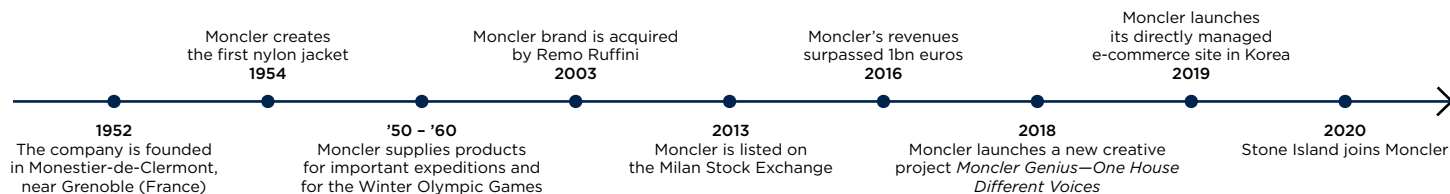


HISTORY

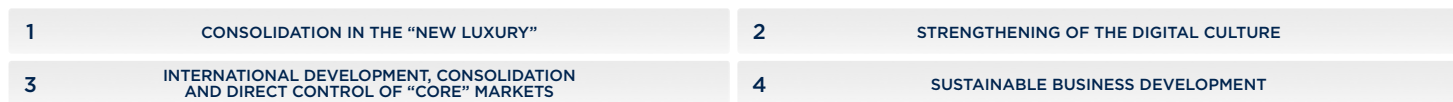


VALUES AND PURPOSE

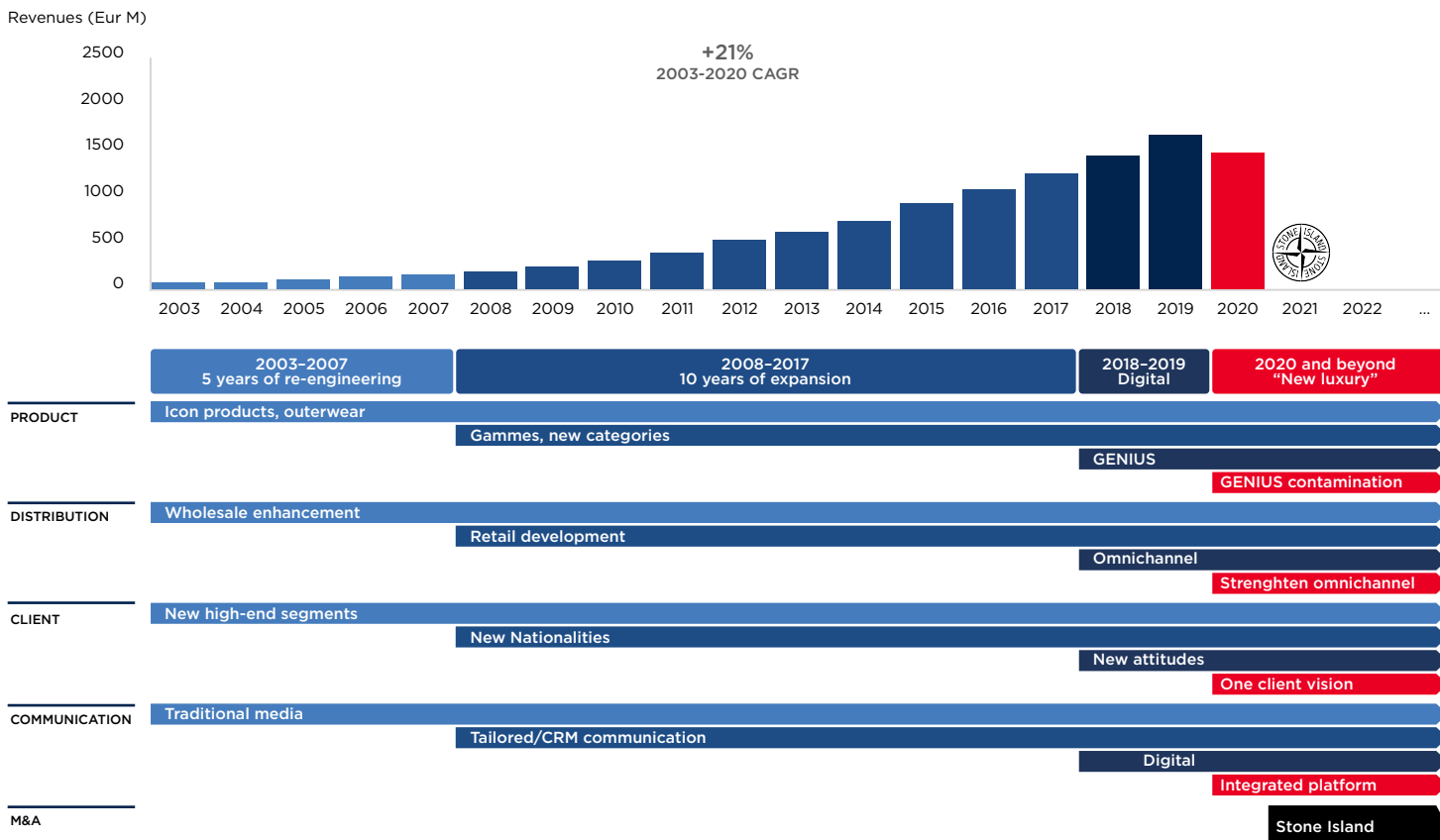


BUSINESS OUTLOOK AND STRATEGY

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. In fact 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 organisational structure, pursuing the implementation of the following four strategic lines and with a great focus on the integration of Stone Island in Moncler.



