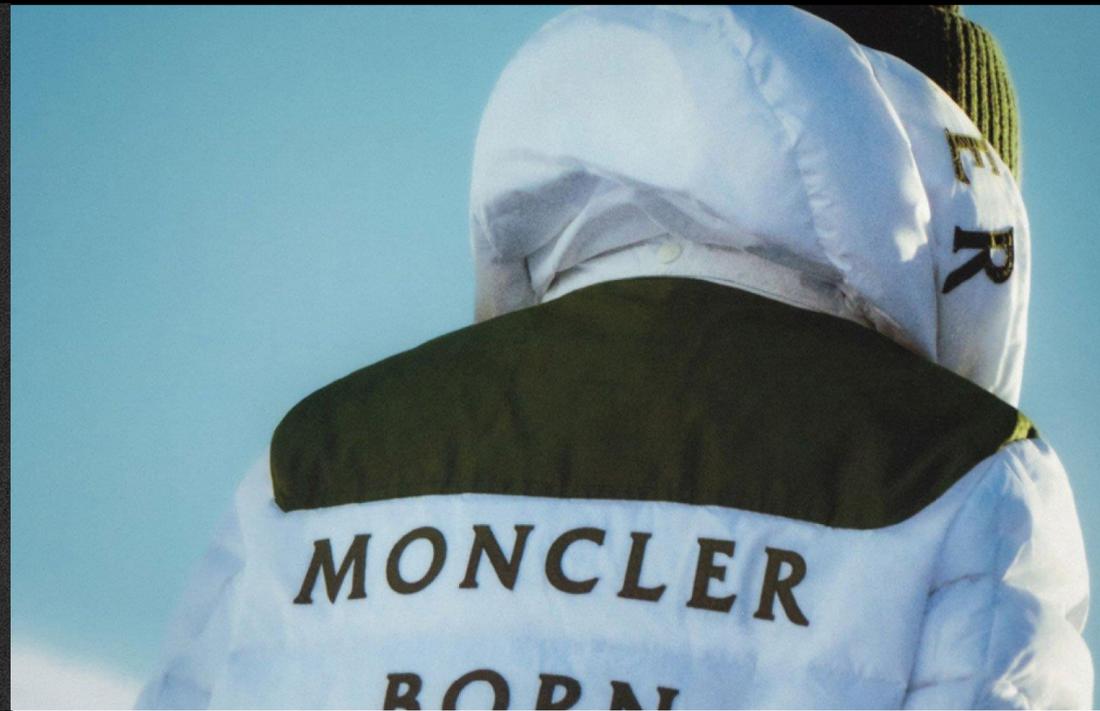
1



*A consumer
centric &
community
obsessed brand.*

One Brand, 3 Dimensions,
creating new and more access
points to the brand.

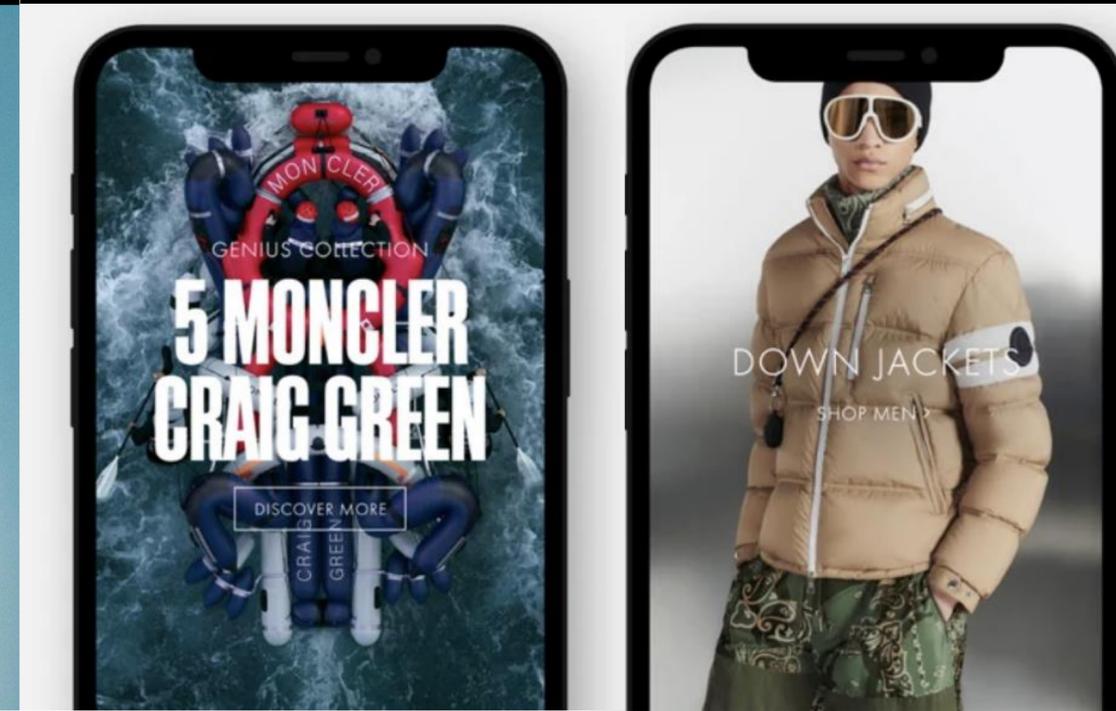
2



*Making
sustainability
our new
normal.*

Creating meaningful change and impact
both internal and external.
We were Born to Protect.

3



*A new era
of digital
connections &
engagement.*

Driving a new era of customer and
community engagement,
from 1-to-all to 1-to-1. The "logged in era".



JUST ONE MORE THING...

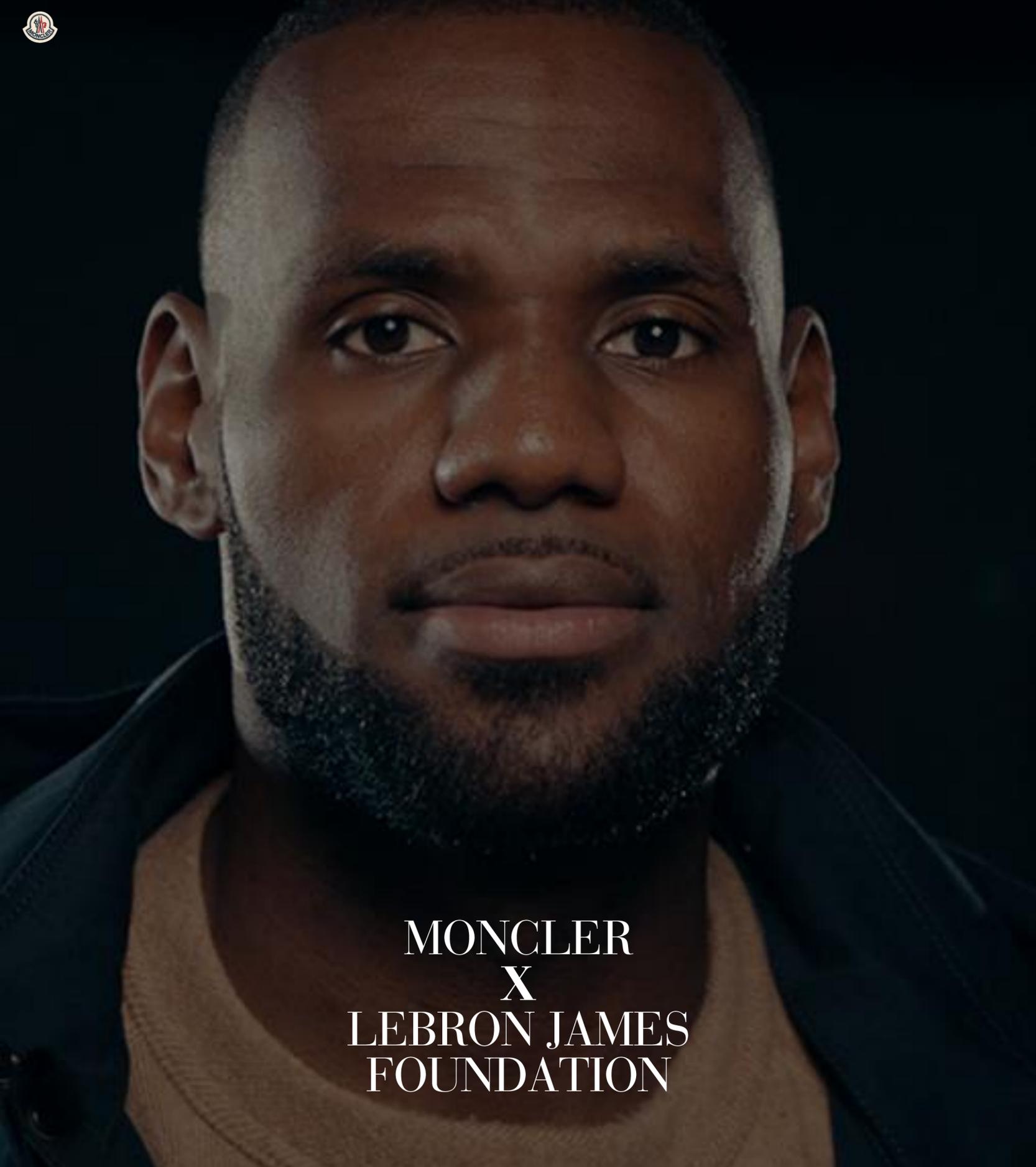
MONCLER GENIUS



*“let’s not forget that communities unite
and live around meaningful people”*

Remo Ruffini





MONCLER
X
LEBRON JAMES
FOUNDATION



MONCLER
X
SIR JONY IVE
PARTNERSHIP

An ever EVOLVING brand. The Brand of Extraordinary.



1952

Mountain Product

1968

Ski Icon

1980

City Icon

2006

Fashion Shows

2018

Moncler Genius
Retail Reset

2021

Digital DTC
Moncler.com
Moncler App

2024

Community Obsessed
One Brand, 3 Dimensions

Sustainability
Our new normal.

Digital New Era
Connections & Engagement.

“COMMUNITY OBSESSED” MULTICHANNEL ORGANISATION

Roberto Eggs

Stella King, Robert Norton





MONCLER OPENED ITS FIRST STORE “ONLY” 15 YEARS AGO

2007

2013

2015

2018

2019

2020

First Urban Store

More than 100 stores
First flagship

Retail excellence

Omnichannel
excellence 2.0

More than 200
stores

Covid & new
ways of selling



What we want to achieve in the next three years...



EMPOWER NEW
BRAND
STRATEGY



ELEVATE
CUSTOMERS
ENGAGEMENT



UNLOCK FULL
REGIONAL
POTENTIALS

...Powering on 3 Levers

Leveraging on our know-how and omnichannel excellence 3.0

Magnifying store experience

Make the most of our wholesale leadership

BEYOND SERVICE TO ENABLE TRUSTWORTHY CONNECTIONS

01

Be eager

- Further invest in "non traditional" ways of selling and engaging.
- Keep leveraging on Client Service.
- Evolve the role of the store: from transactional place to experience provider.

02

Be bold

- Foster a proactive clienteling culture.
- Strengthened qualitative retention via new and more targeted tools.
- New Monclient 3.0 intelligence app: fully integrated, real time and actionable.

03

Be true

- Higher focus on storytelling and brand romance.
- Transform training to the next level: unintentional, peer-to-peer, engaging.
- New training platform to serve more effective training with daily contents.

Magnifying Store Experience

RETAIL NETWORK IS A PILLAR OF THE NEW BRAND STRATEGY

01

Be selective

- Flagships as Brand manifesto.
- Focus on key relevant cities.

