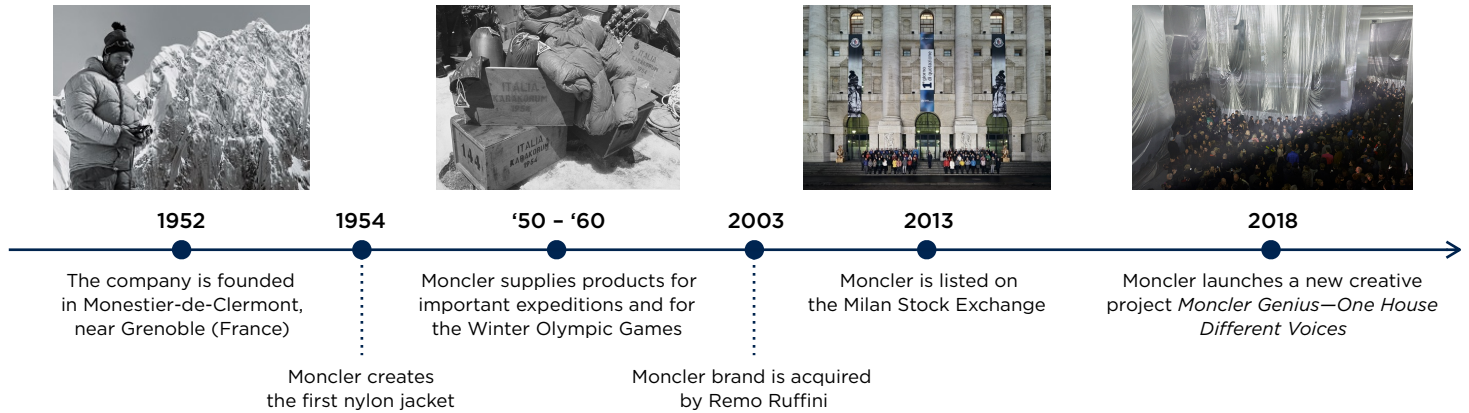


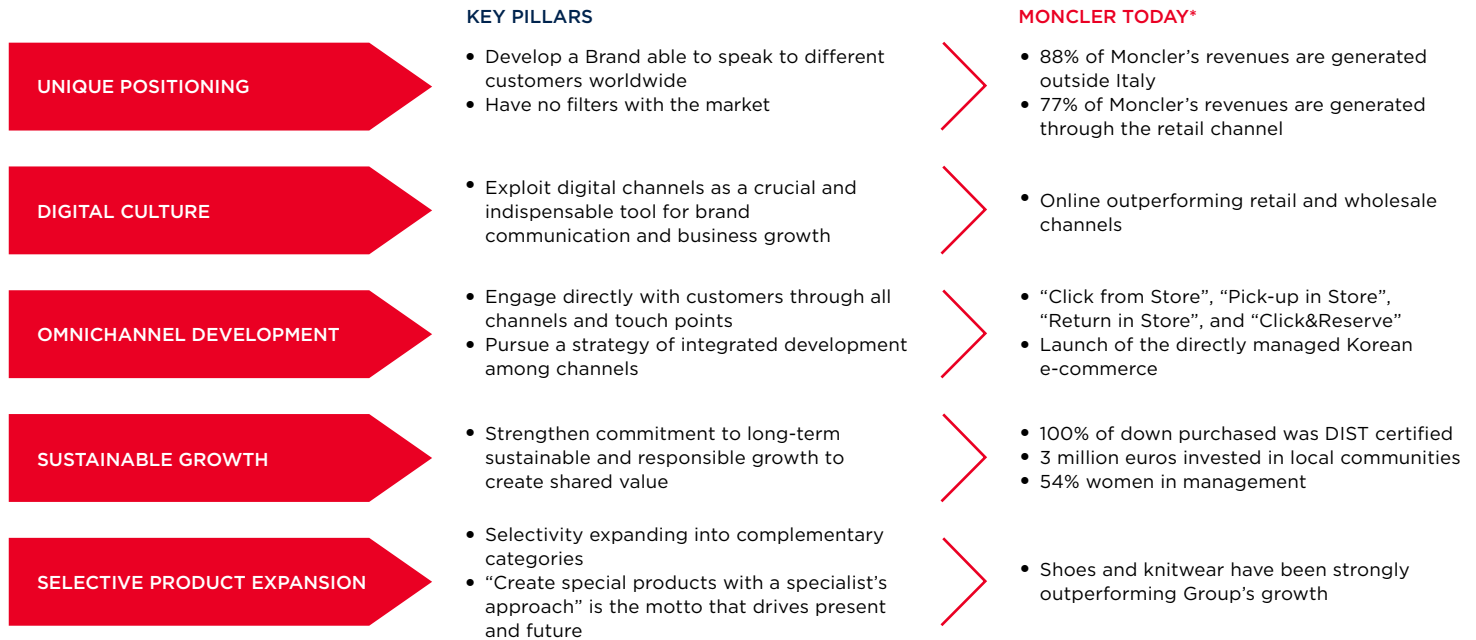
MONCLER: MORE THAN 65 YEARS OF UNIQUE HERITAGE



