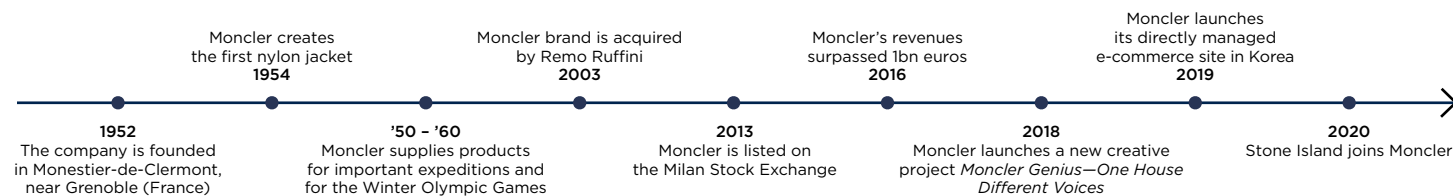


MONCLER: 68 YEARS OF UNIQUE HERITAGE



HISTORY



VALUES AND PURPOSE

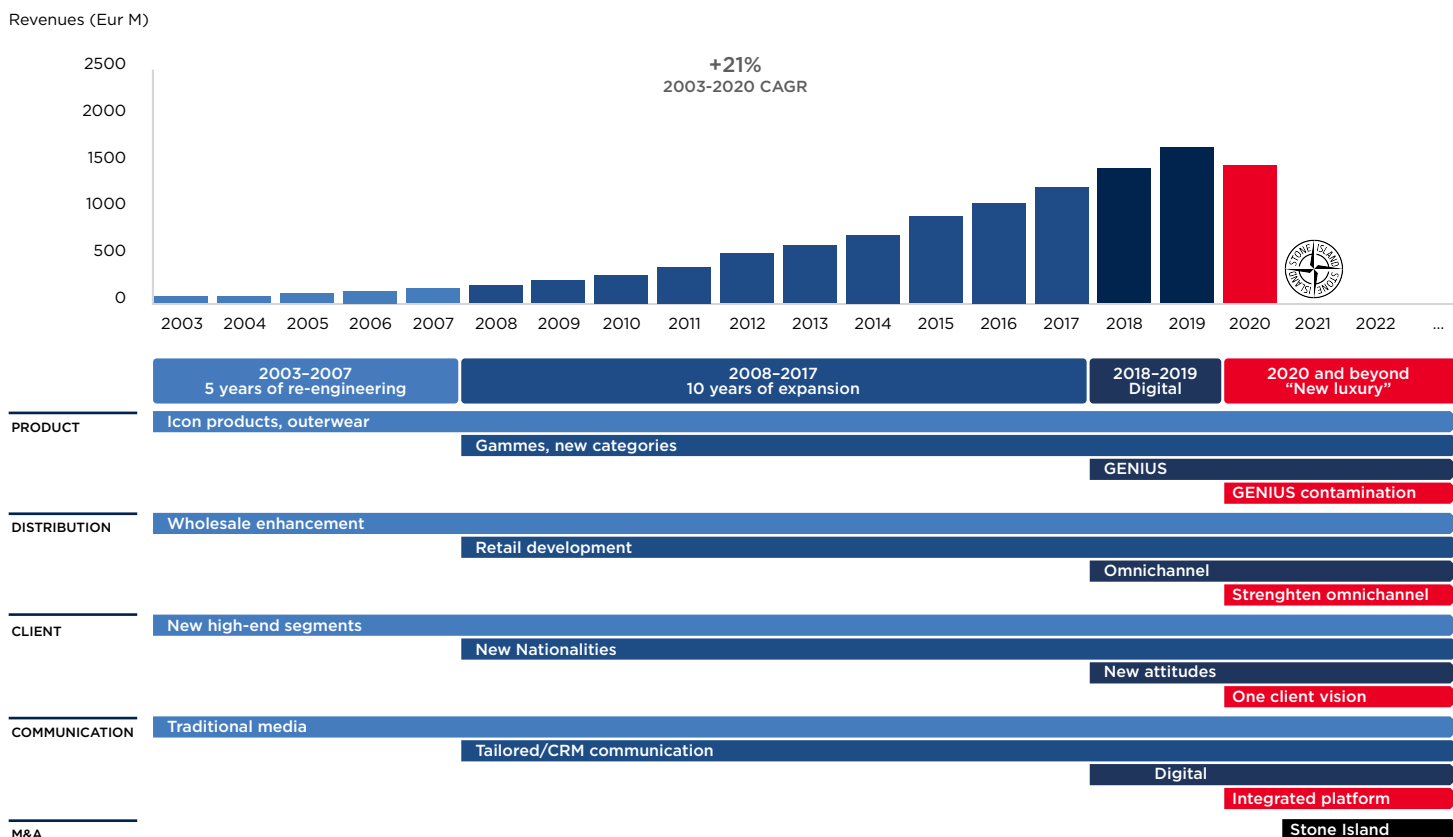


BUSINESS OUTLOOK AND STRATEGY

2021 will be the year in which Stone Island joins Moncler, an important moment in the history and for the strategy of the Group. 2021 will be also the second year of the Covid-19 pandemic, a year in which the virus will probably continue to affect global economies and demand for luxury goods. Indeed, it is likely, also given the uncertainty for the vaccination timeline, that the measures to limit the spread of the virus could remain in place for a good part of the year with possible negative impacts both on local traffic and, above all, on tourists flows. The Group will continue to work to maintain an agile, flexible and reactive organizational structure, pursuing the implementation of the following strategic lines and with a great focus on the integration of Stone Island in Moncler.

1	CONSOLIDATION IN THE "NEW LUXURY" SECTOR	2	STRENGTHENING OF THE DIGITAL CULTURE
3	INTERNATIONAL DEVELOPMENT, CONSOLIDATION AND DIRECT CONTROL OF "CORE" MARKETS	4	SUSTAINABLE BUSINESS DEVELOPMENT

