

A high-contrast, black and white photograph of a person rappelling down a steep, icy cliff face. The person is silhouetted against a bright light source at the top of the cliff. The ice has a textured, bubbly appearance. The overall mood is one of challenge and perseverance.

# Consistency and delivery

**Roberto EGGS**

(Chief Marketing and Operating Officer)



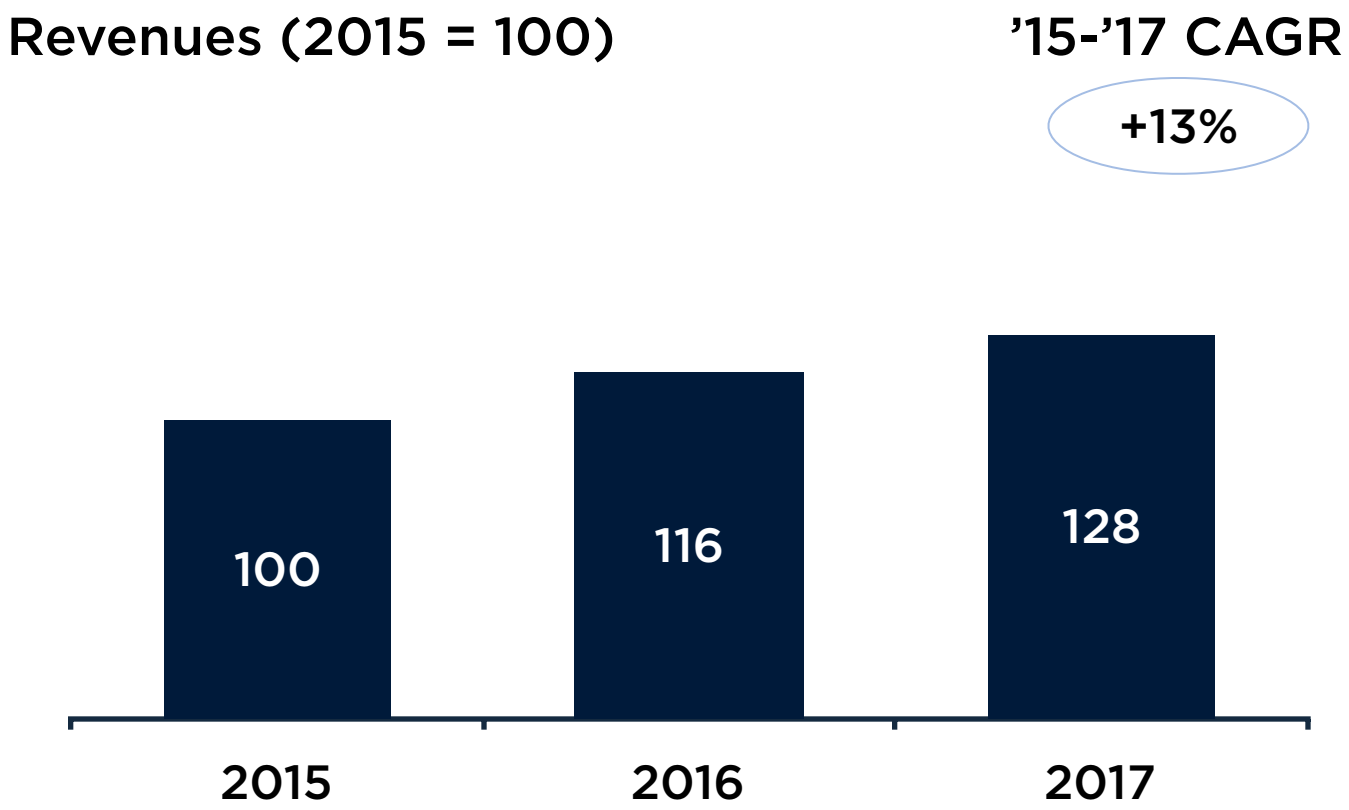
**We delivered on our promises**



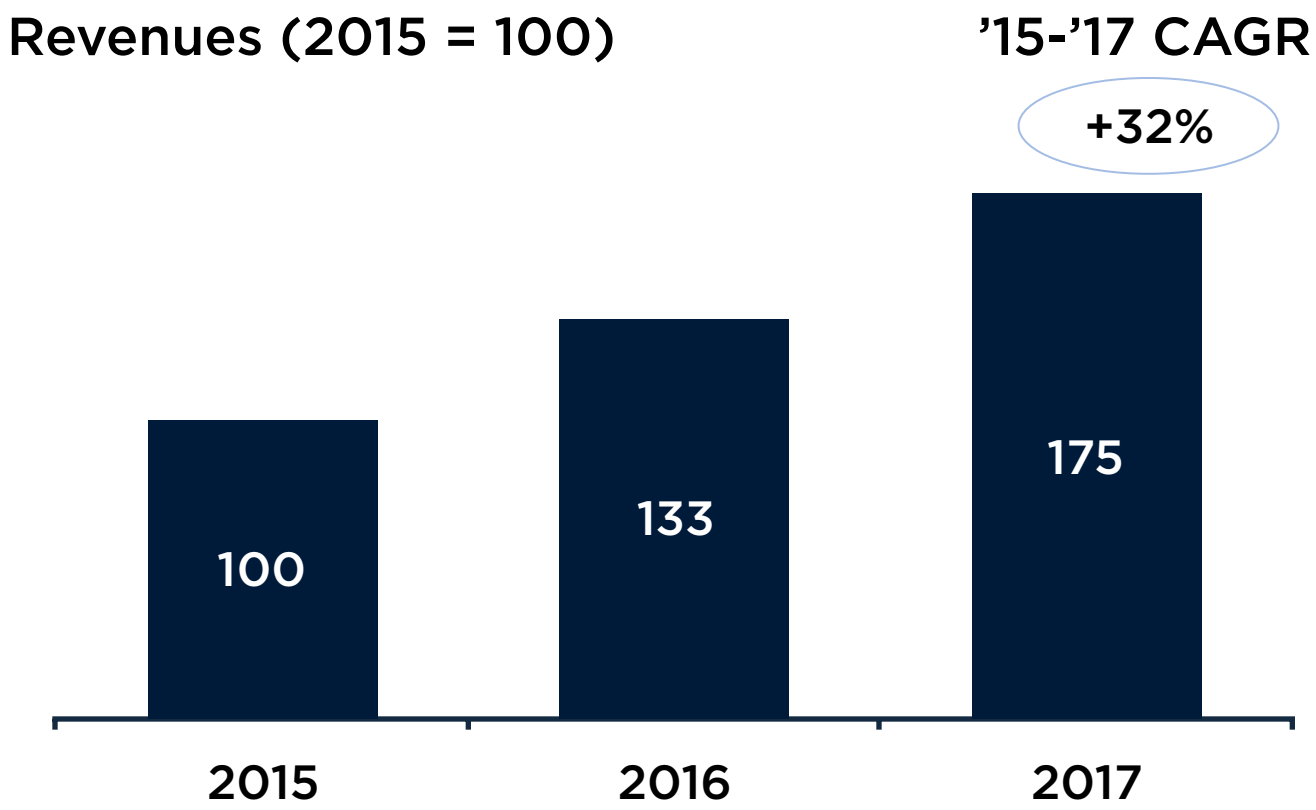
In 2015 we said: «We want to remain at the top edge of outerwear, while developing complementary categories»



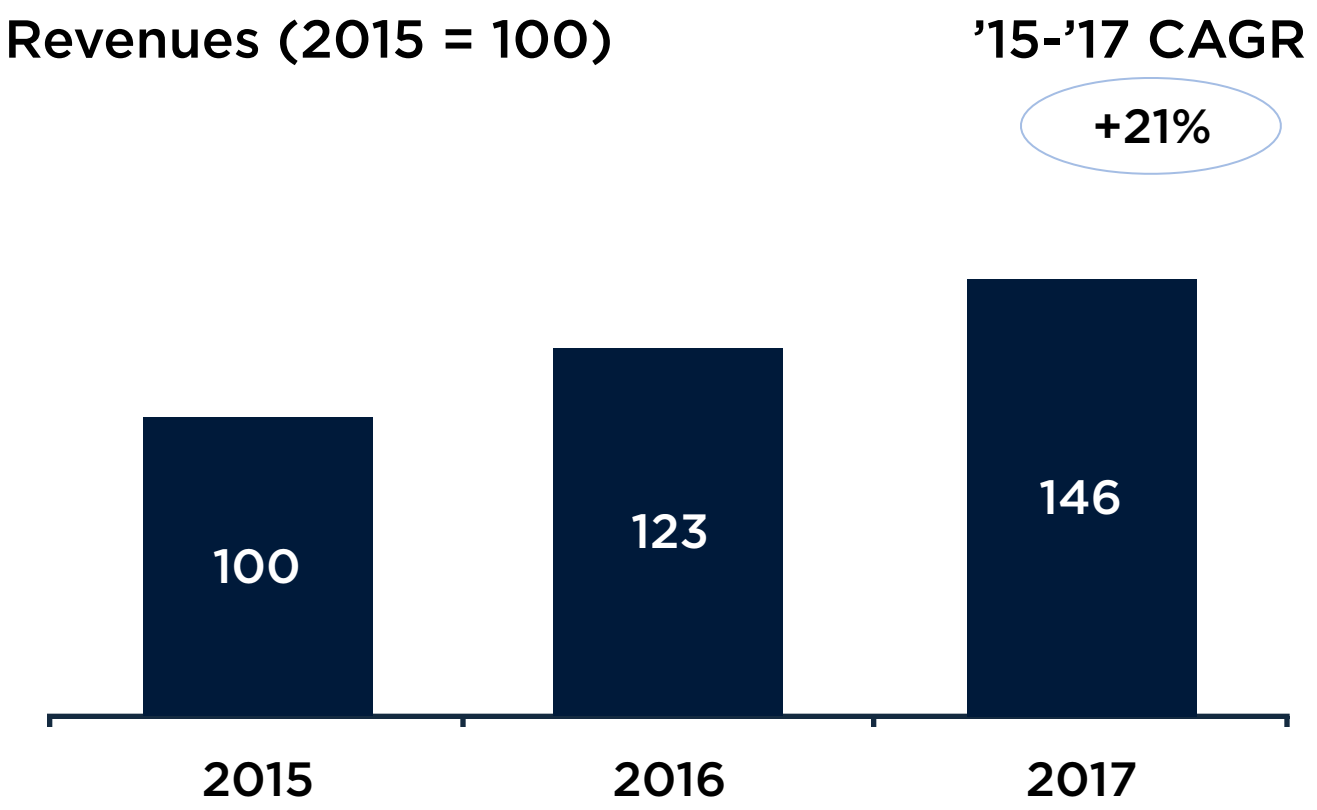
Solid **outerwear** growth delivered  
(outerwear < 80% of Moncler revenues in 2017)