HISTORY

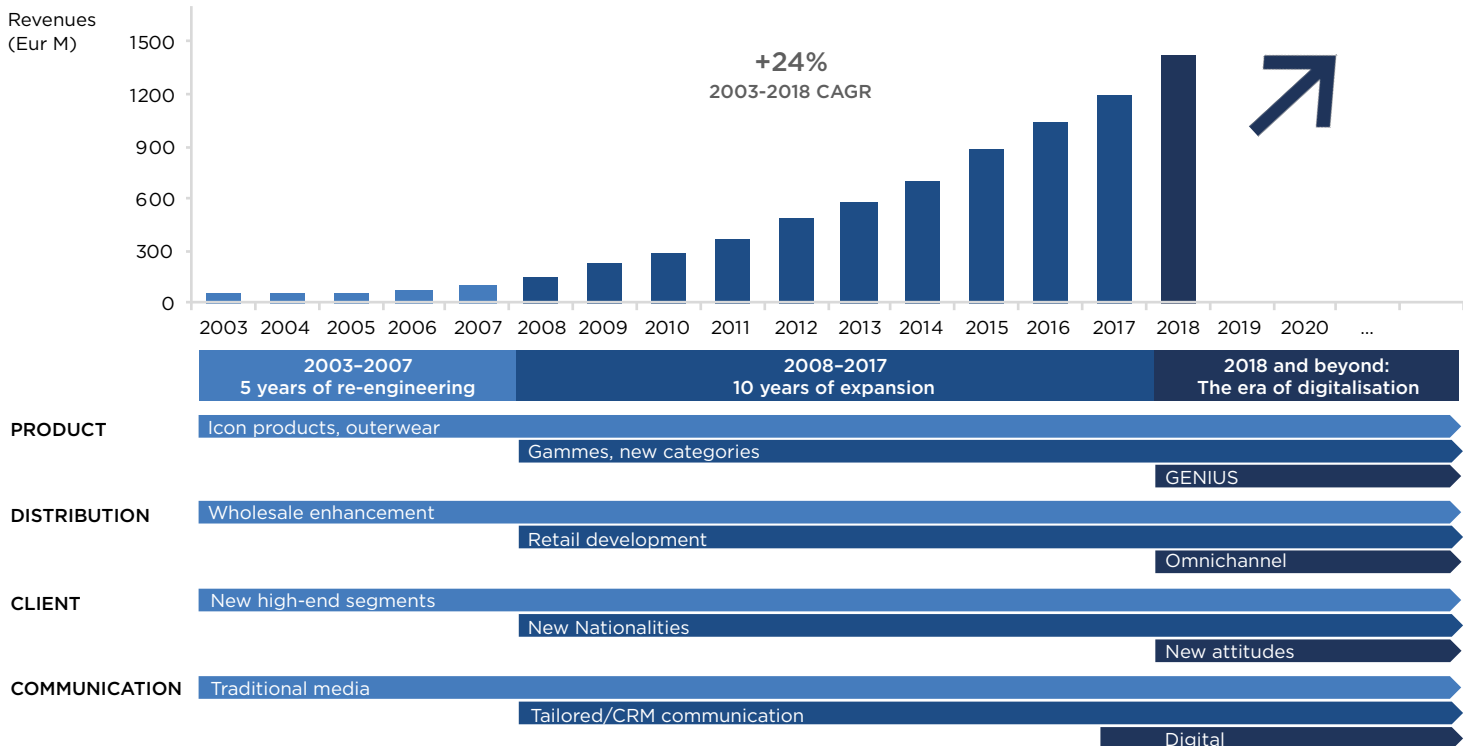


STRATEGY



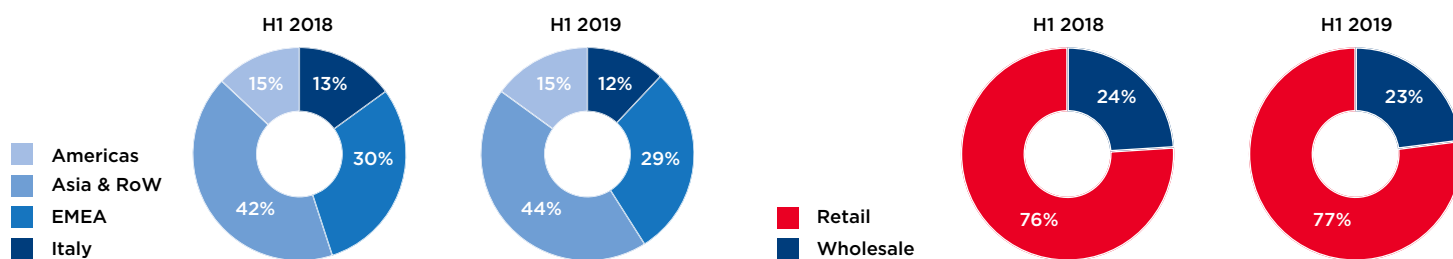
(*) Data related to FY2018

A NEW ERA BEGAN IN 2018





H1 2019 REVENUES BREAKDOWN



FINANCIAL RESULTS—KEY HIGHLIGHTS

	FY 2016		FY 2017		FY 2018		H1 2018		H1 2019			
	Eur m	YoY	Eur m	YoY	Eur m	YoY	Eur m	YoY	Eur m	YoY	YoY cFX	
Revenues	1,040.3	+18%	1,193.7	+15%	1,420.1	+19%	493.5	+21%	570.2	+16%	+13%	
by distribution channel												
Retail	764.2	+23%	892.4	+17%	1,086.5	+22%	376.8	+26%	437.1	+16%	+13%	
Wholesale	276.1	+6%	301.3	+9%	333.6	+11%	116.7	+8%	133.2	+14%	+12%	
by geographical area												
Italy	143.2	+5%	149.3	+4%	167.8	+12%	63.3	+9%	68.5	+8%	+8%	
EMEA (excl. Italy)	303.3	+13%	352.4	+16%	407.6	+16%	147.0	+15%	168.9	+15%	+15%	
Asia & Rest of the World	418.5	+25%	495.5	+18%	616.1	+24%	210.4	+32%	249.3	+18%	+15%	
Americas	175.3	+24%	196.5	+12%	228.5	+16%	72.8	+17%	83.6	+15%	+8%	
Profitability												
	FY 2016	FY 2017	FY 2018	H1 2018	H1 2019	H1 2019	incl. IFRS 16					
	Eur m	% of Rev.	Eur m	% of Rev.	Eur m	% of Rev.	Eur m	% of Rev.	Eur m	% of Rev.	% of Rev.	
Gross Margin	788.0	75.7%	917.5	76.9%	1,099.8	77.4%	374.9	76.0%	437.0	76.6%	437.2	76.7%
EBITDA Adj. (*)	335.1	34.1%	411.6	34.5%	500.2	35.2%	123.9	25.1%	143.6	25.2%	199.0	34.9%
EBIT	297.7	28.6%	340.9	28.6%	414.1	29.2%	85.7	17.4%	94.6	16.6%	102.6	18.0%
Net Profit	196.0	18.8%	249.7	20.9%	332.4	23.4%	61.6	12.5%	71.3	12.5%	70.0	12.3%
YoY growth	+17%		+27%		+33%		+47%		+16%		+14%	
Balance Sheet												