02

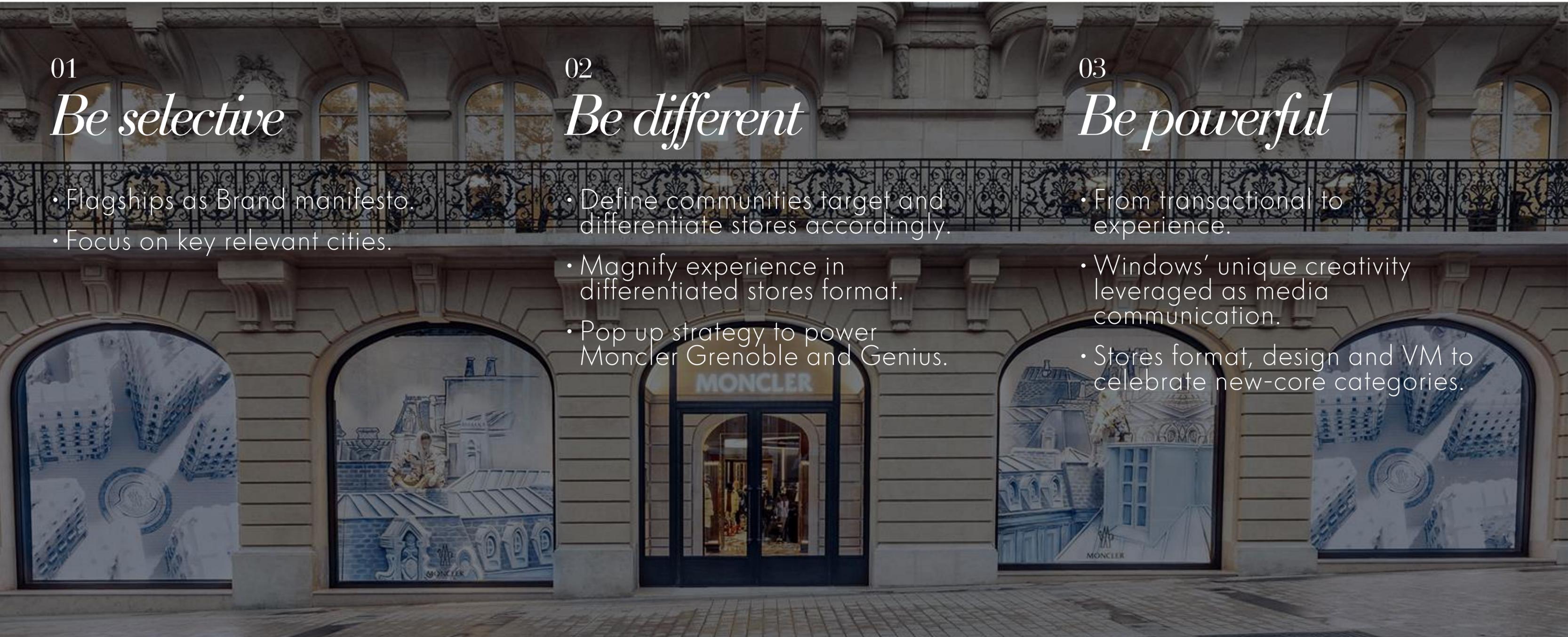
Be different

- Define communities target and differentiate stores accordingly.
- Magnify experience in differentiated stores format.
- Pop up strategy to power Moncler Grenoble and Genius.

03

Be powerful

- From transactional to experience.
- Windows' unique creativity leveraged as media communication.
- Stores format, design and VM to celebrate new-core categories.



THE WHOLESALE CHANNEL AS AMBASSADOR OF THE NEW BRAND'S STRATEGY

01

Be coherent

- Moncler Genius: align accounts to the new strategy with exclusive and deeper assortment.
- Moncler Grenoble: develop penetration in selected sportswear accounts.
- Footwear: focus on US and in key specialty stores through tailored activations.

02

Be digital

- Strengthen collaboration with key e-tailers.
- Phygital showroom experience.

03

Be direct

- SIS selected development: c. 15 by 2024.
- Airports locations to serve new countries and nationalities.



How we are leveraging on all these actions to unlock full regional potentials





New Projects

EMEA

10-12 new openings
10+ relocations/expansions

Main retail projects:

Madrid
Dusseldorf
Zurich and Wien relocation (flagship)

Focus on travel retail

(Heathrow, Paris CDG, Munich)

Selected project to key wholesalers

(Antonia Milano, END Clothing)

Further development of SIS network





New Projects

KOREA

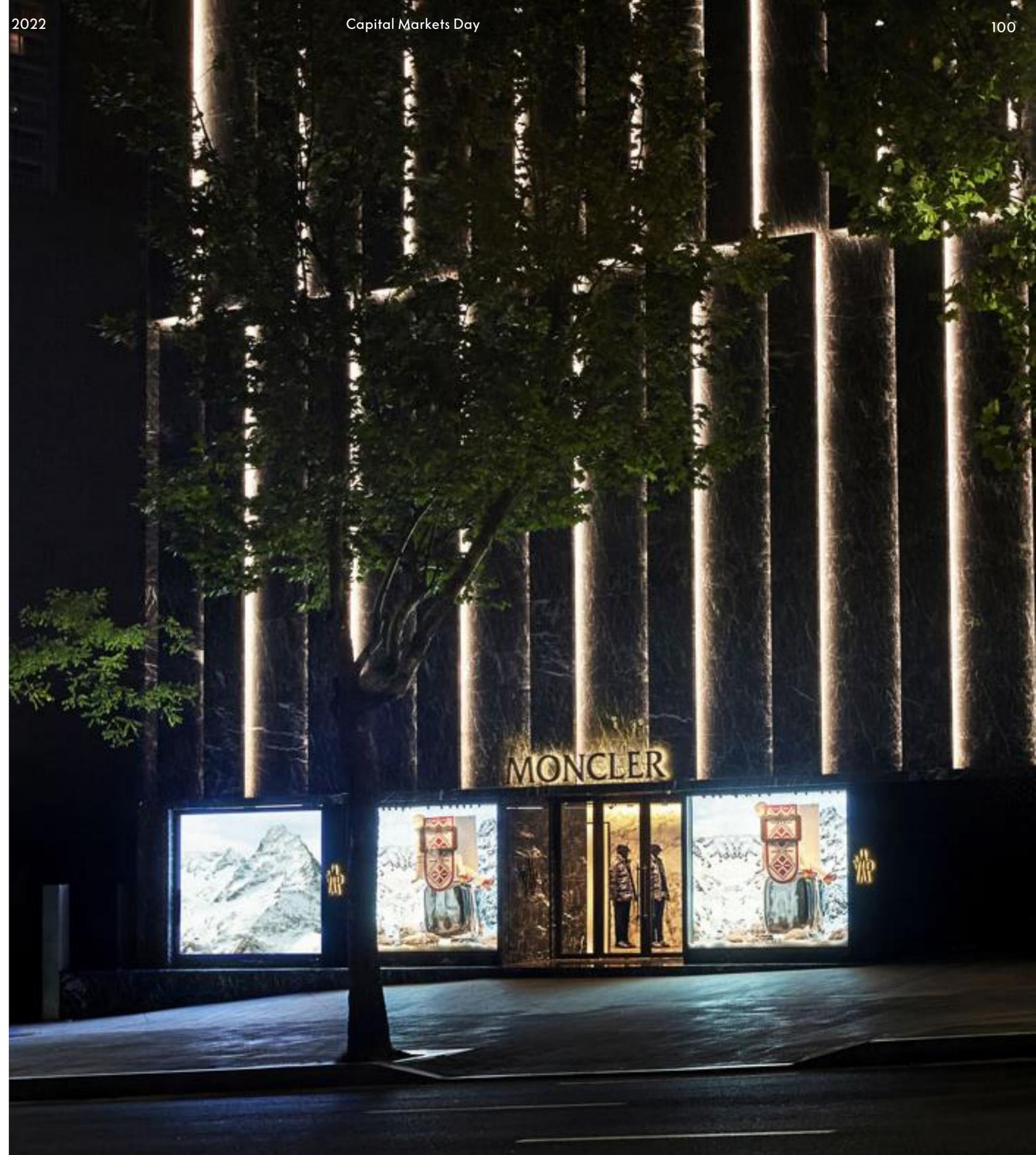
2-4 new openings

10+ relocations/expansions

Main retail projects:

Seoul Galleria

Jeju Lotte DF





New Projects

JAPAN

4-6 new openings

10+ relocations/expansions

Main retail projects:

Tokyo Shibuya (flagship)

Kobe Hankyu

Tokyo Isetan relocation

Osaka Hankyu relocation

*Further wholesale enhancement
focusing on Tier 1 and 2 accounts*





New Projects

APAC

10-14 new openings
8+ relocations/expansions

Main retail projects:
Shanghai Plaza 66 relocation (flagship)
Beijing China World (flagship)
Macau Galaxy (flagship)
Guangzhou and Shenzhen Swire

Main wholesale projects:
Hainan: 4 stores by 2024
Macau: Four Season relocation



EMPOWER CHINA

- 01 China BU creation at Moncler's HQ to spread culture across divisions
- 02 China local content creation studio / Dedicated Marketing approach Festival driven / Special Projects
- 03 Boost multichannel approach
- 04 Organization reinforced

From 2011 to 2021 Moncler in China grew by 20x



SHORT TERM
UNCERTAINTIES
MIRRORED BY
UNTOUCHED
POTENTIAL



AMERICAS

6-8 new openings
8+ reloc/expansion

Main retail projects:

Miami Design District/Detroit/Dallas
Relocation: Miami BH, Aspen
New Concepts/Formats (NY/LA)

*Focus on Digital Momentum & Potential
(Direct / e-tailors / wholesalers)*

Tier 2 and 3 City development (Wholesale)



UNLEASH USA

01 Community-obsessed approach to drive brand awareness and local connectivity

02 Harnessing the power of American pop culture to accelerate growth

03 Footwear marketplace acceleration to drive Brand's awareness and business impact

04 Leveraging the organizational strength and agility to drive results

From 2011 to 2021 Moncler in America grew by 10x



UNLEASH
OPPORTUNITIES IN AN
UNDERPENETRATED
MARKET



2024
GLOBAL MARKETS
TARGETS



01 *100 DOS to be opened, relocated or refurbished in the 3yrs*

02 *Selling space to grow mid-high single-digit per annum*

03 *Mid-single digit wholesale CAGR with 10% doors reduction*

04 *More than 50% of growth contributed by China and USA*

SUPPLY CHAIN EVOLUTION

Luciano Santel
Francesca Bacci





SUPPLY CHAIN

Our Mission

OUR GOAL IS TO CONTINUE TO DEVELOP A SUPPLY CHAIN
BASED ON FIVE PILLARS:

01

Savoir faire

02

*Technology
Innovation*

03

*Demand
Driven
approach*

04

*Production
development*

05

*Born to
Protect*









SUPPLY CHAIN

Quality, Accountability, Responsiveness, Sustainability

01

Savoir faire

- Collection excellence
- Full digitalisation
- 3D further development

02

Technology Innovation

- Lean production

03

Demand Driven approach

- Shorten lead time

04

Production development

- Enlarge own production facilities
- Partnership with key manufacturers
- Insource footwear know-how