**Knitwear** the best performing category



**Shoes and Leather Goods** strong

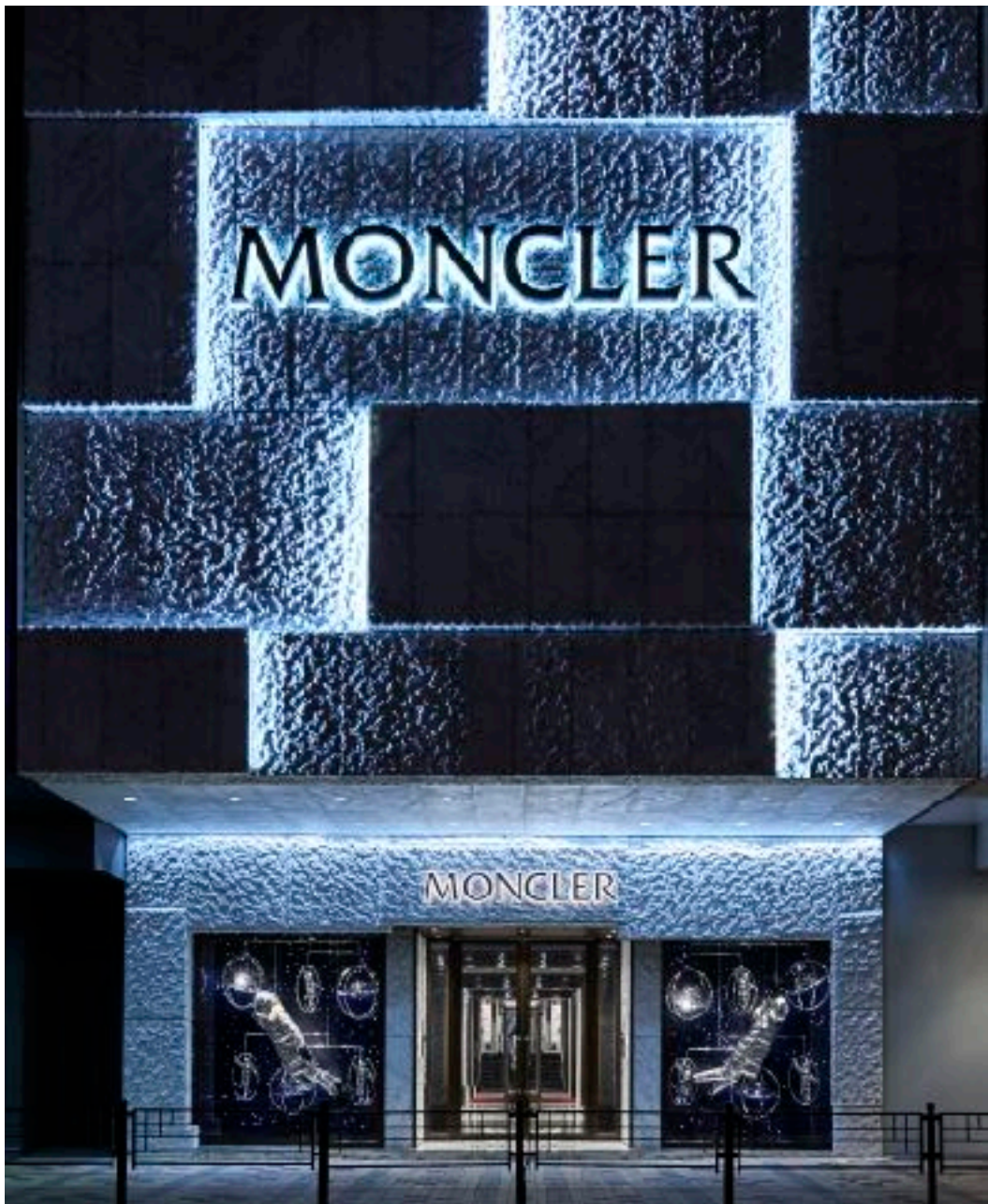




In 2015 we said: «We want to have a global, high-quality network of stores.  
We want to capture travel flows while strongly supporting local demand and to maintain our best-in-class productivity»

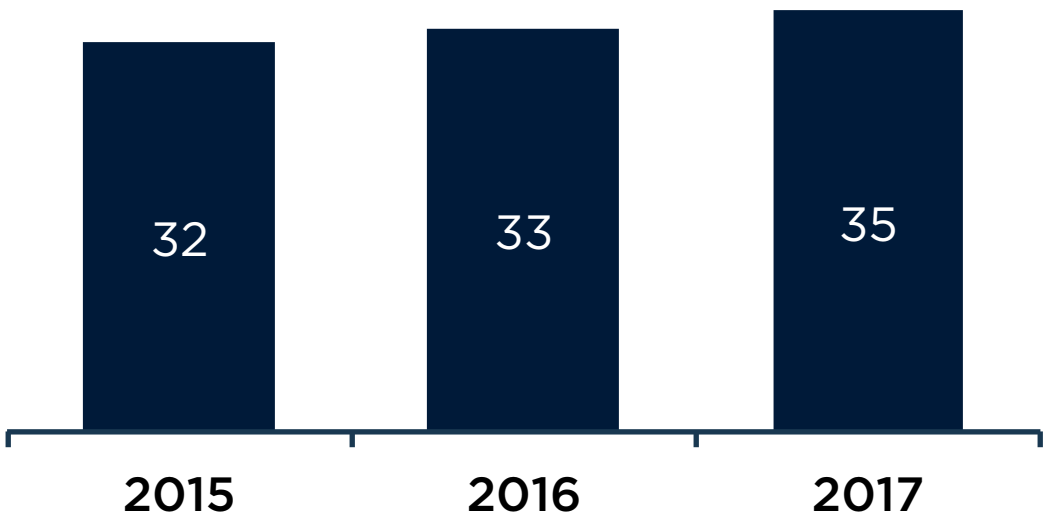


- 28 new DOS in the last 2 years
- 23 relocations/expansions in the last 2 years
- 25 new wholesale monobrand stores in the last 2 years
- 8 flagship stores at year-end 2017
- 8 airport locations at year-end 2017



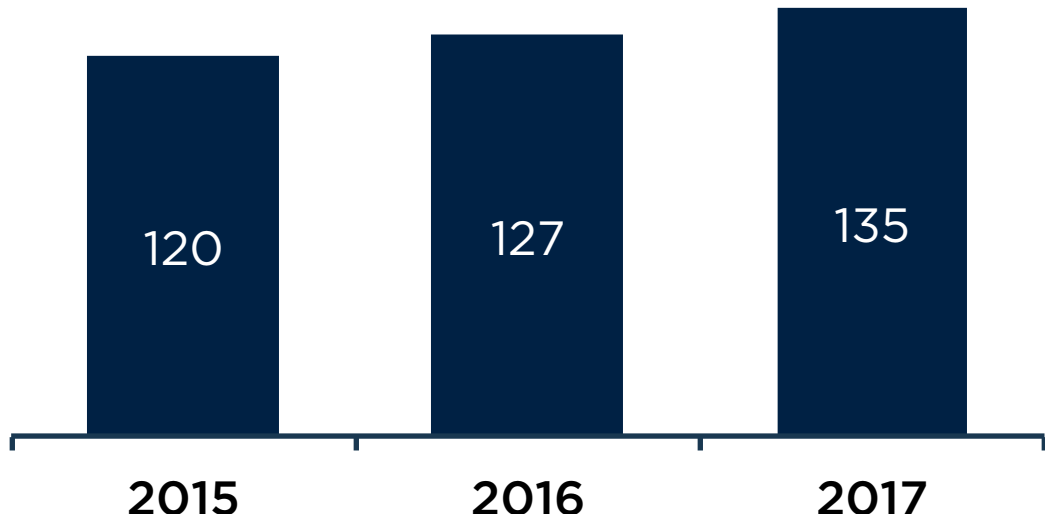
Best-in-class productivity reinforced...

