MONCLER: MORE THAN 65 YEARS OF UNIQUE HERITAGE



HISTORY



The company is founded

in Monestier-de-Clermont,

near Grenoble (France)

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

'50 - '60

Moncler is listed on the Milan Stock Exchange

2013



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

2018

Moncler creates the first nylon jacket

1954

Moncler brand is acquired by Remo Ruffini

2003

STRATEGY

UNIQUE POSITIONING

DIGITAL CULTURE

KEY PILLARS

- Develop a Brand able to speak to different customers worldwide
- · Have no filters with the market



· Online outperforming retail and wholesale

through the retail channel

• 88% of Moncler's revenues are generated

77% of Moncler's revenues are generated

MONCLER TODAY*

outside Italy



OMNICHANNEL DEVELOPMENT

indispensable tool for brand communication and business growth

· Exploit digital channels as a crucial and

- Engage directly with customers through all channels and touch points
- Pursue a strategy of integrated development among channels



- "Click from Store", "Pick-up in Store", "Return in Store", and "Click&Reserve"
- Launch of the directly managed Korean e-commerce



- Strengthen commitment to long-term sustainable and responsible growth to create shared value
- Selectivity expanding into complementary categories
- "Create special products with a specialist's approach" is the motto that drives present and future



- 100% of down purchased was DIST certified
- 3 million euros invested in local communities
- 54% women in management

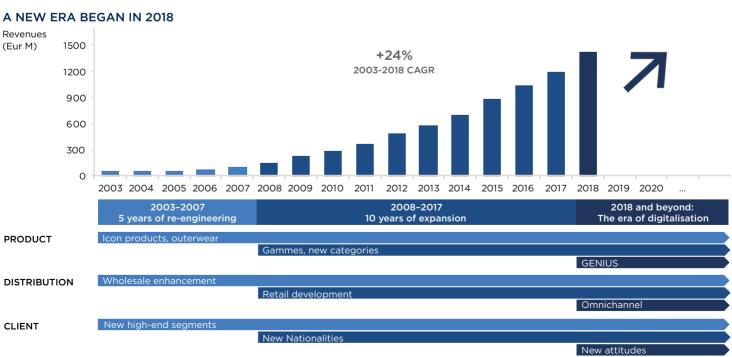
Shoes and knitwear have been strongly outperforming Group's growth

Digital

(*) Data related to FY2018

COMMUNICATION Traditional media

SELECTIVE PRODUCT EXPANSION

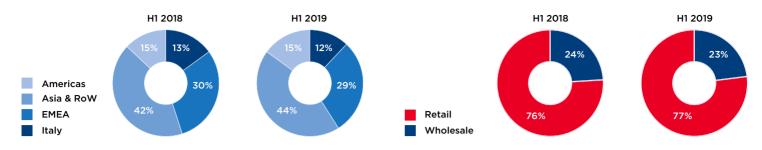


Tailored/CRM communication

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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%
											H1	2019
	FY	2016	FY	2017	FY	2018	H1 2018		H1 2019		incl.	IFRS 16
	Eur m	% 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%	
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 $% \left(\frac{1}{2}\right) =\left(\frac{1}{2}\right) \left(\frac{1}{2}\right) \left($

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

ISO 1400

Environmental certification obtained for corporate offices and logistic hub in Italy

+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

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

UPCOMING EVENTS

Thursday, 24 October 2019
Q3 2019 Interim Management Statement

INVESTOR RELATIONS CONTACTS

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