05

Born to Protect

- Circular economy
- Innovation in sustainability



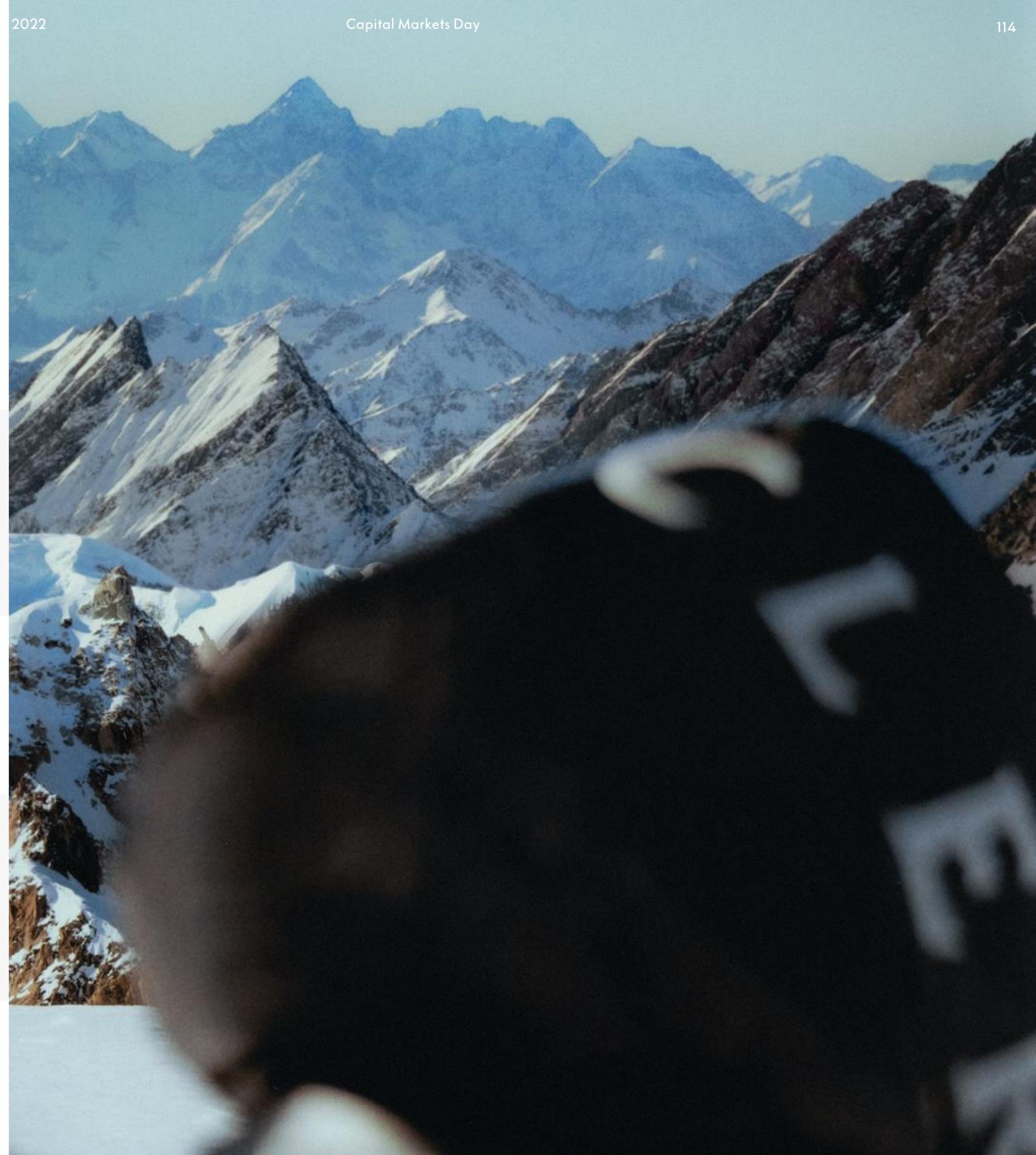
LEAN PRODUCTION

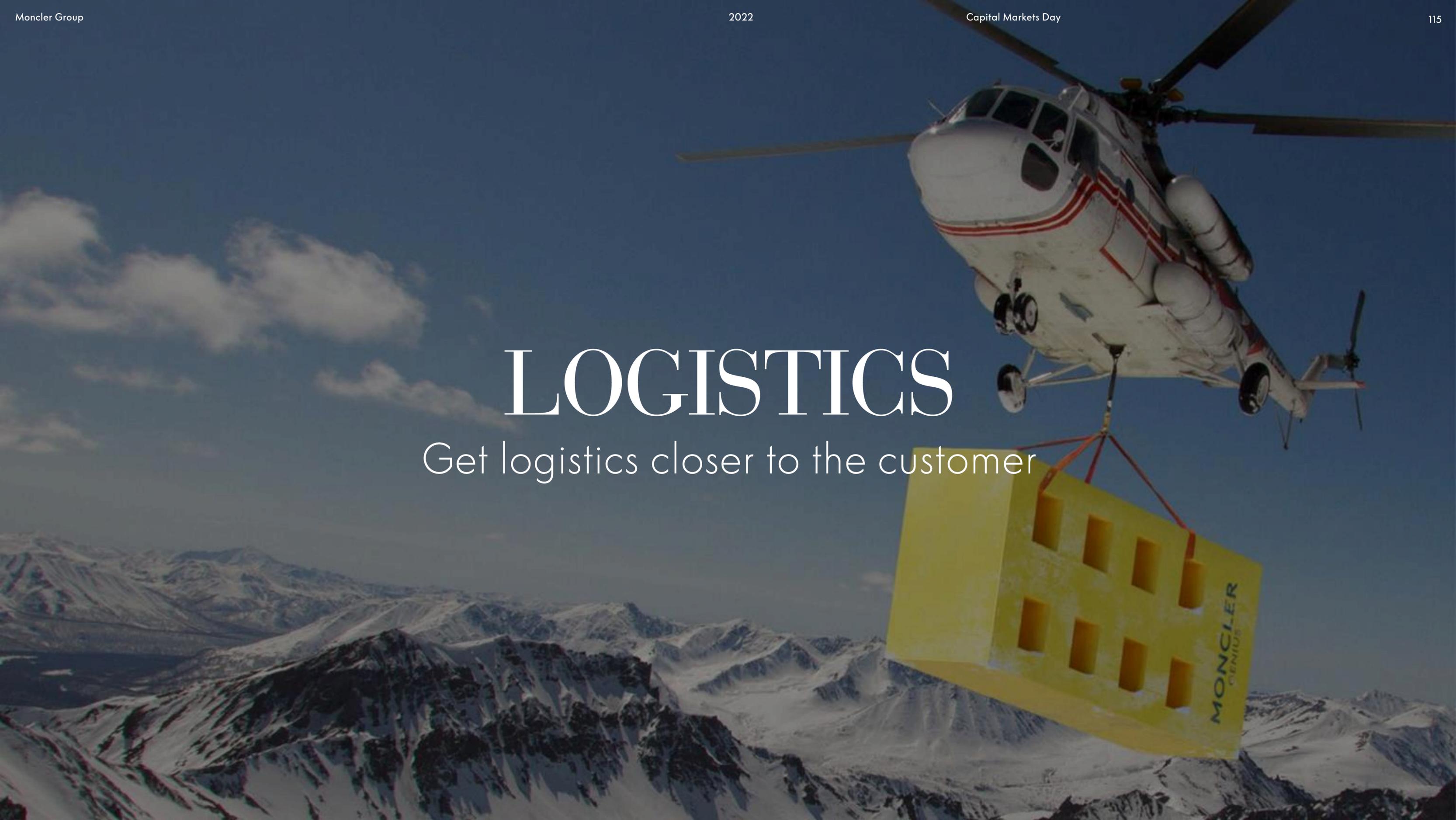
01 ONE PIECE FLOW

02 TAKT TIME

03 MINIMAL MATERIAL HANDLING

04 JIDOKA





LOGISTICS

Get logistics closer to the customer

Logistics' challenges in a more complex ecosystem

- 01 Manage e-commerce complexity
- 02 Warehouse automation
- 03 One standard model WW
- 04 Stone Island logistics integration
- 05 Sustainability challenges





2024
SUPPLY CHAIN
& LOGISTICS
TARGETS



01 *30% internal production.*

02 *Footwear hub.*

03 *More than 1 million annual deliveries in e-commerce.*



STONE ISLAND

Carlo Rivetti





1982

Conceptual Impetus



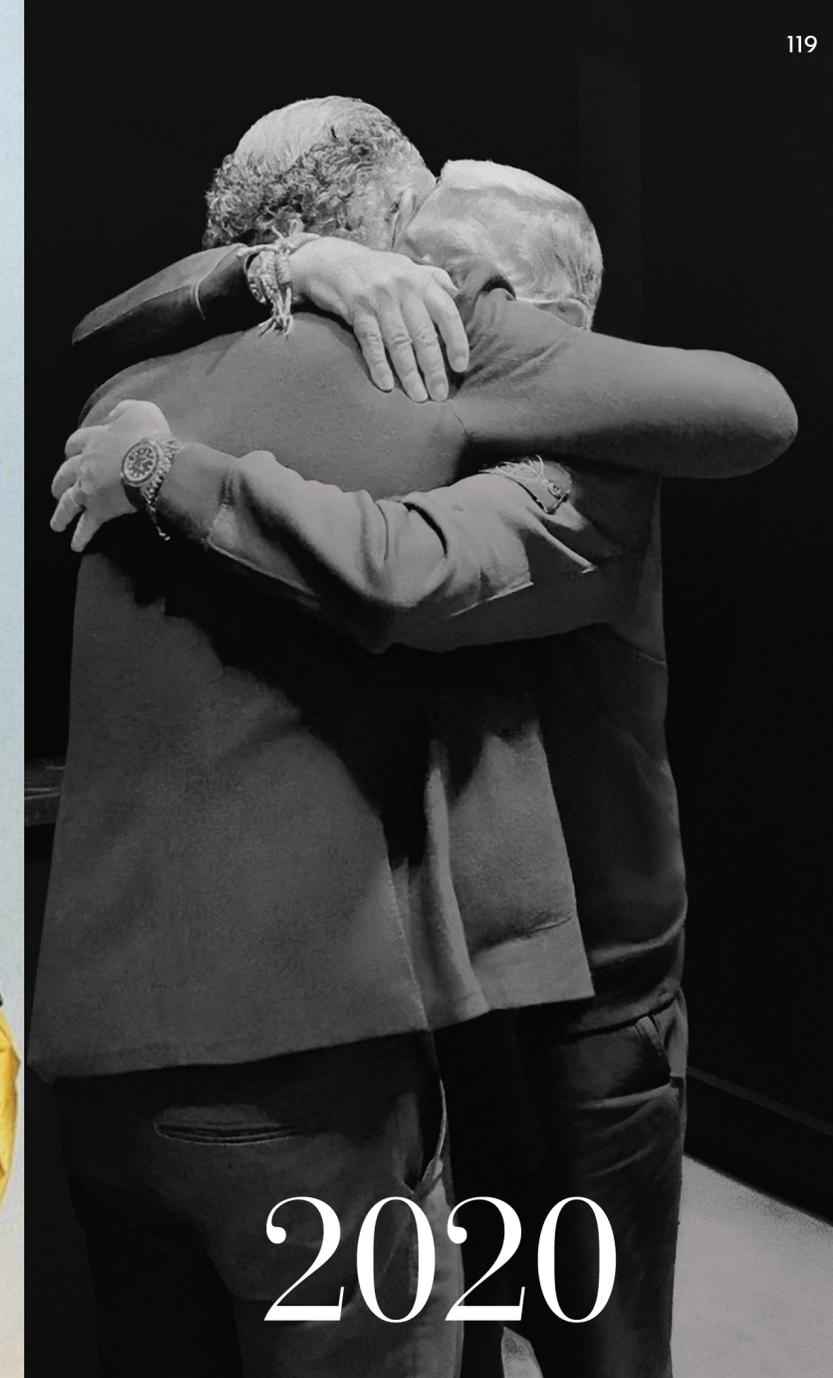
2008

Perceivable Research



2014

Consumer Evolution



2020

Moncler Group



Stone Island Mission is to

SPREAD THE CULTURE

To new territories & new communities



Through...

LAB

The constant scrutinizing and boundless investigation into the transformation and enhancement of fibres and fabrics, leading to the discovery of unique materials and exclusive production techniques never previously employed in the clothing industry.

LIFE

The existence of Stone Island products in the lives of its consumers and the significance infused into the brand by the lifestyle of the wearer. An acknowledgement of the cultural importance of Stone Island to a variety of cultural strains, ranging from terrace culture to underground music scenes.

While remaining...



AUTHENTIC

Stone Island's obsession with authenticity goes from product development to all aspects of communication.

Everything we do has a clear purpose.