Sales Density – EurK/sqm



...despite a growing average store size

Average Store Size at year-end – sqm





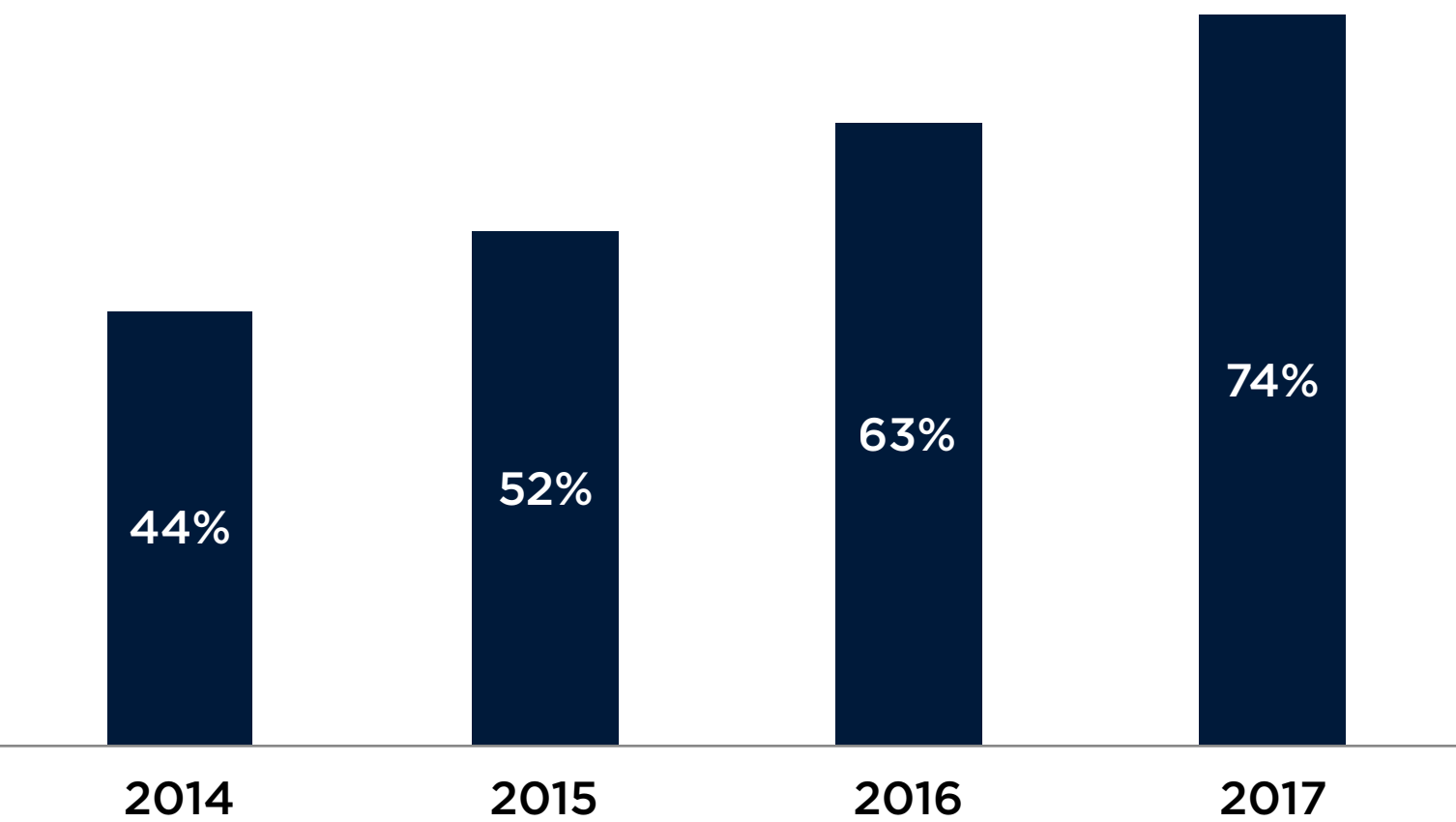


In 2015 we said: «We want to know our clients, understand their need, increase our data collections and have a personalised way to approach them»



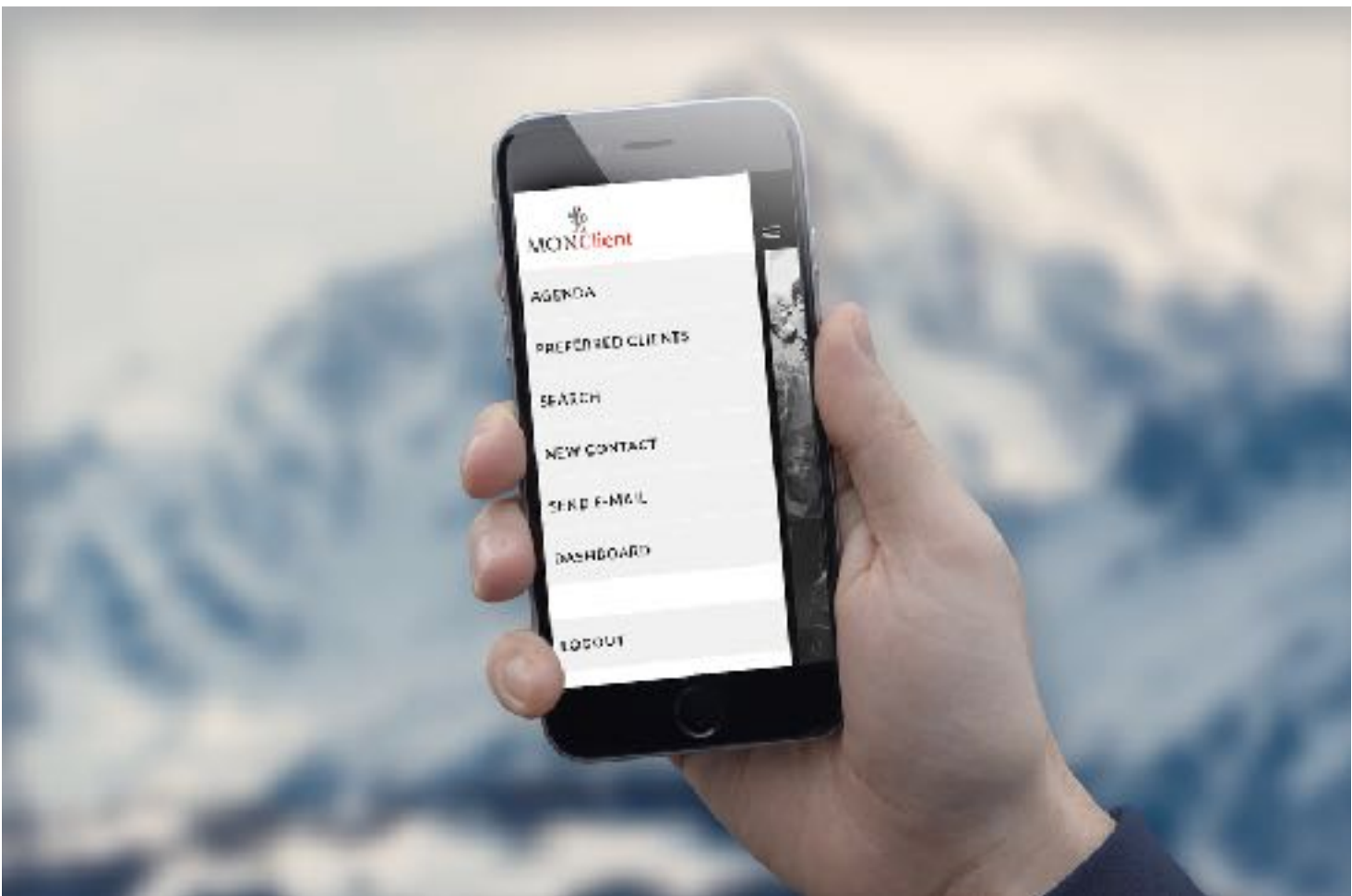
**We know** a higher number of clients than in the past and we know them better

