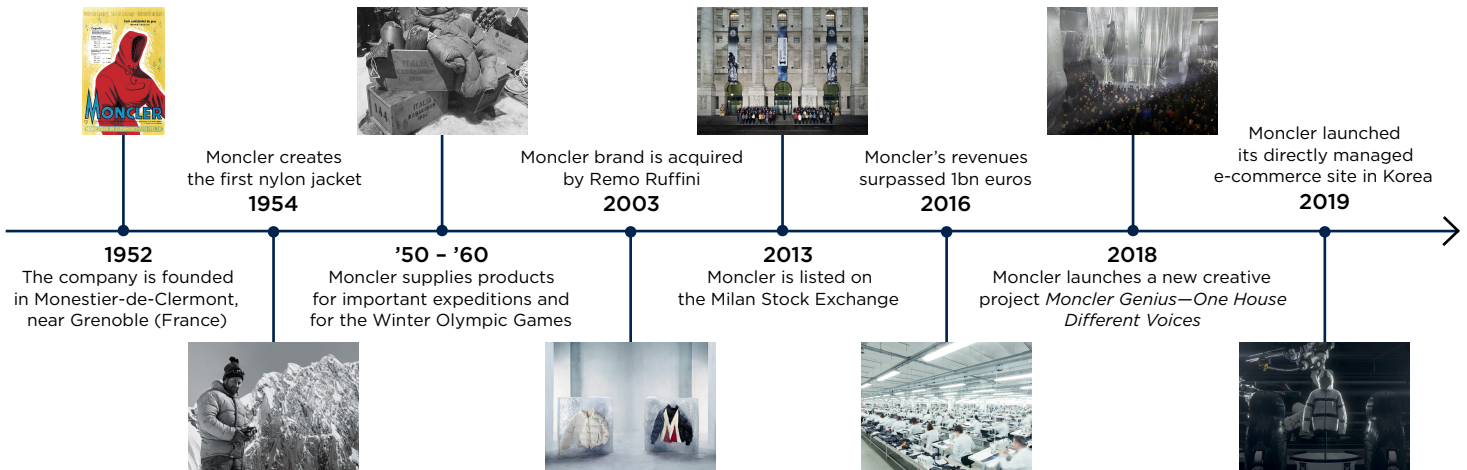




HISTORY



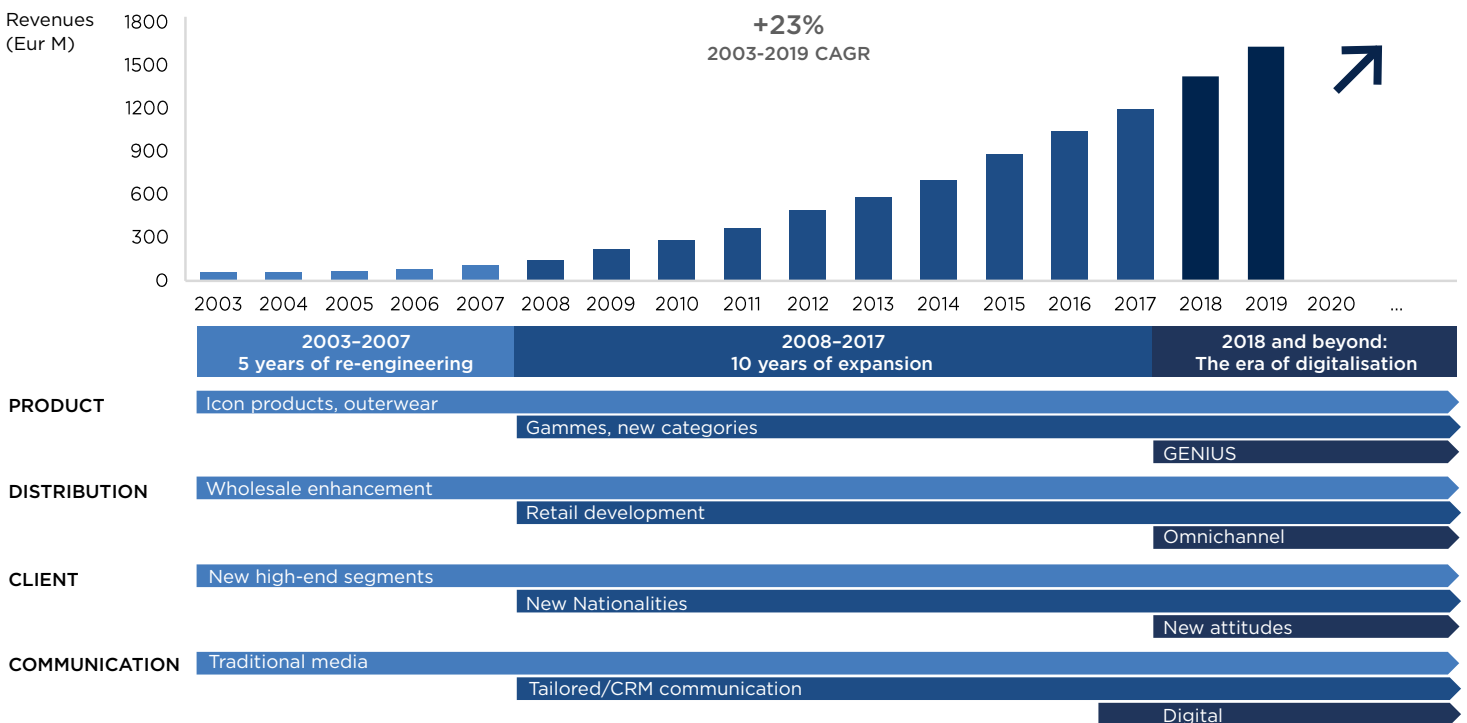
VALUES

PUSH FOR HIGHER PEAKS	BRING OTHER VOICES IN	EMBRACE CRAZY	KEEP WARM	PLAN BEYOND TOMORROW
We constantly strive for better, as individuals and as a team. Inspired by our continuous pursuit of excellence, we are always learning and committed to setting new standards. We are never done.	We are one house, different voices, and we let everyone's talents shine. We celebrate all perspectives, leverage our multiplicity and speak to every generation. By letting many voices sing, we play a beautiful harmony.	We are unconventional and unique. We foster our inner genius, our creative edge. We bring bold dreams, crazy and apparently unreachable ideas to life always with great rigor. We feed our energy, as we believe everything truly great was often born crazy.	We were born to keep people warm. We bring the warmth of human connection into everything we do, from the things we make, to the relationships we build. We celebrate people's achievements big and small, with empathy and trust.	We are inspired by a brighter future and value our results by how we achieve them. We are committed to addressing sustainability challenges with a forward-thinking view and we keep on looking for solutions where they are yet to be found.

STRATEGY

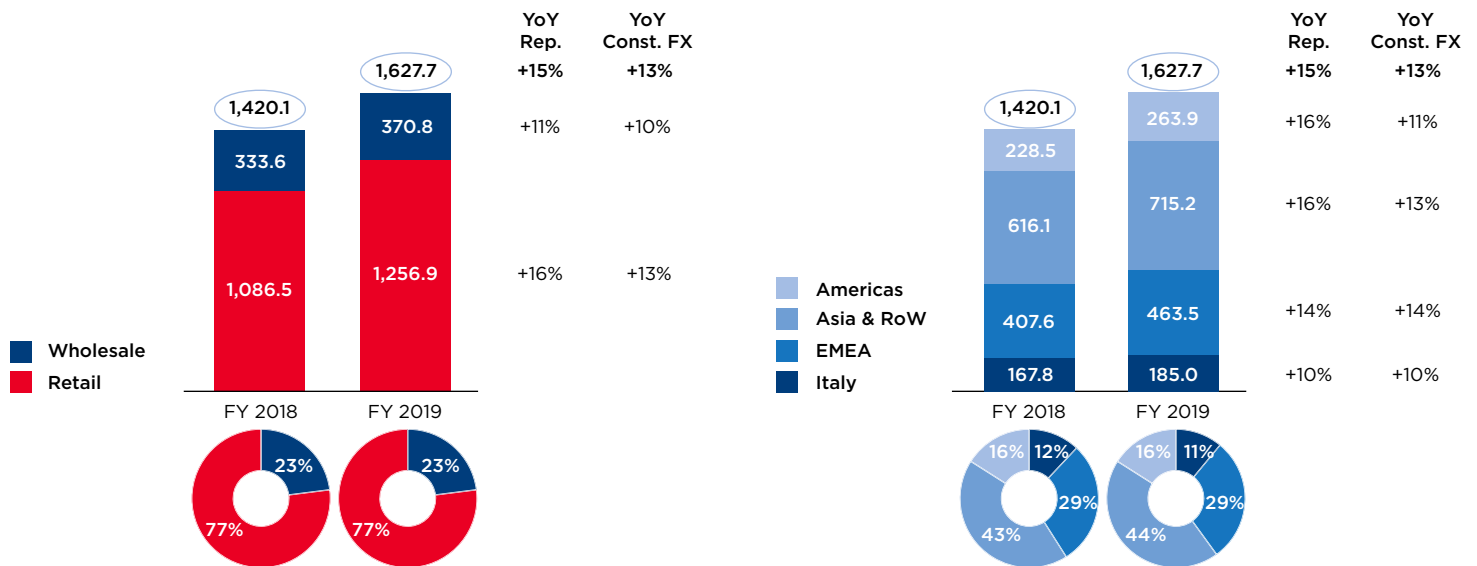
UNIQUE POSITIONING	SUSTAINABLE GROWTH	SELECTIVE PRODUCT EXPANSION	OMNICHANNEL DEVELOPMENT	DIGITAL CULTURE
Over the years, Moncler's growth strategy has been inspired by two key principles: to become a global Brand without filters with the market and to continuously innovate while remaining true to itself.	The Brand has been progressively strengthening its commitment to long-term sustainable and responsible growth, as a means to further meet stakeholders' expectations and create shared value. Planning for a future beyond tomorrow is one of the Group's founding values and a pillar of its development strategy.	Thanks to its strong tradition and credibility built over the years, Moncler has consolidated its position as a worldwide leader in the premium down jacket segment. The Group is now expanding into complementary product categories that can strengthen its core business.	Engaging directly with customers through every channel and touch point, involving them and understanding their expectations and creating in its physical and virtual stores the human warmth that has always been a part of the Brand, is a cornerstone of the relationship that Moncler strives to develop with its customers.	Moncler considers its digital channels as a crucial and indispensable tool for brand communications and business growth at global level, in an omni-channel approach.