TRANSVERSAL

- To different subcultures
- To different generations
- To different identities

INNOVATIVE

- Function over Fashion
- Product over Lifestyle



THE FIRST 12 MONTHS

Roberto Eggs





ONE YEAR AGO WE SAID

TODAY WE KNOW THAT

Unique **positioning**
Superior **production** expertise
Shared vision

STRENGTHS

Have been **confirmed**

Expand **international** footprint
Enhance **retail** presence
Leverage on already above average **digital** exposure

OPPORTUNITIES

Have been **directed**

Limited **control** over markets and distribution
Limited brand **awareness** in fast growing markets
Low exposure to **Chinese** clientele

WEAKNESSES

Have been **challenged**

Limited retail **culture**
Mono **gender**
Low exposure to shoes/accessories

THREATS

Have been **addressed**



1982

Conceptual
Impetus



2008

Perceivable
Research



2014

Consumer
Evolution



2020

Moncler Group



2021

Laying
Foundations



2022-25

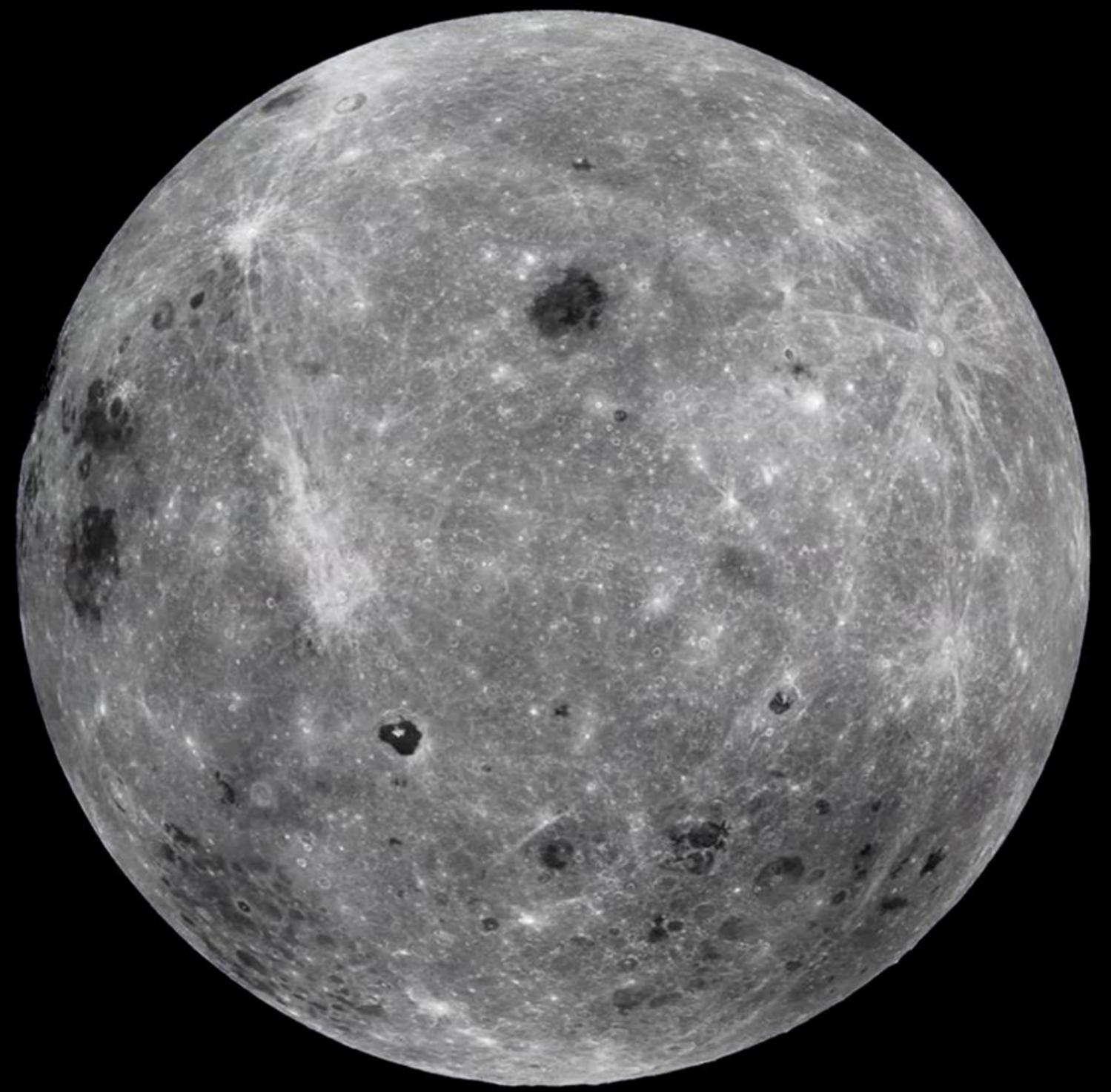
Accelerated
Evolution



THE WAY FORWARD

ACCELERATED EVOLUTION

Romeo Ruffini





Brand

**EVOLUTION NOT
REVOLUTION**



Product

**RESPONSIBLE
INNOVATION AND
MERCHANDISING**

Distribution

**OWN THE
MARKET**





Accelerated Evolution: The 3 Levers

Brand

EVOLUTION NOT REVOLUTION



Product

RESPONSIBLE INNOVATION AND MERCHANDISING

Distribution

OWN THE MARKET

KEY PILLARS

01

Drive awareness

- Align and grow perception and awareness across geographies
- Increase awareness in USA, Japan and Korea
- Elevate global relevance

02

Engage with communities

- From organic to influential community engagement
- Begin an active engagement program in key cities to drive awareness into new and existing communities

03

Rethink content

- From "one content to many platforms" model to a "vertical content tailored on the different lines and platforms"

EVOLUTION NOT REVOLUTION



FROM BADGE TO BRAND

AMBASSADORS

Recurring Brand Driven Devoted



ADVOCATES



HYPE

Occasional

Badge Driven

Volatile



Brand

EVOLUTION NOT
REVOLUTION

Product

RESPONSIBLE
INNOVATION AND
MERCHANDISING

Distribution

OWN THE
MARKET



KEY PILLARS

01

Evolve collection merchandising

- Collection merchandising structure review
- Carry over introduced in SS 2023
- DTC Driven merchandising (shift to multi-delivery model)
- DTC driven product development (from collection briefing to in-store merchandising)

02

Transition to sustainable innovation

- Lower impact materials
- Back to life
- Product research Studio



Evolve merchandising structure



Carry over



MAIN COLLECTION

Seasonal



Accessories



Evolve merchandising structure

01

*Stone Island
Ghost*



2022

Capital Markets Day

134

AND 3 LINES

02

*Stone Island
Marina*



03

*Stone Island
Stellina*





Pursuing for responsible innovation

01

Transition to lower impact material

- Progressively replacing key raw materials with lower impact alternatives
- Evaluating impact through LCA (Life Cycle Assessment)
- 50% by 2025