Contactability rate increased to 74%

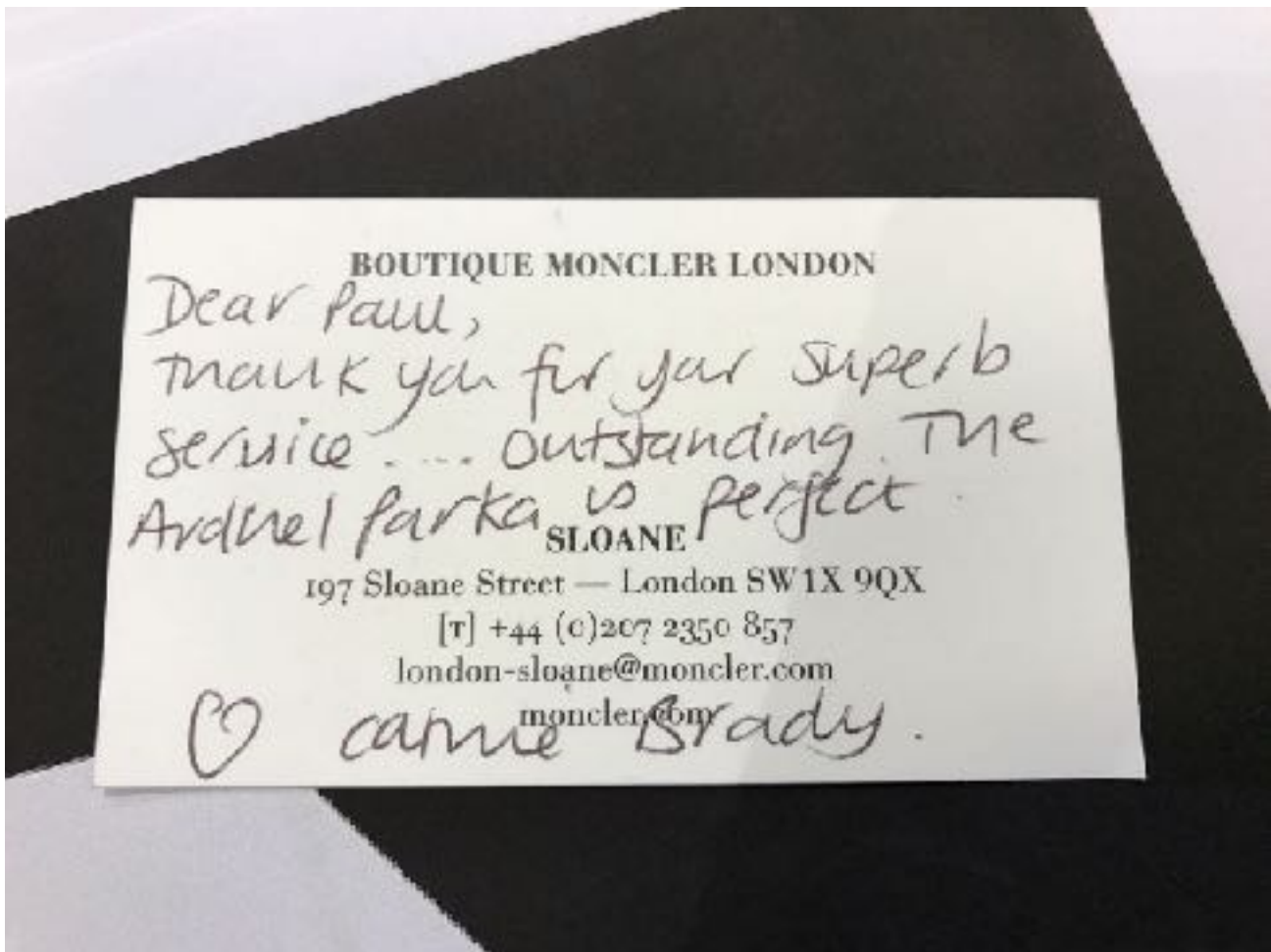


**We dialogue** more frequently with them and with more targeted messages

925 Monclient iPhones in use at YE 2017  
105,000 clienteling actions in FY 2017



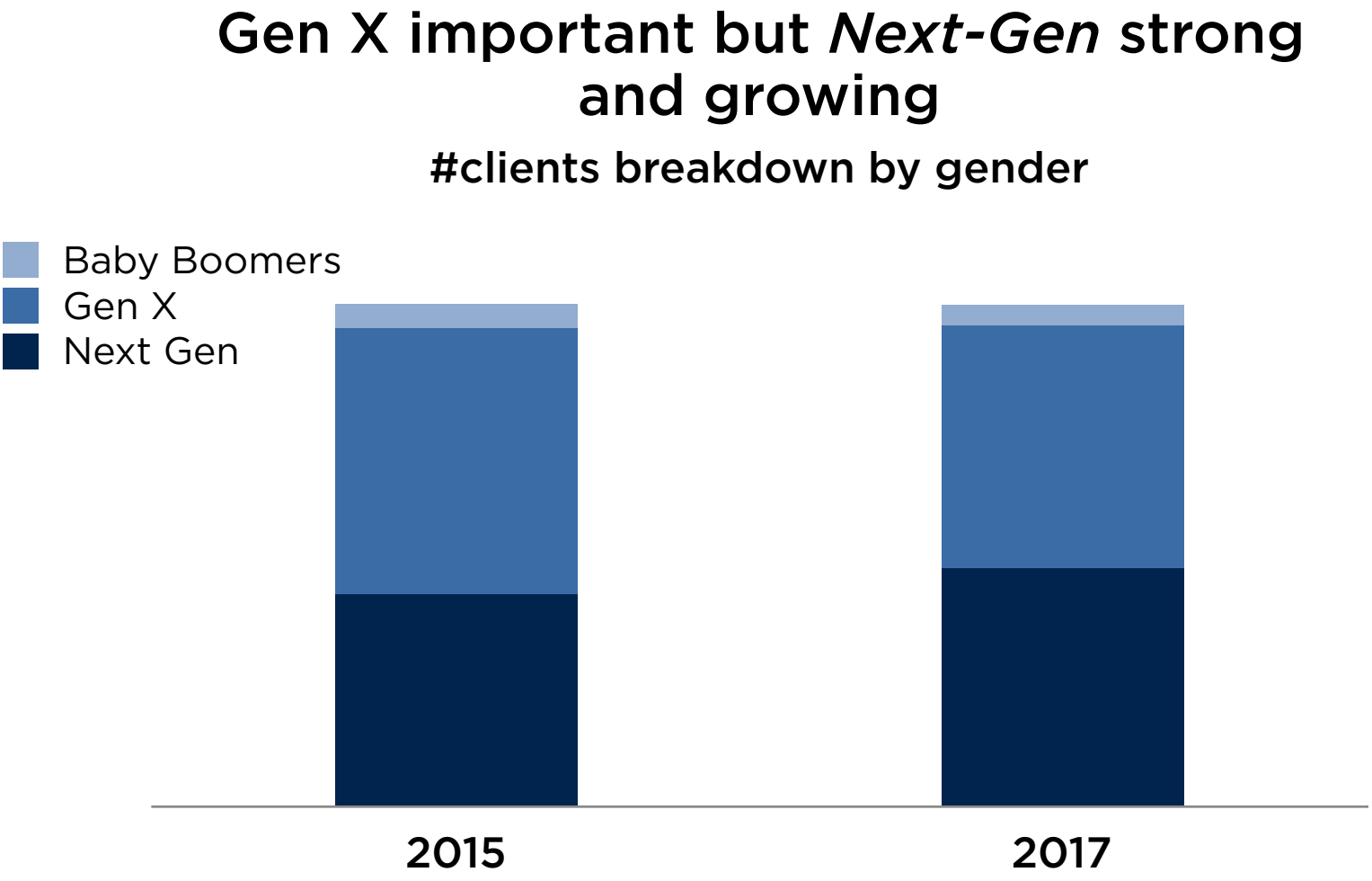
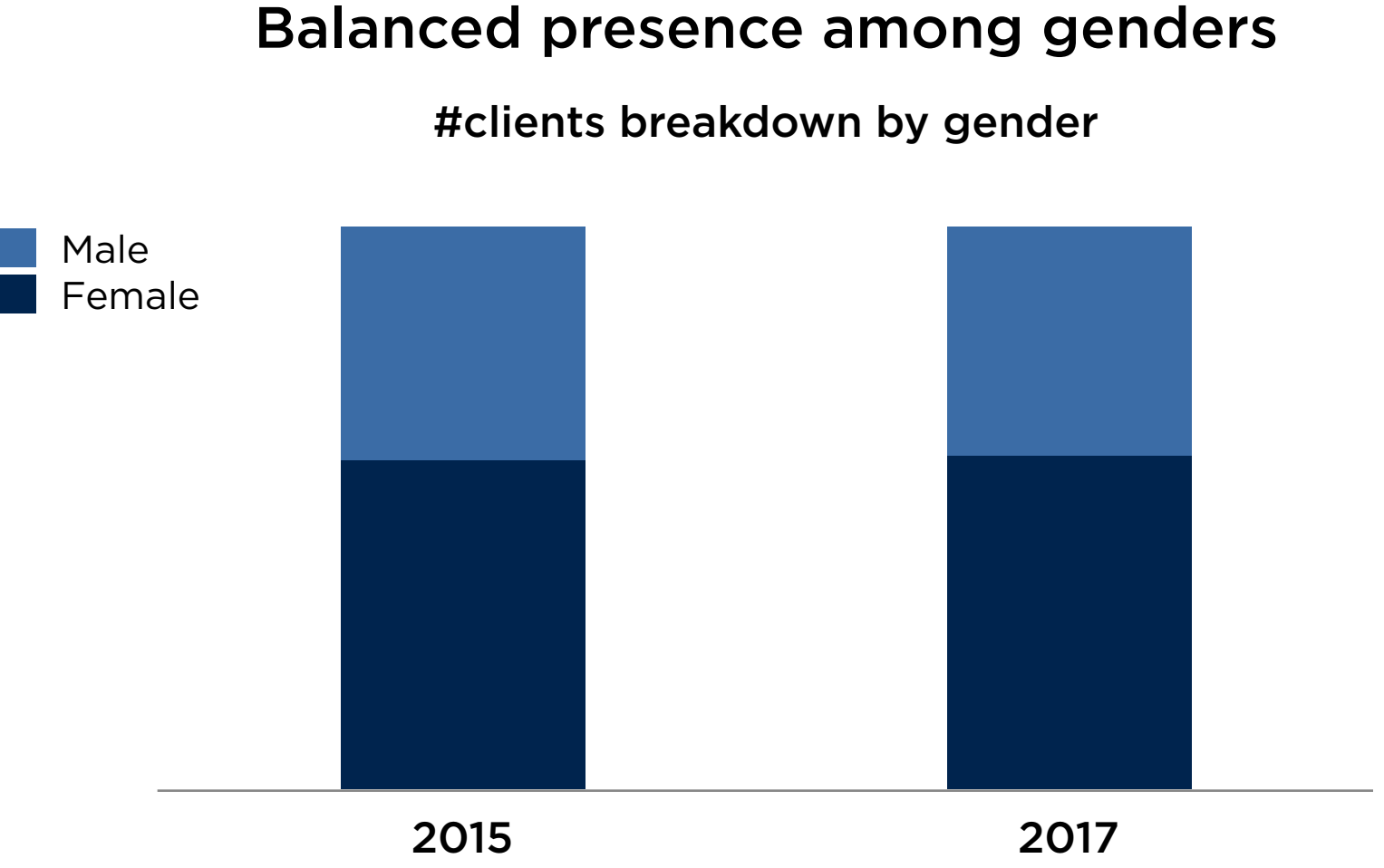
**A superior client experience** is what we are targeting