MONCLER IS READY TO CONSOLIDATE IN THE NEW LUXURY



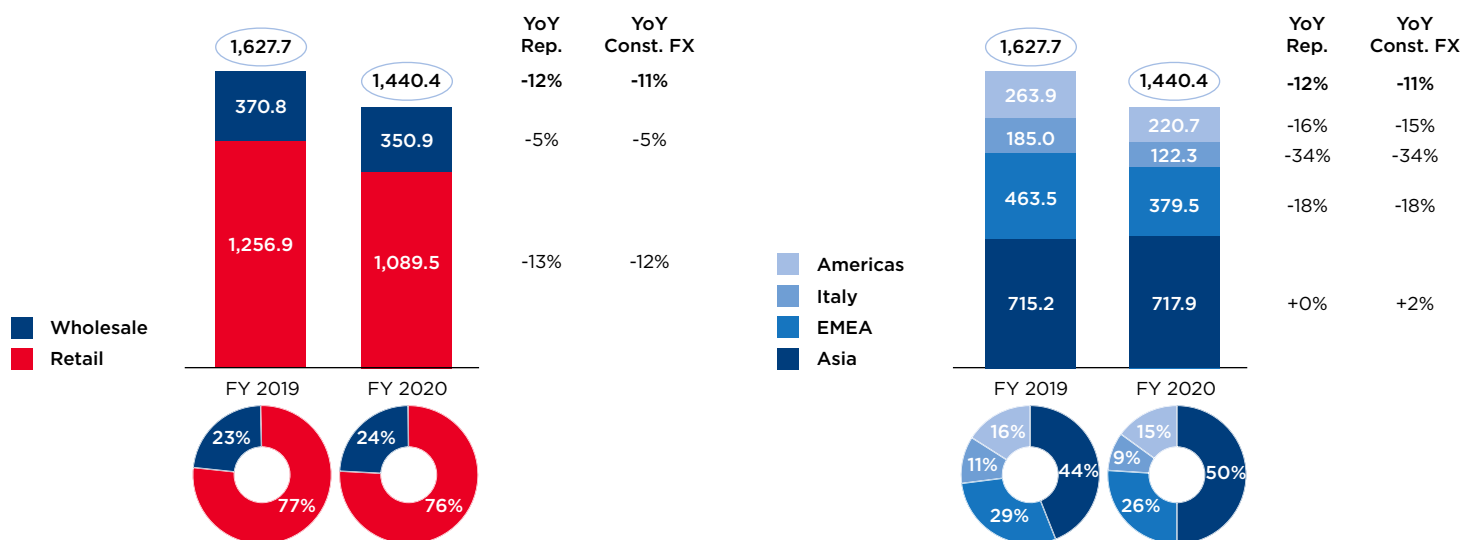
STONE ISLAND JOINS MONCLER

Stone Island features clear success factors, highly complementary to Moncler





FY 2020 REVENUE ANALYSIS



2015–2020 FINANCIAL RESULTS: KEY HIGHLIGHTS

Eur m	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019*		FY 2020*	
Revenues	880.4	100.0%	1,040.3	100.0%	1,193.7	100.0%	1,420.1	100.0%	1,627.7	100.0%	1,440.4	100.0%
YoY performance	+27%		+18%		+15%		+19%		+15%		-12%	
by distribution channel												
Retail	619.7	70%	764.2	73%	892.4	75%	1,086.5	77%	1,256.9	77%	1,089.5	76%
Wholesale	260.7	30%	276.1	27%	301.3	25%	333.6	23%	370.8	23%	350.9	24%
by geographical area												
Asia & Row	333.5	38%	418.5	40%	495.5	41%	616.1	43%	715.2	44%	717.9	50%
EMEA	268.5	30%	303.3	29%	352.4	30%	407.6	29%	463.5	29%	379.5	26%
Italy	137	16%	143.2	14%	149.3	13%	167.8	12%	185.0	11%	122.3	9%
Americas	141.4	16%	175.3	17%	196.5	16%	228.5	16%	263.9	16%	220.7	15%
Gross Margin	654.9	74.4%	788.0	75.7%	917.5	76.9%	1,099.8	77.4%	1,265.0	77.7%	1,089.6	75.6%
EBIT	252.7	28.7%	297.7	28.6%	340.9	28.6%	414.1	29.2%	475.4	29.2%	368.8	25.6%
Net income	167.9	19.1%	196.0	18.8%	249.7	20.9%	332.4	23.4%	361.5	22.2%	300.4	20.9%
CAPEX	66.2		62.3		72.5		91.5		120.8		90.4	
Net Cash/(Debt)	(49.6)		105.8		304.9		450.1		662.6		855.3	
Retail stores (#)	173		190		181		193		209		219	