02

Back to life

- Circular approach integration
- Upcycling project launching 2022

03

Product research studio

- R&D department in charge of delivering sustainable innovation

A NEW PATH OF RESPONSIBLE INNOVATION



Accelerated Evolution: The 3 Levers

Brand

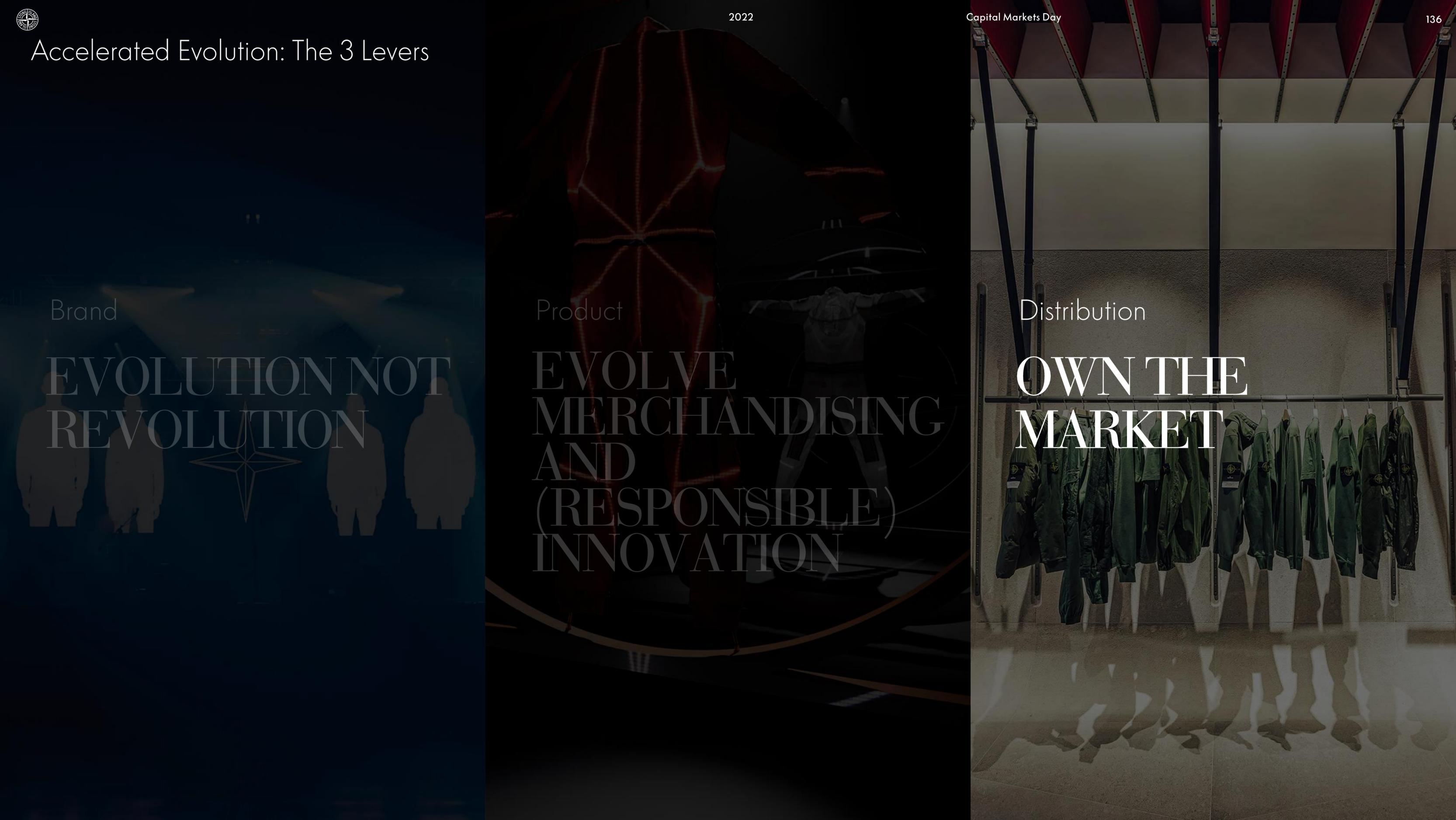
EVOLUTION NOT REVOLUTION

Product

EVOLVE MERCHANDISING AND (RESPONSIBLE) INNOVATION

Distribution

OWN THE MARKET





Region

MARKETS BUYBACK & REGIONAL SET-UP

DTC

RETHINK & DEVELOP DTC

Wholesale

ELEVATE & CONTROL WHOLESALE



Region

MARKETS BUYBACK & REGIONAL SET-UP

DTC

RETHINK & DEVELOP DTC

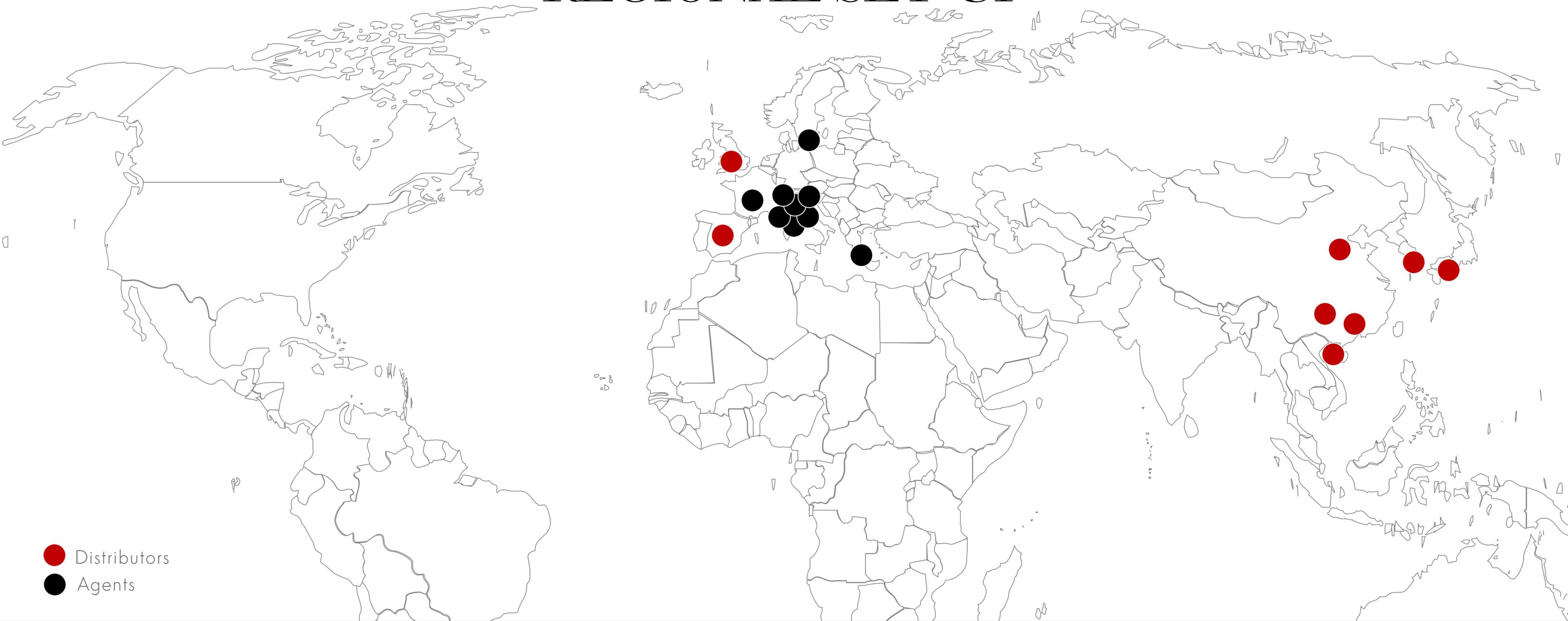
Wholesale

ELEVATE & CONTROL WHOLESALE



Rethink and Develop

REGIONAL SET-UP

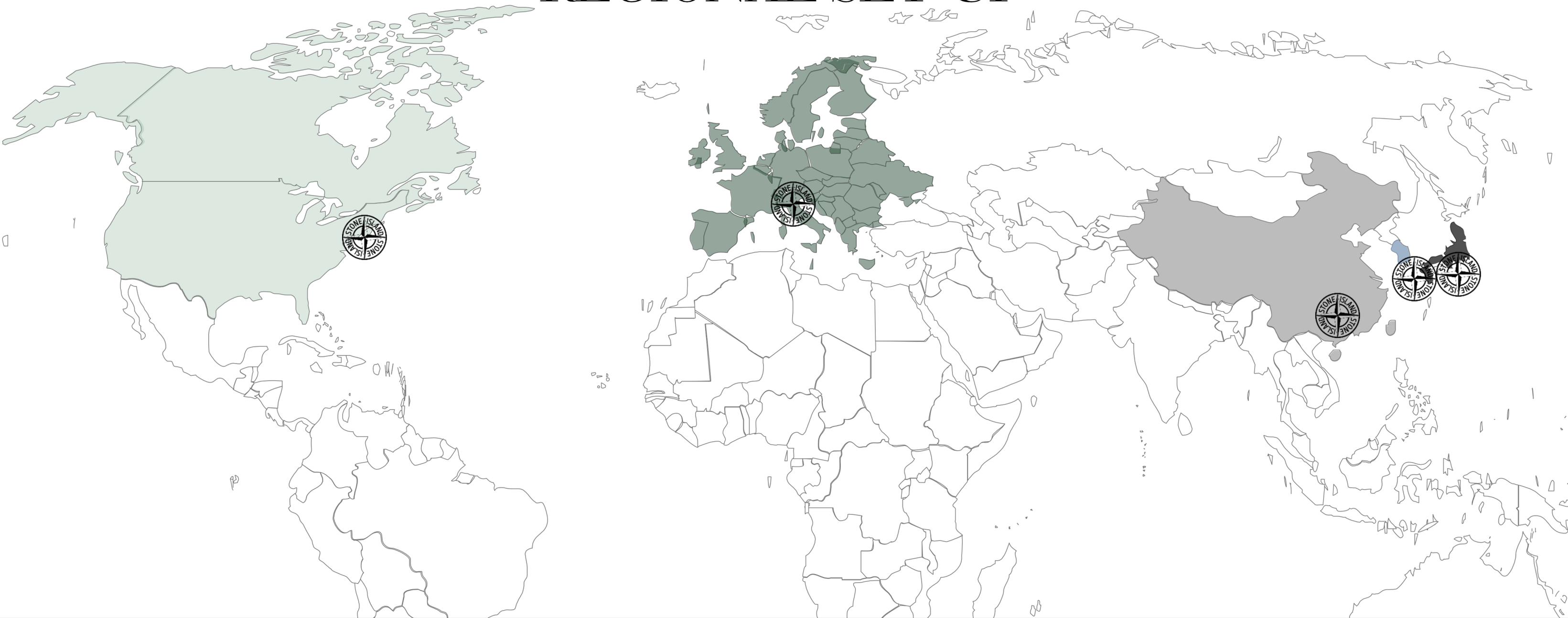


FROM MORE THAN 15 AMONG AGENTS AND DISTRIBUTORS...



Rethink and Develop

REGIONAL SET-UP



... TO 5 REGIONS



Region

MARKETS BUYBACK & REGIONAL SET-UP

DTC

1815
PRINTING 011-1815
1815
1815
REFLECTIVE JACKET
Grâce à une enduction réal-
isée avec des pigments
de microbilles, le tissu
réflexive possède une grande
capacité de réflexion
face aux sources de lumière
vives et celles-ci sont
faciles. Il restitue la
lumière en la multipliant
dans la couleur de ce même
tissu, en particulier
dans l'obscurité. L'11
est pris en photo sur mode
flash. Il prend le dessus
sur les autres composants
de l'encadrement qui
deviendraient noirs. Sac
poché en vessie de coton.

RETHINK & DEVELOP DTC

Wholesale

ELEVATE & CONTROL WHOLESALE

Rethink and Develop

REDEFINING OUR DTC INFRASTRUCTURE

Community

Commerce

Retail stores

More than just a store; a space where brand experience and transactional excellence meet. A space to host communities

SPATIAL PURPOSE

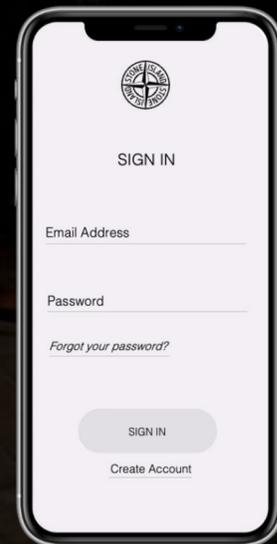
BEYOND TRANSACTIONAL

CONNECTED RITUALS

App

A platform to generate a different brand-consumer interaction. A logged-in only, exclusive environment for communities

- FIRST TO KNOW
- FIRST TO BUY
- FIRST TO SHARE



E-COMMERCE

1

TIGHTLY CONNECTED TO THE STORE

2

COMMERCE VS. BRAND

3

TAILORED OFFER

A PRODUCT PLATFORM BUILT AROUND CONSUMERS WITH SEAMLESS INTEGRATION TO OTHER TOUCH-POINTS. AN EFFICIENT, INTUITIVE AND PREMIUM DESTINATION



DEVELOPMENT PLAN



Rethink and Develop

EMEA

*Gaining control over most agents and distributors
UK DTC directly managed by Q3 2022*

8-10 new openings

5+ relocations/expansions

50%+ network to be refurbished with
new store format

Empower flagships in key cities:

London
Milan
Paris
Munich





Rethink and Develop

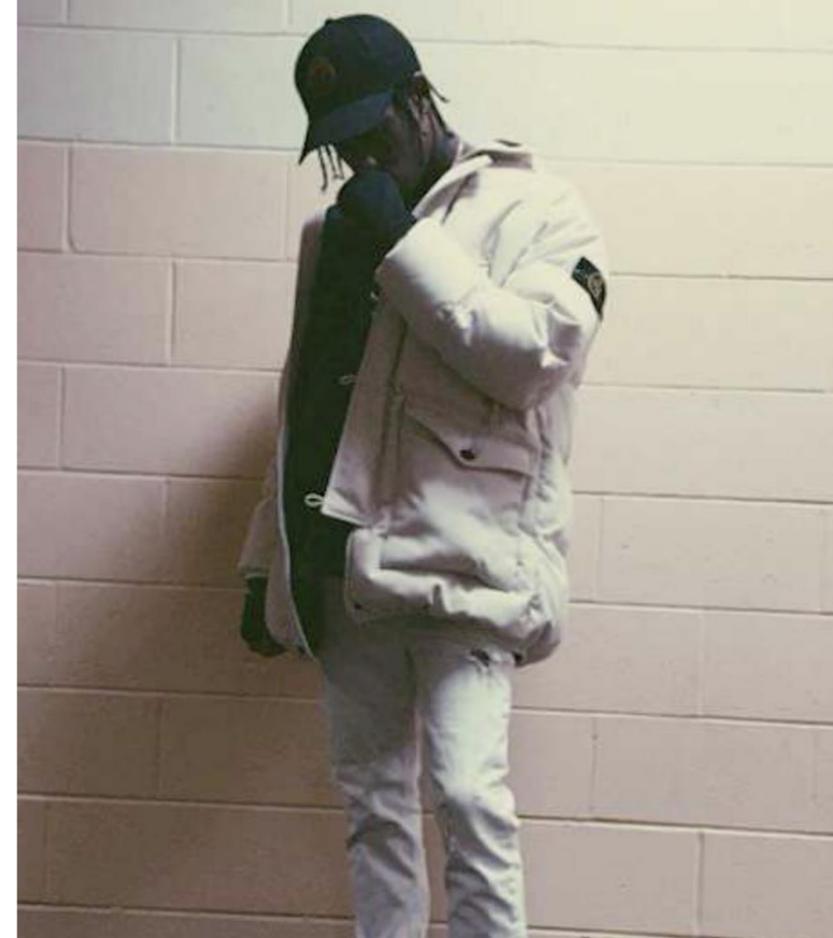
AMERICAS

Amplify brand message and develop broader communities.

- 1** new opening: Chicago 2022 new format
- 2** relocations/expansions

Online strong presence, among largest and best performing and enhance presence in department stores and specialty stores also through SiS

Empower flagships in key cities:
New York





Rethink and Develop

KOREA

Directly managed starting from 1 January through a JV with Stone Island holding majority and strong governance control