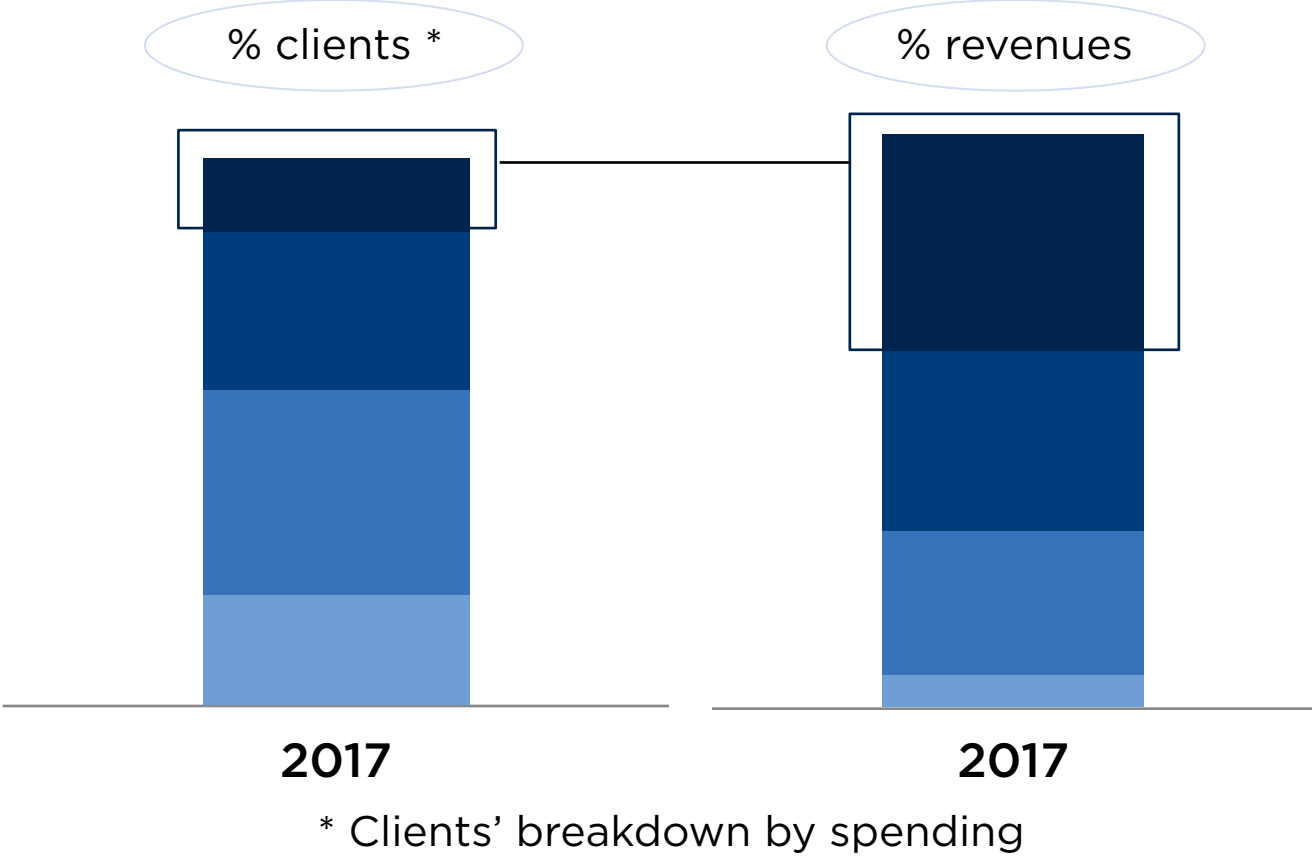




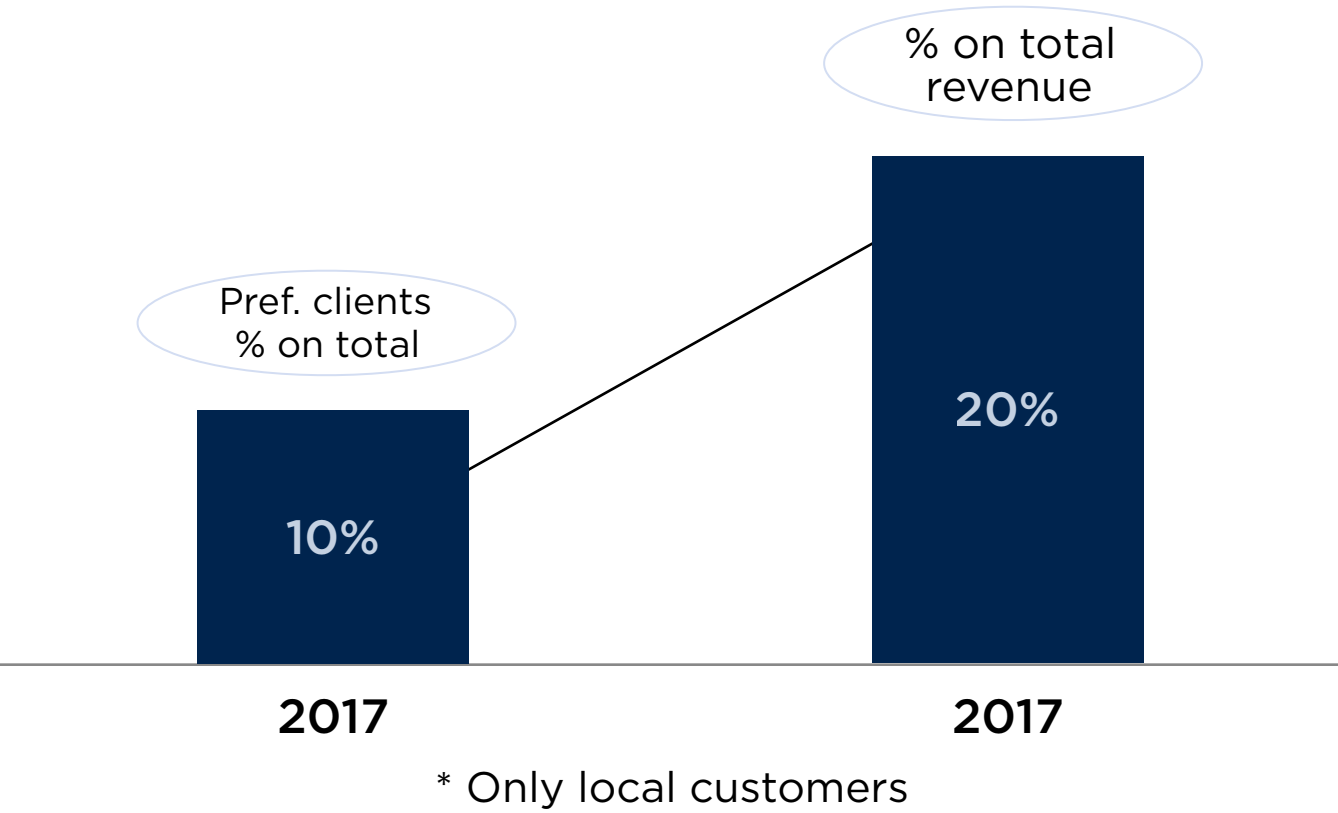
WE KNOW BETTER OUR CLIENT



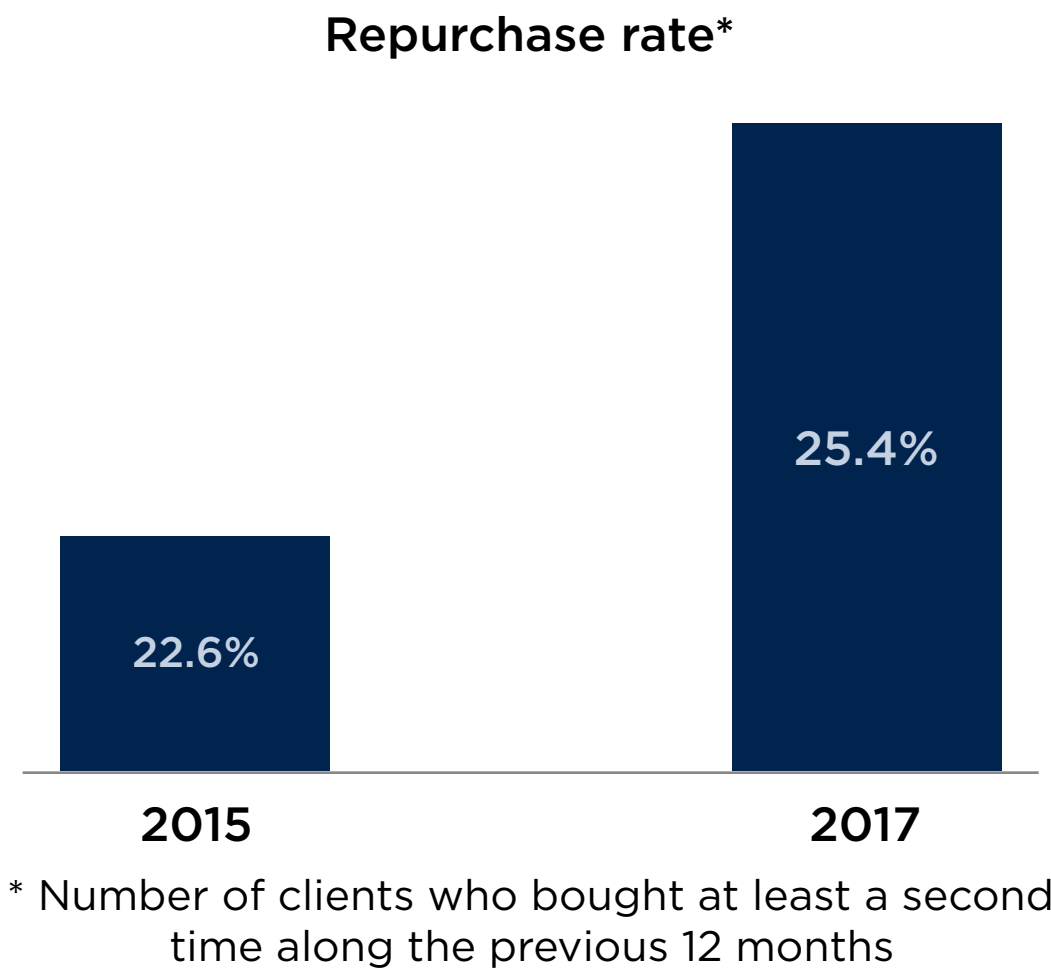
Top spending clients contribute to c.40% of business and have been growing



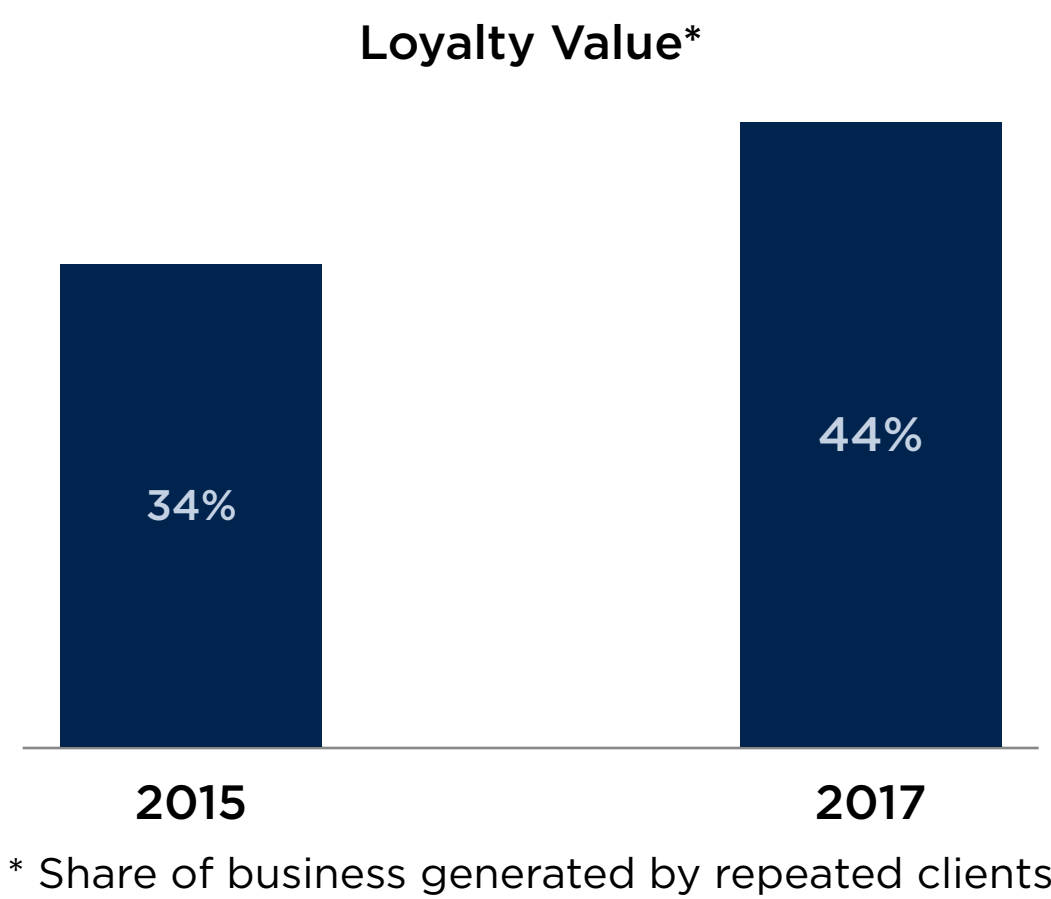
Preferred clients\* contributes already to 20% of business, with still unexploited potentials



Repurchase rate improved...