CAPEX	62.3		72.5		91.5		34.5		41.0		41.0	
Net Cash/(Debt)	105.8		304.9		450.1		243.9		395.7		(166.2)	
DPS	0.18		0.28		0.40		-		-		-	

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

MONO-BRAND STORES DISTRIBUTION NETWORK (**)

	FY 2017	FY 2018	H1 2018	H1 2019
Retail mono-brand	181	193	185	196
Italy	18	20	18	19
Rest of EMEA	51	55	52	54
Asia & RoW	87	91	90	95
Americas	25	27	25	28
Wholesale mono-brand	46	55	49	60

(**) Starting from FY 2018, stores related to the same address are no longer counted separately. Considering the previous counting system, retail and wholesale mono-brand stores would amount to 226 and 81 respectively in H1 2019.



SUSTAINABILITY AND CORPORATE GOVERNANCE—FY 2018 KEY HIGHLIGHTS

OHSAS 18001 Health and safety certification obtained for offices and stores in Europe and USA	+39% in hours of training delivered to employees compared to 2017	27% of foreign Directors
ISO 14001 Environmental certification obtained for corporate offices and logistic hub in Italy	100% of outerwear manufacturers audited to verify compliance with Code of Ethics in 2017-2018	> 50% Independence
	96% of stores with LED lighting	Lead Independent Director appointed

SHAREHOLDING

Ruffini Partecipazioni S.r.l.	25.4%
BlackRock Inc.	5.0%
Morgan Stanley Asia Limited	3.0%
Treasury Shares	2.2%
Market	64.4%

UPCOMING EVENTS

- Thursday, 24 October 2019
Q3 2019 Interim Management Statement

INVESTOR RELATIONS CONTACTS

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