23 conversions in 2022

2-4 new openings

70%+ network to be refurbished with new store format

Omnichannel Excellence rolled out Q1 2022





Rethink and Develop

JAPAN

Will be managed by a 70% Stone Island controlled JV from Q3 2022

13 conversions in H2 2022
2-4 new openings

60%+ network to be refurbished with new store format





Rethink and Develop

APAC

*Increase brand awareness and
reset presence by 2024*

4-6 new openings

10+ conversions

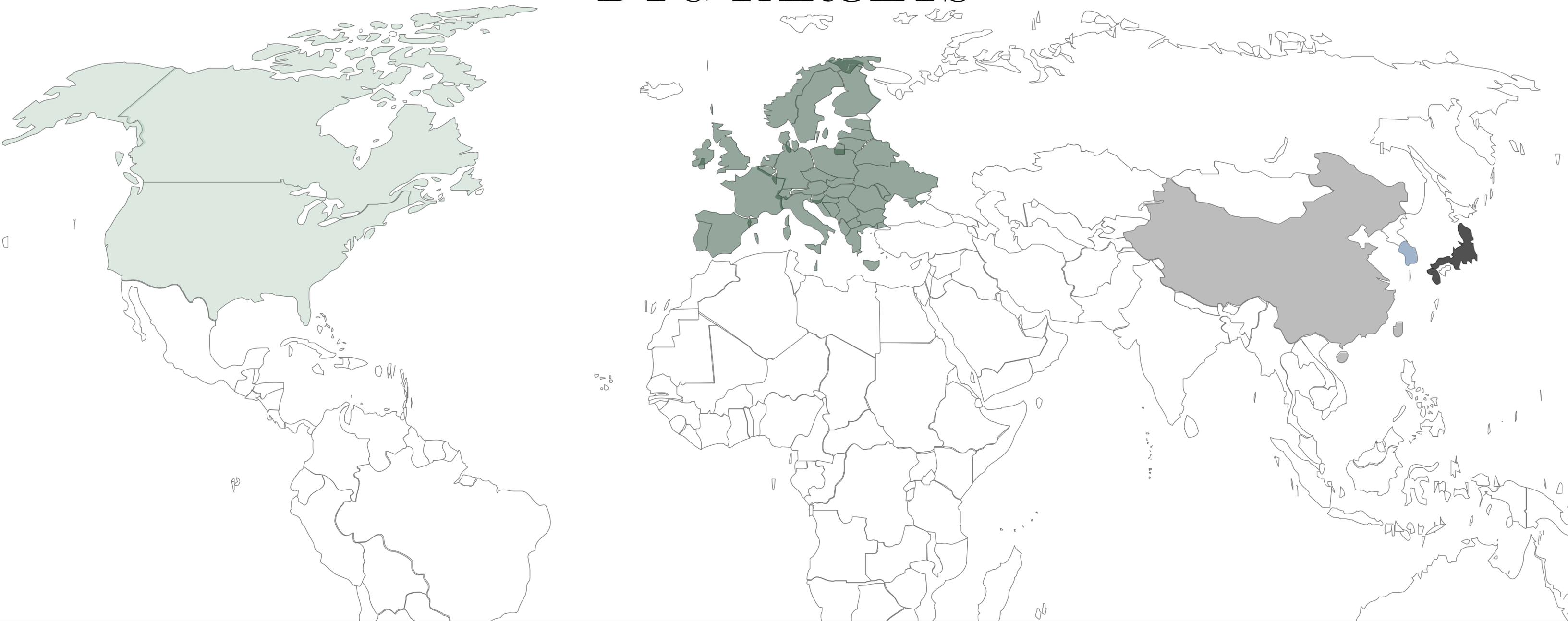
5 relocations/expansions





Rethink and Develop

DTC TARGETS



100 DOS BY 2024 AND .COM INTERNALISED

Region

MARKETS
BUYBACK &
REGIONAL
SET-UP

DTC

RETHINK &
DEVELOP
DTC

Wholesale

ELEVATE &
CONTROL
WHOLESALE



Elevate and Control Wholesale Distribution

ELEVATE WHOLESALE DISTRIBUTION NETWORK AND PENETRATE NEW MARKETS

01

Elevate distribution

Continue to execute an elevation strategy, in particular in Europe

02

Penetrate USA and Japan

Penetrate USA and Japan, working on brand perception while leveraging e-tailers in North America

03

Strengthen core partnerships

Build stronger partnerships with key leading specialty stores as brand amplifiers through exclusive capsules, dedicated corner, tailored contents and activation

04

Branded environment

Shop in shop and branded environment in top wholesale accounts
Opening of a shop-in-shop in Hainan



2024 GLOBAL MARKETS TARGETS



01

*100 DOS in total and DTC
close to 60% of revenues*

02

*Digital revenues up to 20% of
total*

Including direct and e-tailers

03

*Asia to double its incidence on
total revenues*

04

*More than half of network with
new format*



THE WAY FORWARD

GOING DTC

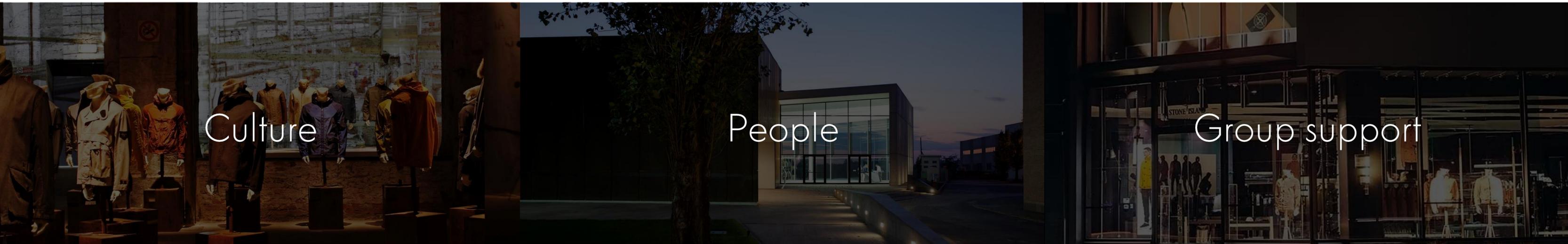
Roberto Eggs





*WHAT DOES IT TAKE
FOR THIS TRANSITION?*

KEY ELEMENTS OF DTC TRANSITIONING



OMNICHANNEL
EXCELLENCE
RETAILIZE
WHOLESALE

KEY
ORGANIZATION
SETUP

LEVERAGE ON
MONCLER
LEARNING CURVE

Retail excellence

3 pillars of retail excellence...

... applied to Stone Island

CLIENT
EXPERIENCE

PEOPLE
PROFILING
AND
DEVELOPMENT



OPERATIONAL
EFFICIENCY

01 Workshops to define Stone Island approach ✓ 2021

02 Pilot test in Germany ✓ Q3 2021
Roll-out in Korea ✓ Q1 2022

03 Roll-out in Italy Q2 2022
Roll-out in France Q4 2022
Roll-out in North America Q4 2022
Roll-out in RoW 2023



THE WAY FORWARD

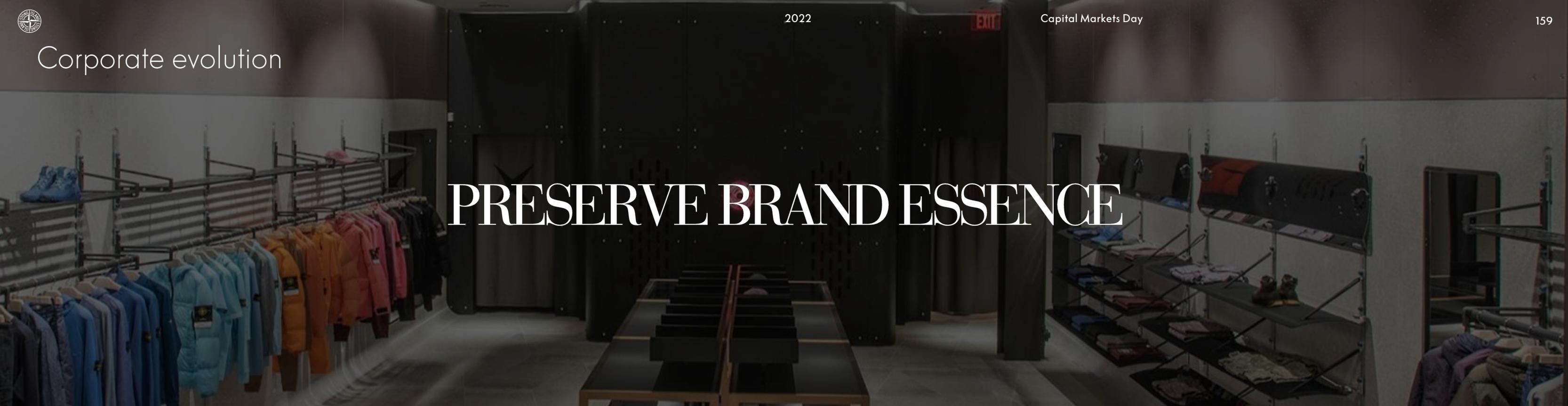
CREATE THE INFRASTRUCTURE

Francesco Omodei Salè





PRESERVE *Brand Essence*
LEVERAGE *on Group's Synergies*
FOCUS *on Talent and Transformation*



PRESERVE BRAND ESSENCE

01

*Brand
Identity*

02

*Client
Experience*

03

*Product
Philosophy*

04

*Production
Methods*

Corporate evolution

ENHANCING A UNIQUE BRAND PROPOSITION, WHILE BOOSTING CORPORATE DEVELOPMENT

Leverage on Group's Synergies

Focus on Talent and Transformation

01 *Integration and synergies*

Global shared service model
Group logistics platforms
Mirrored IT architecture
Group Sustainability Plan commitments

02 *Organizational Evolution*

Regional set-up
Collection & retail merchandising
DTC businesses
DTC supply chain
Finance & People partnership

03 *Culture, Talent, Way Of Working*

Global Governance
DTC culture & operating model
Impactful leadership
Thrive with talents
Borderless collaborations

ACCESS TO GROUP SENIOR LEADERSHIP ADVISORY



ENDLESS PASSION FOR
ENDLESS KNOW-HOW
into the future



MONCLER GROUP

REVENUE RESULTS Q1 2022

Roberto Eggs

MONCLER
GROUP



Q1 2022 Revenue Results

Very good start of the year with Group's revenues up strong double-digit* also versus pre-pandemic results. Stone Island consolidated since 1 April 2021.

GROUP

Q1 2022 revenues EUR 590m up +60% vs Q1 2021; +58% vs Q1 2019.

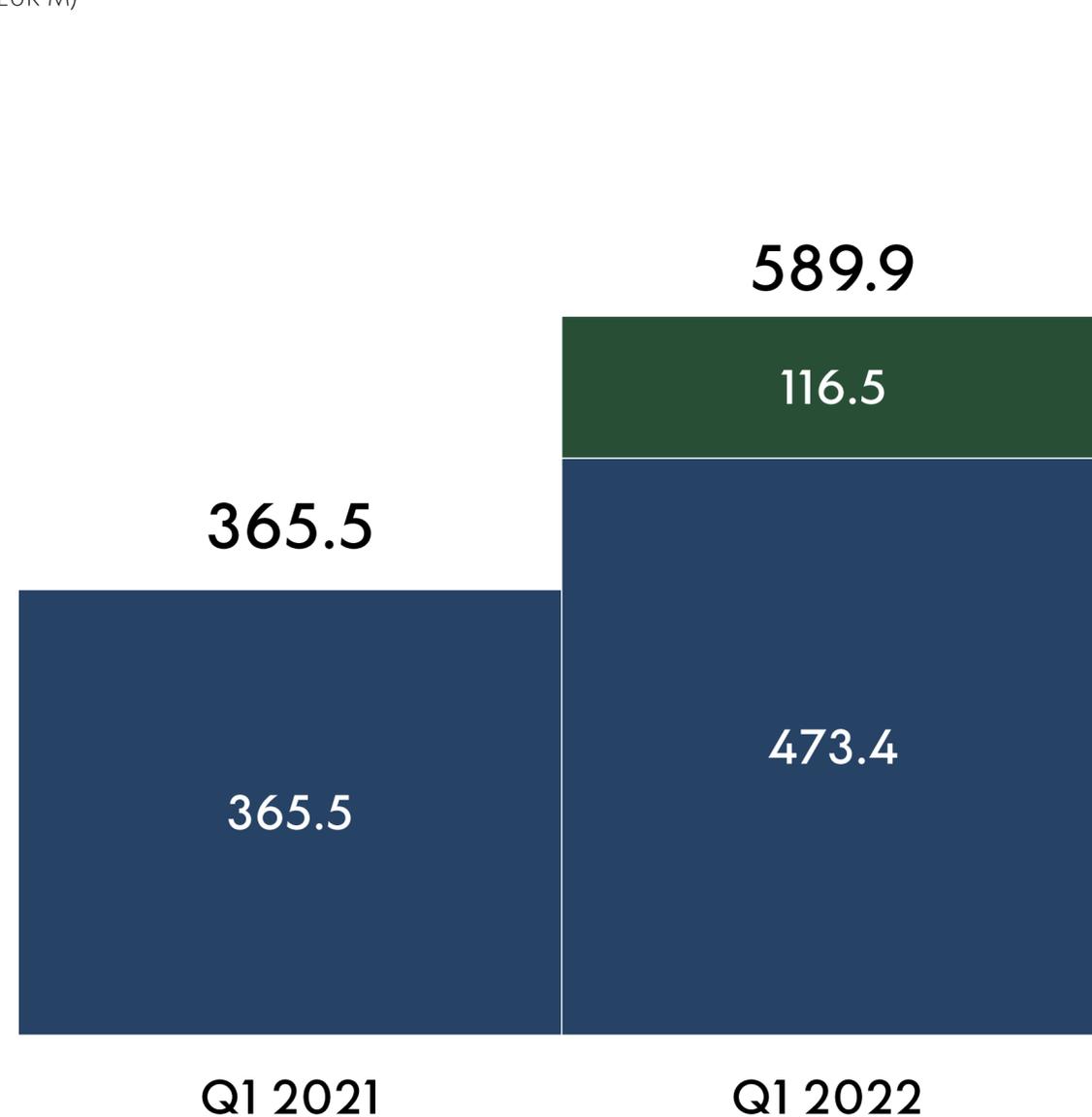
MONCLER

Q1 2022 revenues EUR 473m up +29% vs Q1 2021; +27% vs Q1 2019.