...As well as loyalty value





**The future starts now**





PRODUCT

Today we have  
**stronger collections**



DISTRIBUTION

Today we have  
**a higher quality retail network  
and a finer wholesale distribution**



CLIENT

Today we  
**know our clients better**



**WE ARE READY TO FACE THE NEW CHALLENGES**





## CHALLENGES

Clients are changing,  
they are looking for  
**new values**

- Experience
- Impulse shopping
- Digital
- Omnichannel



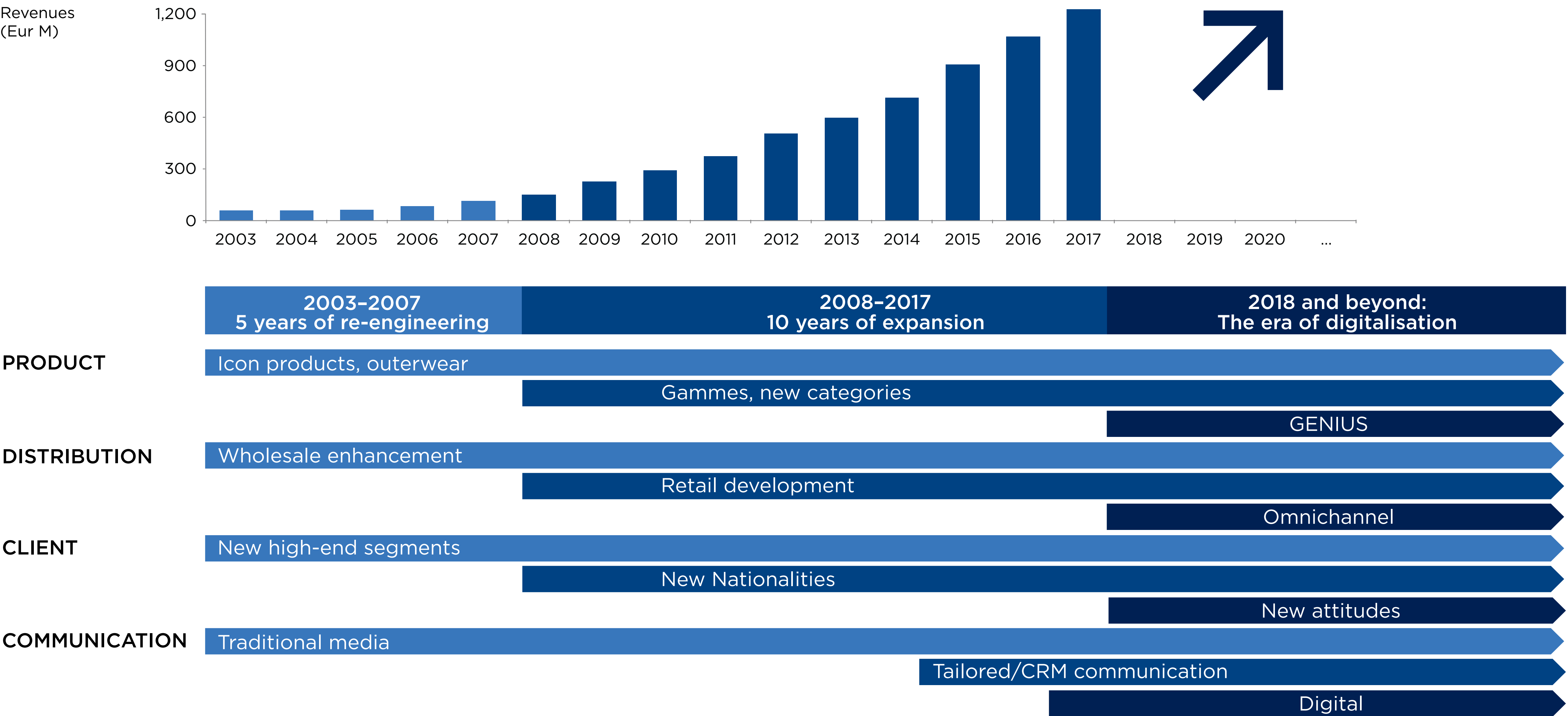
## THE MONCLER WAY

Our uniqueness is our **strength**.  
Our capacity to innovate along  
a stated path is our credo.


- 1 Product evolution/Genius**
- 2 Communication revolution**
- 3 Distribution development**
- 4 Retail excellence 2.0**



A NEW PHASE STARTS IN 2018

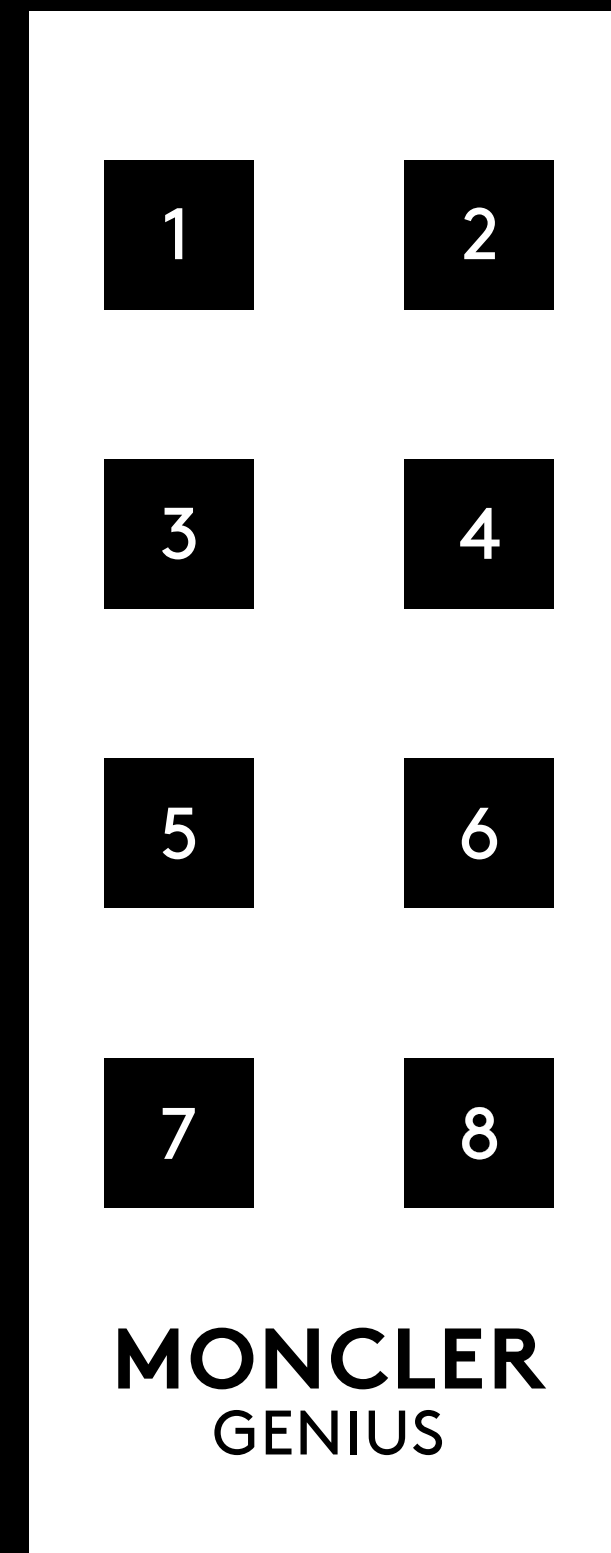






Moncler Genius uses new codes,  
talks to new clients,  
goes beyond stated rules,  
starts new paths





## ONE HOUSE, DIFFERENT VOICES

Eight different projects defining  
the unity of Moncler Genius

- 1 Moncler Pierpaolo Piccioli
- 2 Moncler 1952
- 3 Moncler Grenoble
- 4 Moncler Simone Rocha
- 5 Moncler Craig Green
- 6 Moncler Noir Kei Ninomiya
- 7 Moncler Fragment Hiroshi Fujiwara
- 8 Moncler Palm Angels





## 1 IS FOR PURE ESSENCE

Pierpaolo stripped the classic duvet to the clearest shape, following the idea that purity is reached when form reflects essence. His take on functionality has a couture élan.





### 2 IS FOR POP TRADEMARK

Moncler's trademark classics reinterpreted with pop colors and contrasting enlarged logo. Moncler 1952 is an homage to the brand's year of birth and defines the natural evolution of over 65 years of history, based on technical research and creativity.





## 3 IS FOR PLAYFUL FLAIR

A peculiar flair for mix and match at work distinguishes Moncler Grenoble. Prints and fabrics, considered wide of the mark for mountain gear, assume a technical quality while keeping the playful sophistication intact.







### 4 IS FOR PRAGMATIC FEMININITY

Simone had images of daring Victorian climbers in petticoats in mind. She worked on voluminous silhouettes and deconstructed proportions merging a taste for embellishment with the performance quality of Moncler.







### 5 IS FOR DRESS AS HABITAT

Craig conceives items that rewrite the dialogue between clothing and body, dress and habitat. «I have always explored ideas of protection and functionality within my work... I thought it would be interesting for these ideas to be pushed further, interpreting Moncler's performance based history, and developing designs with their years of technical knowledge and expertise».







### 6 IS FOR WEARABLE GEOMETRY

Kei Ninomiya builds impactful silhouettes with Noir by multiplying modules into wearable geometries. For the first time, he applied his own painstaking craft to duvet, even turning it into knit.