A NEW ERA BEGAN





FY 2019 REVENUES ANALYSIS



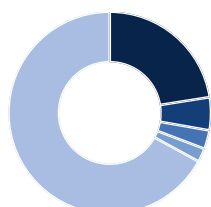
2013–2019 FINANCIAL RESULTS: KEY HIGHLIGHTS

Eur m	2013	2014	2015	2016	2017	2018	2019*
Revenues	580.6	694.2	880.4	1,040.3	1,193.7	1,420.1	1,627.7
YoY growth	+19%	+20%	+27%	+18%	+15%	+19%	+15%
by distribution channel							
Retail	333.6	430.7	619.7	764.2	892.4	1,086.5	1,256.9
Wholesale	247	263.5	260.7	276.1	301.3	333.6	370.8
by geographical area							
Italy	131.0	130.6	137.0	143.2	149.3	167.8	185.0
EMEA (ex.Italy)	200.4	232.7	268.5	303.3	352.4	407.6	463.5
Asia & RoW	181.6	235.2	333.5	418.5	495.5	616.1	715.2
Americas	67.6	95.7	141.4	175.3	196.5	228.5	263.9
Gross Margin	414.1	501.7	654.9	788.0	917.5	1,099.8	1,265.0
EBITDA Adj.	191.7	232.9	300.0	335.1	411.6	500.2	574.8
EBIT	172.5	201.6	252.7	297.7	340.9	414.1	475.4
Net Profit	76.1	130.3	167.9	196.0	249.7	332.4	361.5
YoY growth	+164%	+71%	+29%	+17%	+27%	+33%	+9%
CAPEX	34.3	50.2	66.2	62.3	72.5	91.5	120.8
Net Cash/(Debt)	(171.1)	(111.2)	(49.6)	105.8	304.9	450.1	662.6
DPS	0.10	0.12	0.14	0.18	0.28	0.40	0.55
Retail stores (#)**	107	134	173	190	181*	193	209

(*) Preliminary results to be approved by AGM on 22 April 2020; excluding IFRS 16
 (**) From 2013 to 2016 the number of stores is calculated with the previous counting method. From 2017 to 2019 the number of stores is calculated with the new counting method.



SHAREHOLDING



Ruffini Partecipazioni S.r.l.	22.5%
BlackRock Inc.	5.2%
Morgan Stanley Asia Limited	3.0%
Treasury Shares	2.2%
Market	67.1%

FINANCIAL CALENDAR

- Monday, 16 March 2020
EGM
- Wednesday, 22 April 2020
AGM and EGM
- Wednesday, 22 April 2020
Q1 2020 Interim Management Statement
- Monday, 27 July 2020
H1 2020 Financial Results
- Thursday, 22 October 2020
9M 2020 Interim Management Statement

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