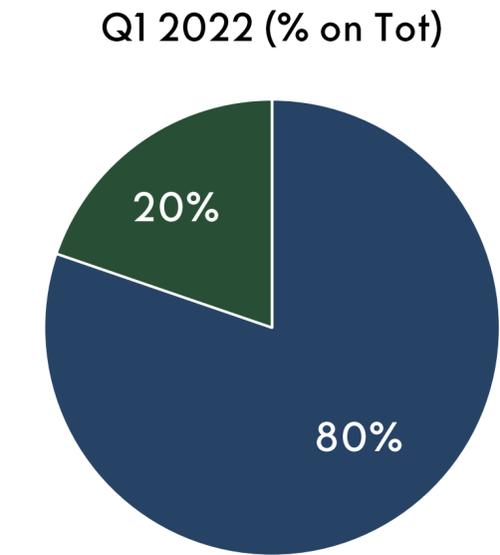
STONE ISLAND

Q1 2022 revenues EUR 116m.

(EUR M)



YoY vs 2021 Q1		YoY vs 2019 Q1	
RepFX	cFX	RepFX	cFX
+61%	+60%	+56%	+58%
+30%	+29%	+25%	+27%



(*) This applies to all pages: Stone Island consolidated from 1/04/2021; if not otherwise stated % growth is at constant forex (cFX); rounded figures

Moncler - Revenue by Geography

Q1 2022 Moncler brand revenues surpassed EUR 473m with solid double-digit growth in all regions.

ASIA was driven by exceptional ongoing results in Korea, solid growth in Japan and good performances in APAC.

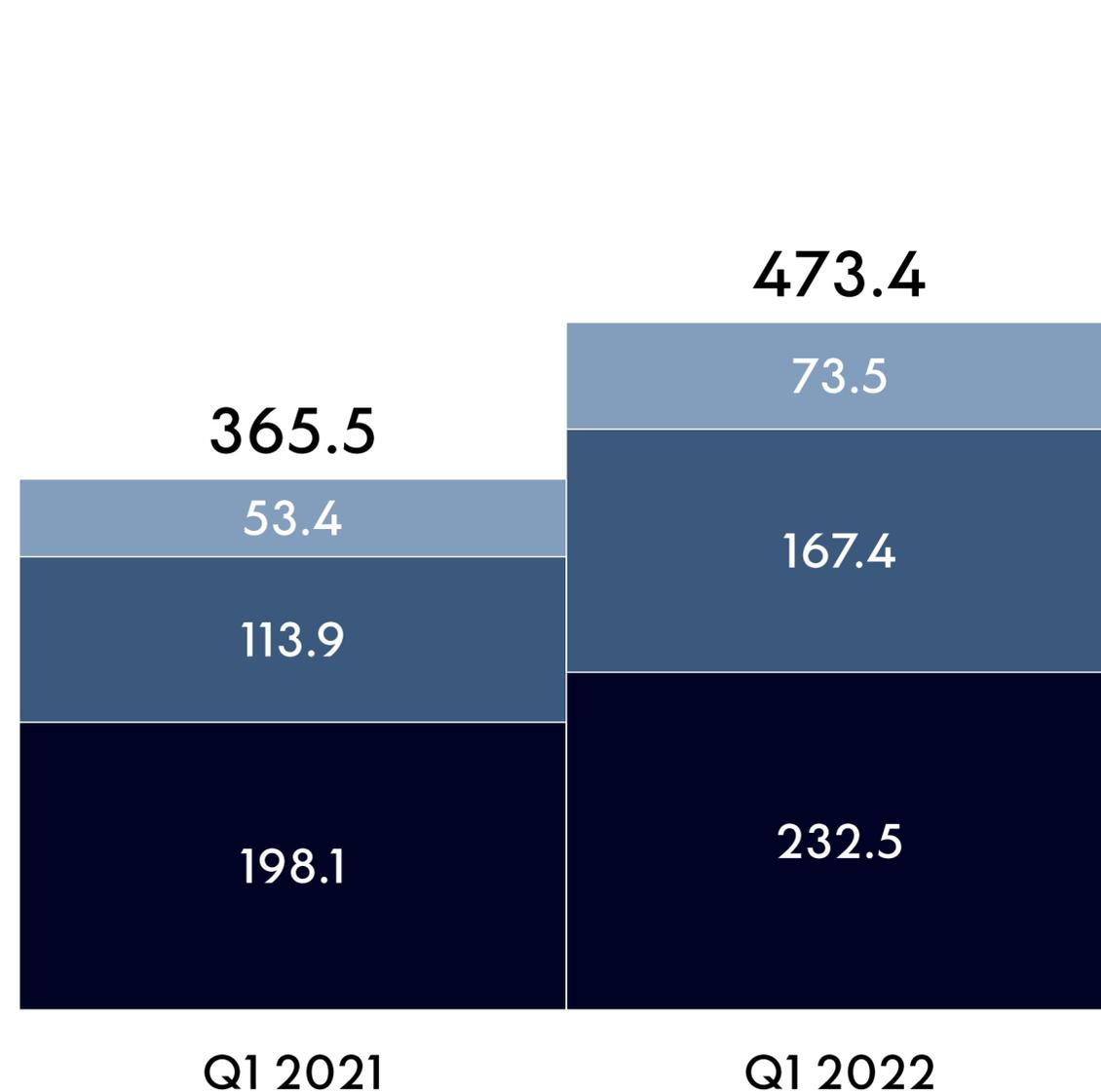
China posted sound double-digit growth in the quarter, notwithstanding March results have been penalised by Covid restrictions and some 10% stores' closures.

EMEA was driven by strong local demand in all markets.

Germany, UK and Spain have significantly outperformed the Region, driven by a strong DTC.

AMERICAS was driven by USA strong performance. All channels reported sound double-digit growth with direct online outperforming.

(EUR M)



YoY cFX vs 2021
Q1

+29%

+36%

+48%

+15%

YoY cFX vs 2019
Q1

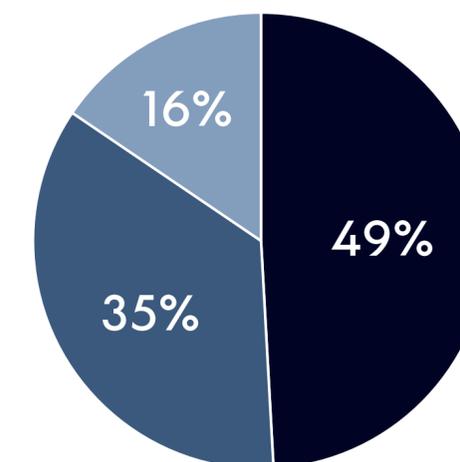
+27%

+40%

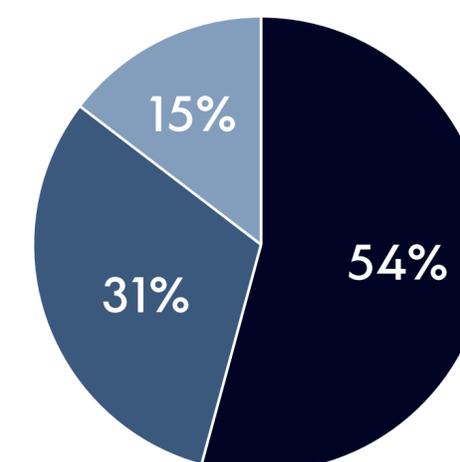
+11%

+37%

Q1 2022 (% on Tot)



Q1 2021 (% on Tot)



Moncler - Revenue by Channel

In Q1 2022 all channels grew sound double-digit vs the same period of both 2021 and 2019.

DTC was up 34% vs Q1 2021 and +32% vs Q1 2019, with solid growth in all regions. In particular, digital direct continued to report strong double-digit growth also in this quarter,

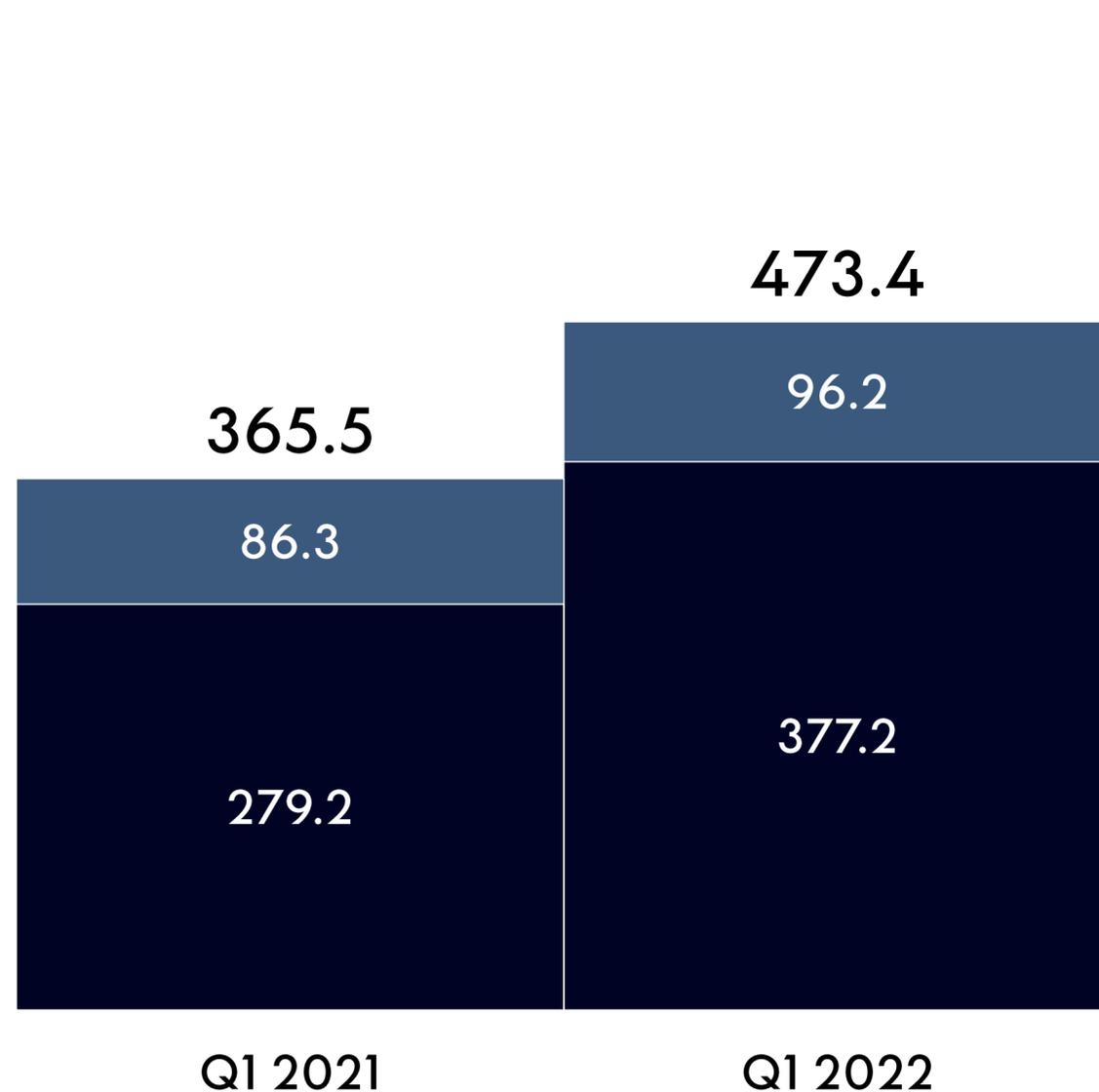
tripling its incidence compared to the pre-pandemic level. All markets benefited from the internalisation of the .com, in particular EMEA and USA.

Notwithstanding the ongoing lack of Asian travellers, Q1 2022 DOS revenues have been growing solidly also versus 2019.

In particular in EMEA, DOS revenues returned to 2019 level, boosted by outstanding local demand and inside-the-region tourists.