### 7 IS FOR SUBCULTURAL SUBTLENESS

Hiroshi Fujiwara is a cultural fomenter and a pop infiltrator. He has a personal way to subtly tweak items giving them a cult-status spin. He shifted the Moncler duvet to his own parameters.





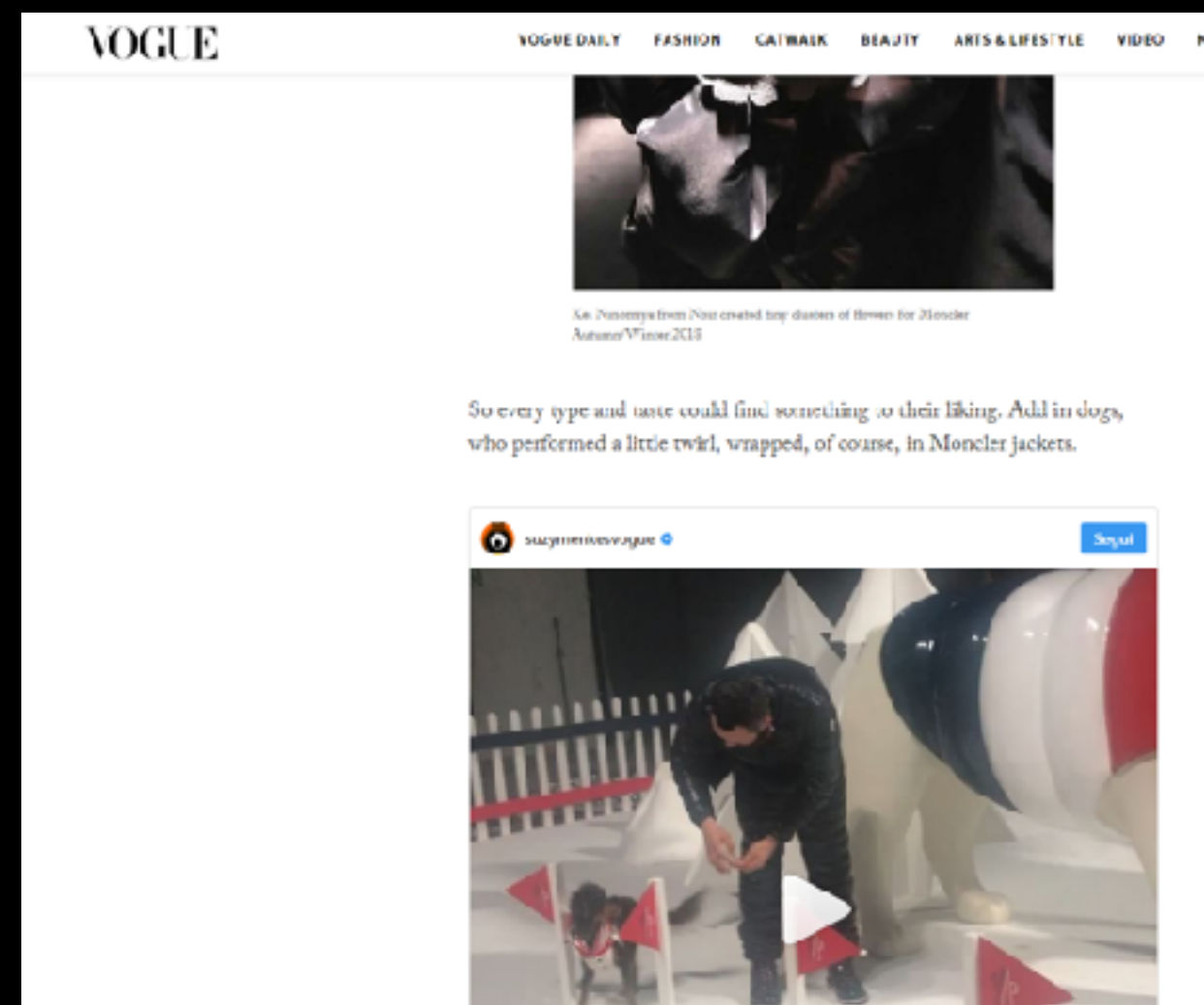
### 8 IS FOR GOING VIRAL

Moncler duvet reduced to the essence, with an exercise in merchandising translated into a gift shop, play with slogans and logos to spread the message virally.

Moncler Palm Angels is a living museum of contemporary creativity.