(*) Including IFRS 16 impacts; (**) As of 31 December 2020 the Group accounted lease liabilities for 640.3 million euros compared to 639.2 million euros as of 31 December 2019

MONCLER BORN TO PROTECT SUSTAINABILITY STRATEGIC PLAN

MEMBER OF
Dow Jones
Sustainability Indices
In collaboration with EAM



Act on climate change

REDUCING EMISSIONS.
EMBRACING CLEAN ENERGY



Think Circular

DESIGNING TO LAST. USING
LOW-IMPACT MATERIALS.
CUTTING DOWN ON WAST



Be Fair

SOURCING FAIR.
ENSURING TRUST. TRACING
TRANSPARENTLY



Nurture Genius

WELCOMING EVERYONE.
CELEBRATING DIVERSITY
EVERYWHERE. EXPRESSING
OURSELVES ALWAYS



Give Back

SUPPORTING LOCAL
COMMUNITIES. DONATING TIME
AND VALUE. SHARING WARMTH

CORPORATE GOVERNANCE: LATEST KEY HIGHLIGHTS

Remuneration policy

Long-term incentive system approved on 11 June 2020 with the new 2020 Performance Shares Plan

Renewal of the Board of Statutory Auditors

2 women out of 3 in place until the approval of FY 2022 Financial Results

SHAREHOLDING

Ruffini Partecipazioni S.r.l.	22.5%
BlackRock Inc.	5.2%
Capital Research and Mgmt Company	5.1%
Invesco Ltd	3.0%
Morgan Stanley Asia Limited	3.0%
Treasury Shares	1.7%
Market	59.5%

FINANCIAL CALENDAR

Thursday, 22 April 2021
AGM – Q1 2021 Interim Management Statement

INVESTOR RELATIONS CONTACTS

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