WHOLESALE +12% vs Q1 2021, largely supported by the appreciation of SS collections. 22

(EUR M)



YoY cFX vs 2021
Q1

+29%

+12%

+34%

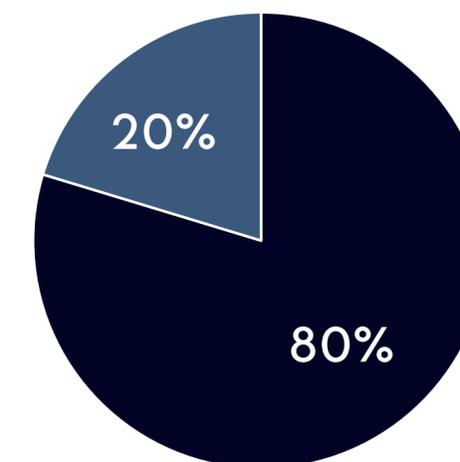
YoY cFX vs 2019
Q1

+27%

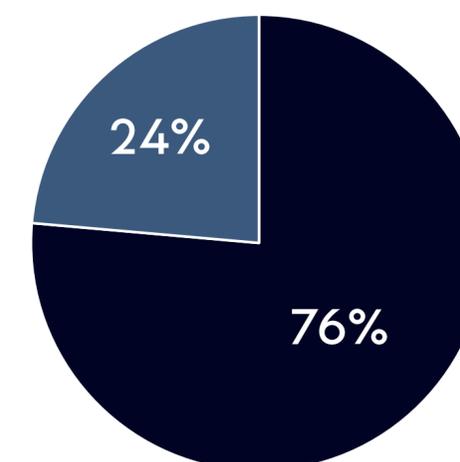
+12%

+32%

Q1 2022 (% on Tot)



Q1 2021 (% on Tot)



(*) Direct-to Consumer (DTC) includes revenues from physical stores (DOS) and digital direct (which includes direct online and e-concessions)

Stone Island - Revenue by Geography

Stone Island brand revenues reached EUR 116m, up 31% vs Q1 2021 and +67% vs Q1 2019, supported by a solid double-digit growth in all regions and by the internalisation of the Korean market.

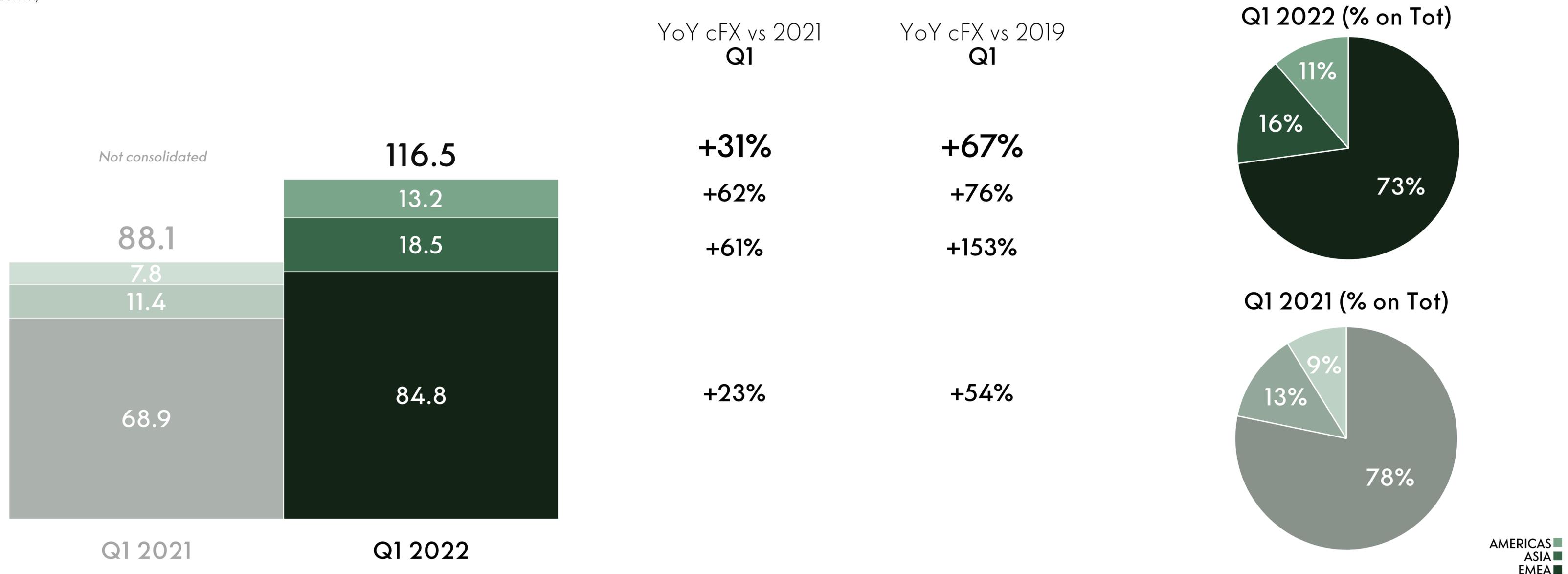
EMEA, grew 23% driven by Italy (c.25% of revenues), UK and France.

ASIA up 61% vs Q1 2021. Since 1 Jan 2022 the Korean market, which represents half of Stone Island Asian revenues, is managed directly through a JV agreement (51% Stone Island). As a result, the 23 Stone Island Korean stores, previously accounted as wholesale, have been converted into DOS and are accounted in retail.

In Q1 2022 also APAC and Japan recorded sound double-digit growth.

AMERICAS revenues +62% vs Q1 2021, driven by outstanding performance in both channels, in particular in the wholesale.

(EUR M)



Stone Island - Revenue by Channel

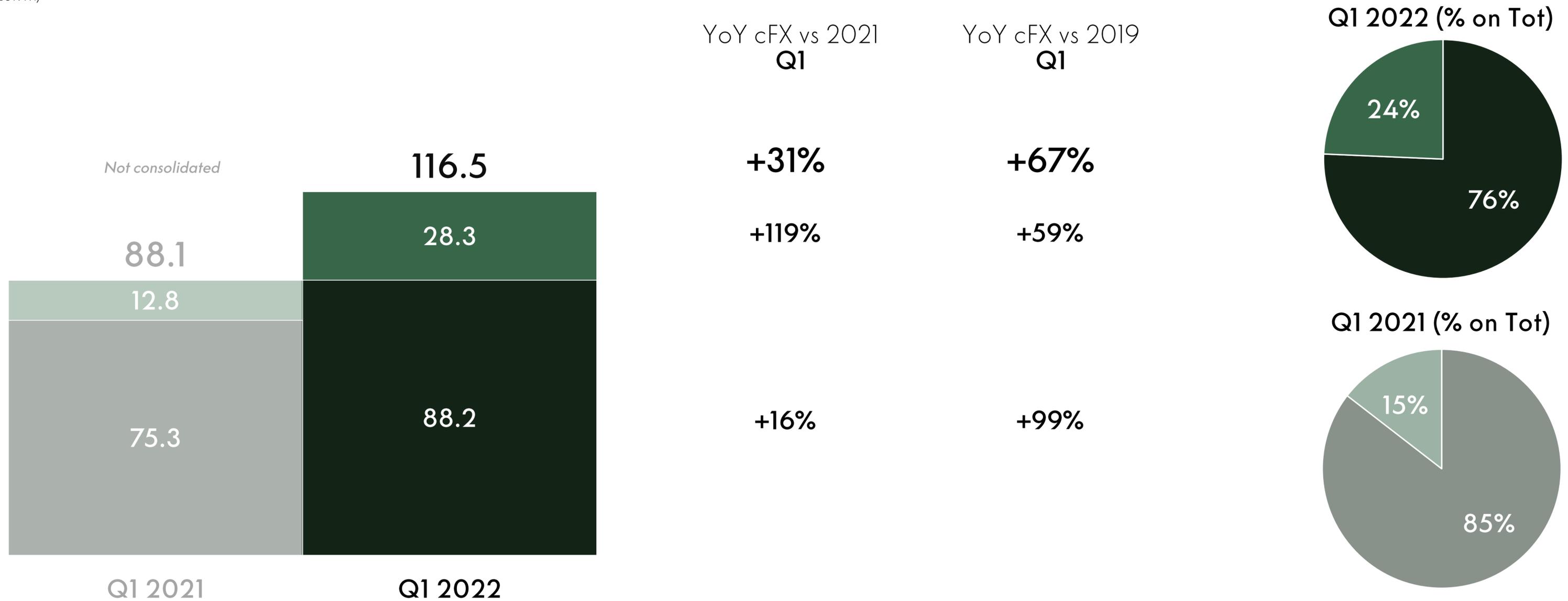
DTC +119% vs Q1 2021, also driven by the conversions of the 23 Korean monobrand stores from wholesale into retail.

Excluding the Korean conversion, DTC in the Asian region reached a sound, double-digit, organic growth

DTC channel performed strongly also in EMEA and North Americas.

WHOLESALE +16% vs Q1 2021, notwithstanding the above mention Korean conversions, driven by the strength of the Brand and the good acceptance of the SS collections in all regions.

(EUR M)



Group Mono-Brand Store Network

GROUP RETAIL NETWORK COUNTED 292 DOS AS OF 31 MARCH 2022:

238 Moncler
54 Stone Island



CHANGES OCCURRED IN Q1:

Moncler: +1 DOS, Munich airport

Stone Island: +23 DOS for the conversion of existing stores in Korea and one new opening

	31.03.2022			31.12.2021			31.03.2021
	GROUP	MONCLER	STONE ISLAND	GROUP	MONCLER	STONE ISLAND	MONCLER
ASIA	145	117	28	121	117	4	105
EMEA	105	85	20	104	84	20	80
AMERICAS	42	36	6	42	36	6	36
RETAIL	292	238	54	267	237	39	221
WHOLESALE	100	65	35	122	64	58	63

APPENDIX

Moncler



REMO RUFFINI
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Stone Island Chairman and CEO



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Stone Island Chief Business Officer



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Stone Island Chief Operating Officer

GROUP SUSTAINABILITY PLAN 2020-25



Act on climate change

2022- Biodiversity Strategy definition

2022- Water footprint definition and improvement projects

2025 - Support for initiatives of Zero Deforestation and sustainable forest management

2022 - LEED certification for all new corporate buildings

2022- Promotion of renewable energy along the supply chain

2023 - 100% renewable energy at own corporate sites worldwide

2024 - 100% of employees involved in an environmental training program worldwide

2025 - 90% of low environmental impact vehicles in the Group's car fleet worldwide

CO₂ emission reduction in line with science based targets



Think circular & bold

2022- Launch of an upcycling project from cotton production scraps worldwide (Stone Island)

2023 - At least 80% of nylon scraps recycled

2023-24 Training programs for sales assistant and employees on sustainability and low environmental impact materials used

2024 - 100% of key raw materials in line with the Responsible Raw Materials Manual

2024 – Moncler Fur free (Stone Island already)

2025 - 50% recycled nylon

2025 - 50% lower impact cotton

2025 - 70% wool certified RWS

2025 - Over 50% of yarns and fabrics will be from lower impact materials

2022 - 100% sustainable packaging for Stone Island end clients (Moncler already)

2023 - Zero single-use conventional plastic

2022 - Extra-Life repair service developed worldwide



Be fair

2023 - 100% of down suppliers to comply with new human rights and environmental modules included in the DIST Protocol

2025 - > 80% of strategic suppliers aligned with the highest levels of the Moncler Group's social standards

2025- 100% strategic suppliers engaged in a living wage analysis

2023 - 100% of key raw materials traced



Nurture uniqueness

2022 - Dedicated DE&I training programs & awareness campaign worldwide

2023 - Inclusive leadership guidelines

2023 - DE&I target linked to leaders MBO

2022 - Dedicated programs to increase connection opportunities

2025 - ~50% women in workforce at every level

2022 - DE&I policies

2022 - Review of hiring process

2023 - Global parental leave policy

2025 - Equal Pay Certification Worldwide (Moncler scope)

2025 - DE&I Report



Give back

2022 - 100% of eligible employees volunteering

2022 - Nursery for employees' children at the production site in Romania

2024 - Implementation of one high social value project every two years

2025 - Protect 150,000 people in need from the cold

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