MONCLER IS READY TO CONSOLIDATE IN THE NEW LUXURY

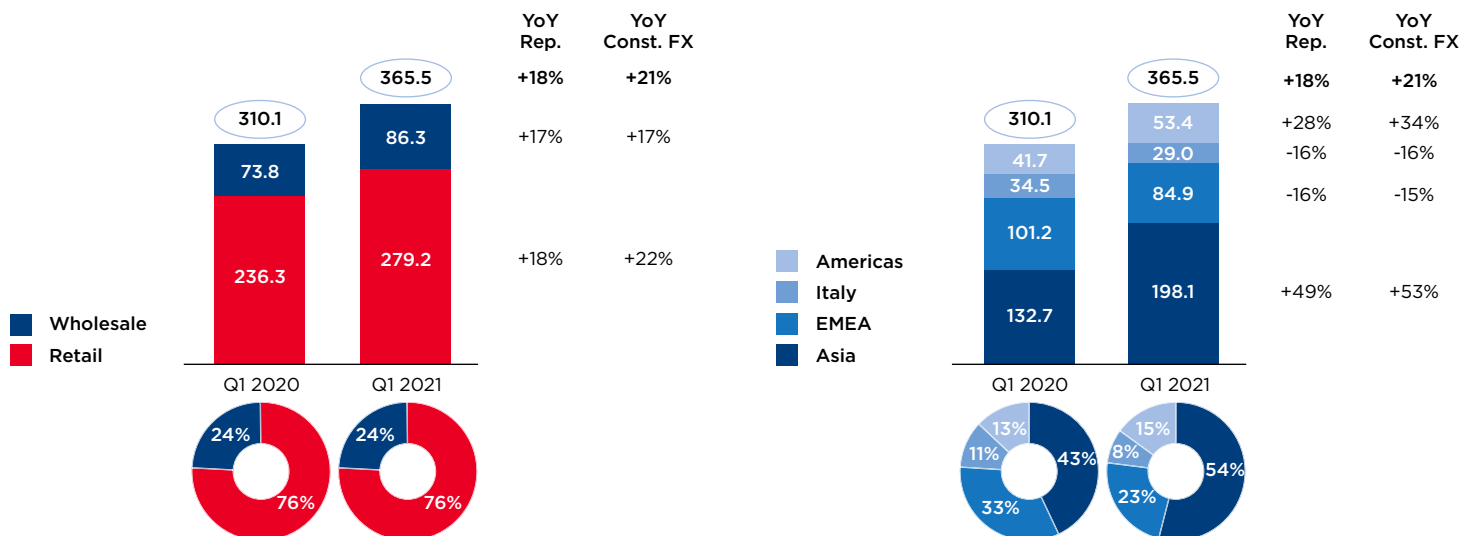


STONE ISLAND JOINS MONCLER

Stone Island features clear success factors, highly complementary to Moncler



Q1 2021 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

SUSTAINABILITY: FY 2020 KEY HIGHLIGHTS

1ST Born to Protect range of jackets made from 100% sustainable materials

100% of outerwear manufacturers audited on ethical aspects in 2018-2020

MEMBER OF
Dow Jones Sustainability Indices
In collaboration with **S&P**

50% of electricity derived from renewable sources at own sites worldwide

99% of stores with LED lighting

-21% plastic used in packaging compared with 2019

56% women in management

122,000 hours of training

100% of employees covered by OHSAS 45001 health and safety certification

5.5 millions euro invested in local communities

Diversity and Inclusion Council established worldwide

CORPORATE GOVERNANCE: LATEST KEY HIGHLIGHTS

Rivetti family and Temasek entered into Moncler shareholding

Moncler EGM on 25 March 2021 approved the capital increase reserved to the shareholders of Sportswear Company, owner of the Stone Island brand

Amendments to the By-laws

On 25 March certain amendments to the By-laws have been approved to strengthen and consolidate Moncler's governance:

- Independent directors to represent majority
- Deletion of EGM special quorum
- Variable number of Directors (9-15)

Appointment of Carlo Rivetti as new Director

Carlo Rivetti, Sportswear Company Chairman and CEO, appointed as new Director of Moncler (22 April AGM) and as Key Manager of Moncler Group

SHAREHOLDING

Ruffini Partecipazioni S.r.l.	18.2%
Morgan Stanley	7.5%
Blackrock Inc.	4.9%
Capital Research and Mgmt Company	4.8%
Invesco Limited	2.8%
Rivetex S.r.l.	2.8%
Temasek Holding (Private) Limited	2.2%
Treasury shares	1.6%
Market	55.2%

FINANCIAL CALENDAR

- Tuesday, 27 July 2021
H1 2021 Financial Results
- Thursday, 28 October 2021
9M 2021 Interim Management Statement

INVESTOR RELATIONS CONTACTS

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