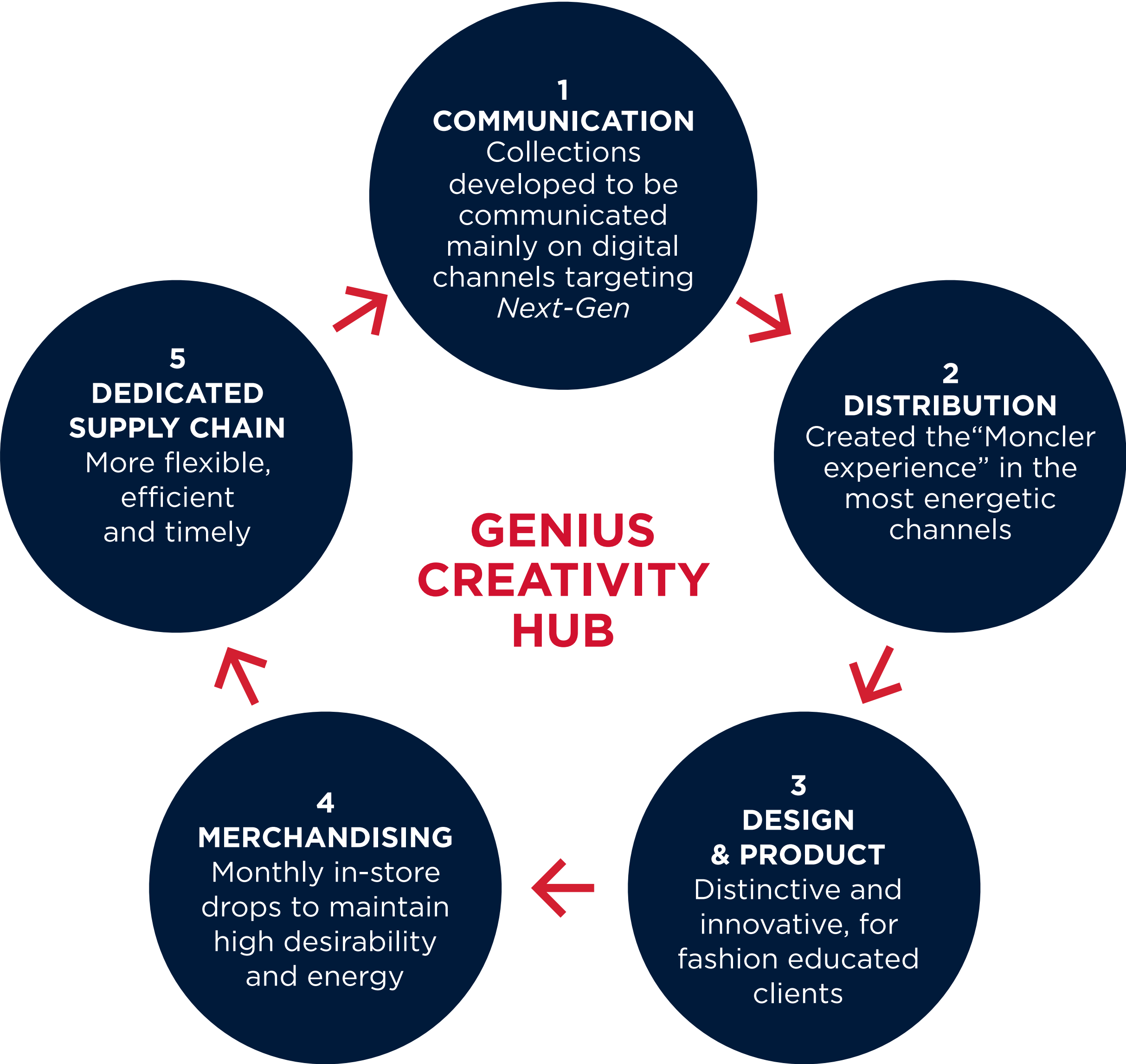




Geniale! Moncler Unveils Its Genius Project, Kicking Off Milan Fashion Week

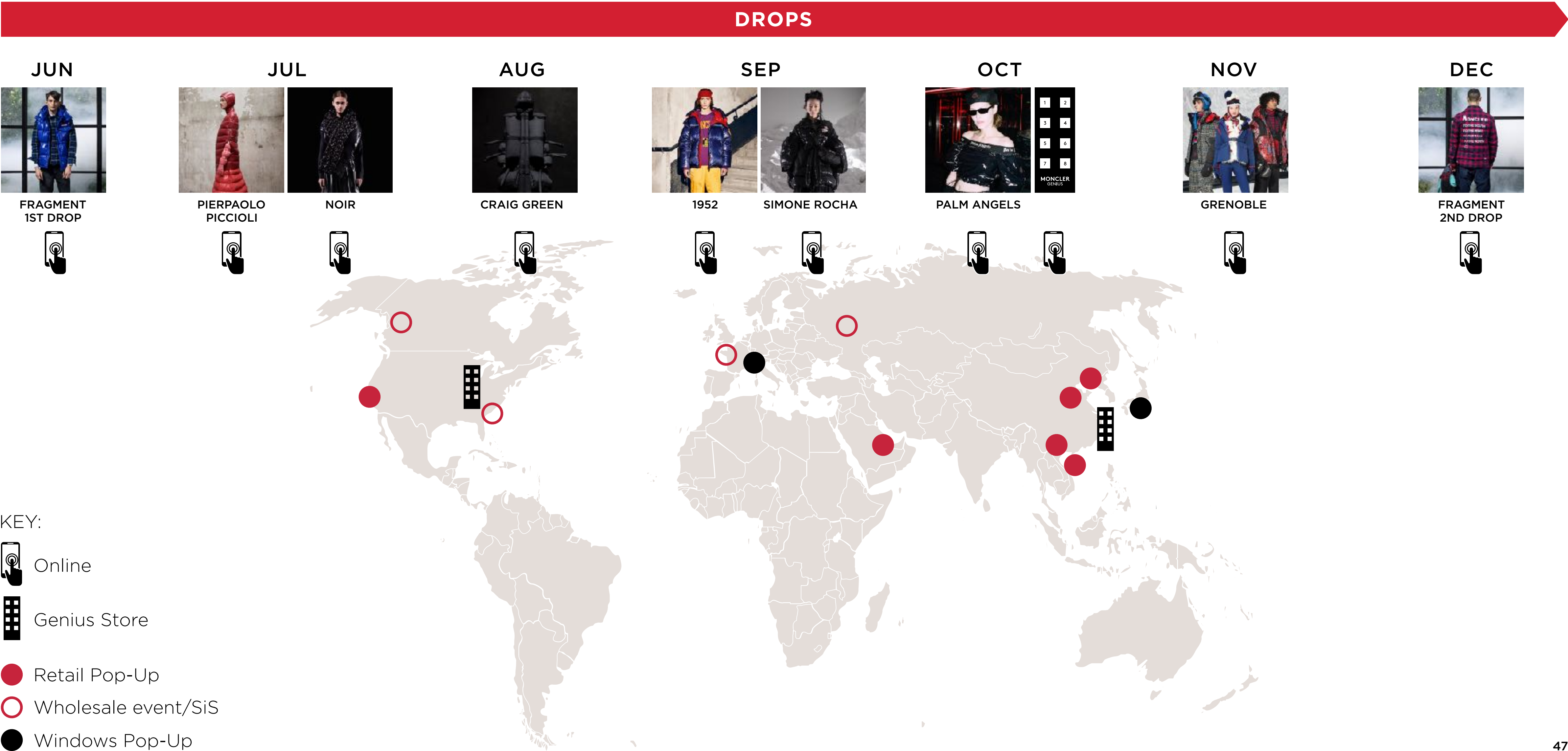








# 1 PRODUCT EVOLUTION: MONCLER GENIUS LAUNCH PLAN







## OUTERWEAR MAIN COLLECTION

- Main collection our milestone
- “Icons Lab” a new project in order to continue to reinvent our DNA including customisation



Expected to grow at **high single-digit** between 2018–2020

## GRENOBLE

- One collection, all year long
- “Moncler Lab” for innovative materials



Expected to grow at **double-digit** between 2018–2020

## ENFANT

- Reinforce leadership in outerwear with a stronger focus on girl and complementary categories
- Expand retail and online distribution



Expected to grow at **high single-digit** between 2018–2020





### KNITWEAR

- Further enhance design & merchandise
- Continue to increase visibility in store



Expected to grow at **double-digit** between 2018-2020

### SOFT ACCESSORIES

- Work on creativity and merchandise
- Improve in-store visibility



Expected to grow at **double-digit** between 2018-2020





### FOOTWEAR & LEATHER GOODS

- Reinforce design team and organisation
- Complete DOS penetration



Expected to grow at **double-digit** between 2018-2020

### EYEWEAR

- First collections very well received
- Selectively expand distribution in both specialty stores and our DOS
- Potential to leverage on pricing



Expected to grow at **double-digit** between 2018-2020



Uniqueness and human creativity  
define messages,  
digital drives them forward



## 2 COMMUNICATION: FROM THE GLOBAL DOWN-JACKET TO BE BEYOND FASHION AND SEASONS



Moncler is facing a new “era” of development for its Brand

We think digital, talk digital, communicate digital

Communication rythm is changing

### 2018-2020 MAIN PROJECTS:

- Moncler Genius
- Leverage on experience at 360 degrees
- “Moncler the People”
- “MonClient Moments” as strategic link between marketing, CRM and in-store experience

Our goal:  
Increase share of digital and outdoor advertising to around 70% of media spending





Our stores are our home.  
Wherever you are,  
whenever you enter,  
in any channel or market,  
they drive Moncler's experience



### 3 DISTRIBUTION: FROM DIFFERENT CHANNELS TO A FULLY CONNECTED AND INTEGRATED NETWORK



Our focus is to leverage on Moncler's global network to create experience

We want Moncler stores to convey values and uniqueness in a personalised way

**Our mission is to create a global, connected and integrated community**

#### FOUR PILLARS:

**1  
IN-STORE EXPERIENCE**

**2  
MOUNTAIN DNA**

**3  
TRAVEL RETAIL**

**4  
DIGITAL**

Our goals:

- strengthen organic growth
- boost digital
- integrate channels



### 3 DISTRIBUTION: ENHANCE IN-STORE EXPERIENCE TO DELIVER UNIQUENESS



Flagships are Moncler's main ambassadors for in-store experience

**Our goal is to reach some 15 flagship stores by 2020**

- Comp largely outperformed regular stores in FY 2017
- UPT at 106 versus Group's average\*
- Loyalty rate at 119 versus Group's average\*





## SKI RESORTS



Main ambassadors to foster Brand's heritage and DNA:

- Store experience linked to Moncler's DNA
- Different store design
- Dedicated merchandising, windows, CRM and events

Our projects:

- Selectively enlarged the network and complete relocations / enlargements
- Expand Grenoble collection to a selected number of resorts "Grenoble exclusive"
- Continue to develop dedicated products





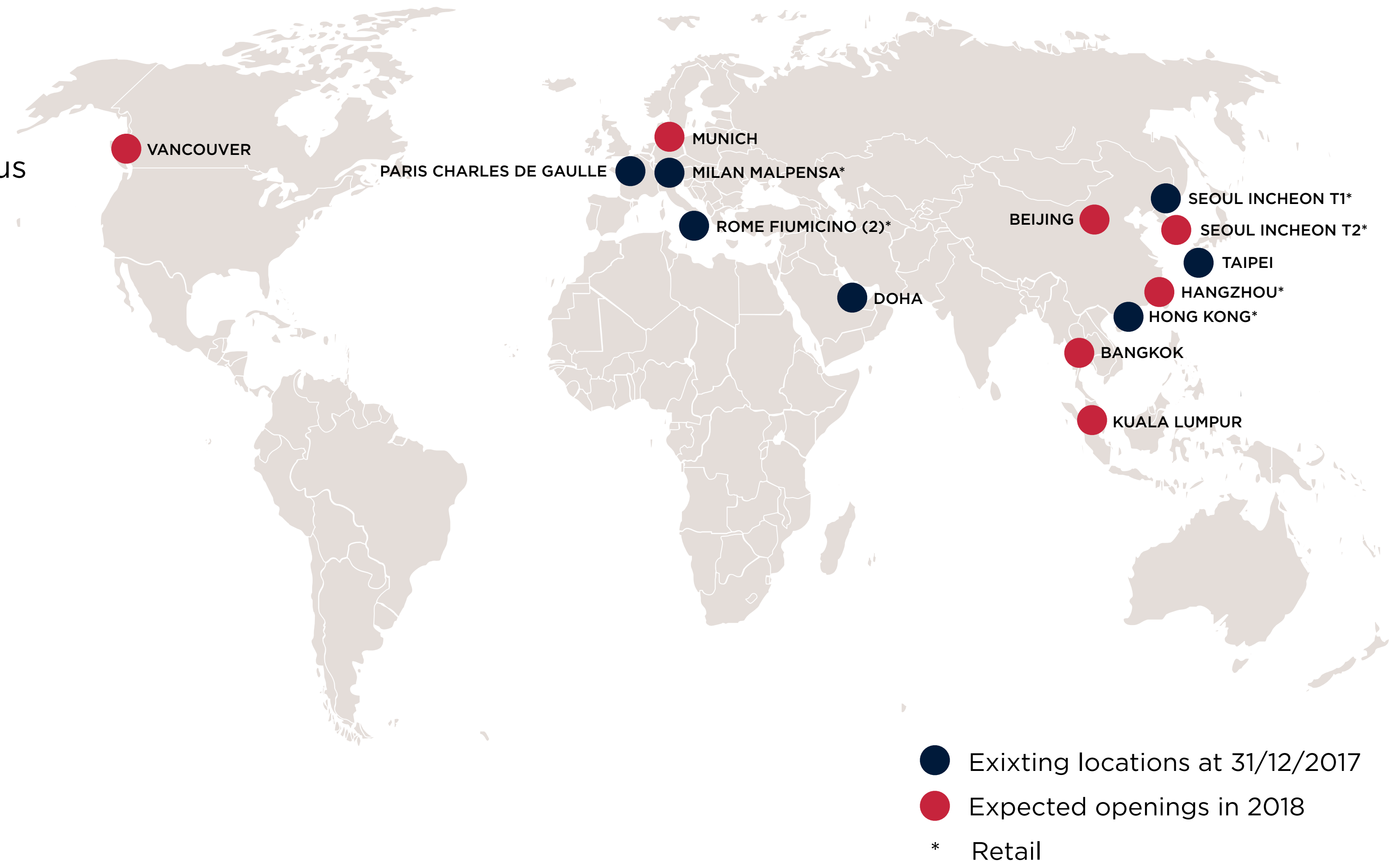
## AIRPORT LOCATIONS

Travel retail channel increasingly important also to attract *Next-Gen* (+185% 2003-16 growth versus +95% of Luxury Goods sector – source: DFS)

- 8 locations operated at YE 2017
- 7 locations expected to open in 2018, of which 2 already opened

### Our focus:

- Expand Moncler airport stores to reach c.30 locations by 2020
- Develop dedicated products
- Introduce dedicated VM and windows
- Further price harmonisation among regions





### 3 DISTRIBUTION: DIGITAL IS OUR OUTPERFORMING CHANNEL



#### ONLINE

- [www.moncler.com](http://www.moncler.com) our first flagship store
- Online grew around 30% CAGR over the past 2 years
- Selected e-tailers able to enhance also Brand image
- Omnichannel pilot test started in three stores
- EMEA omnichannel roll-out in 2018, other markets to follow

#### Our focus:

- Continue to create internal digital culture
- Insource Korea online market as pilot to be followed by other markets
- E-tailers partnership to be reinforced by Moncler Genius
- Omnichannel fully operated by 2019
- China market specific approach
- Strengthen Moncler WeChat pop-up

One goal: double Moncler's online revenues





**Control, selectivity and scarcity  
will continue to drive decisions**

**The brand still has important  
levers to drive growth  
in all channels, both through  
new stores and organic**



### 3 DISTRIBUTION - RETAIL: STILL UNEXPLOITED POTENTIAL FROM ORGANIC AND EXPANSION



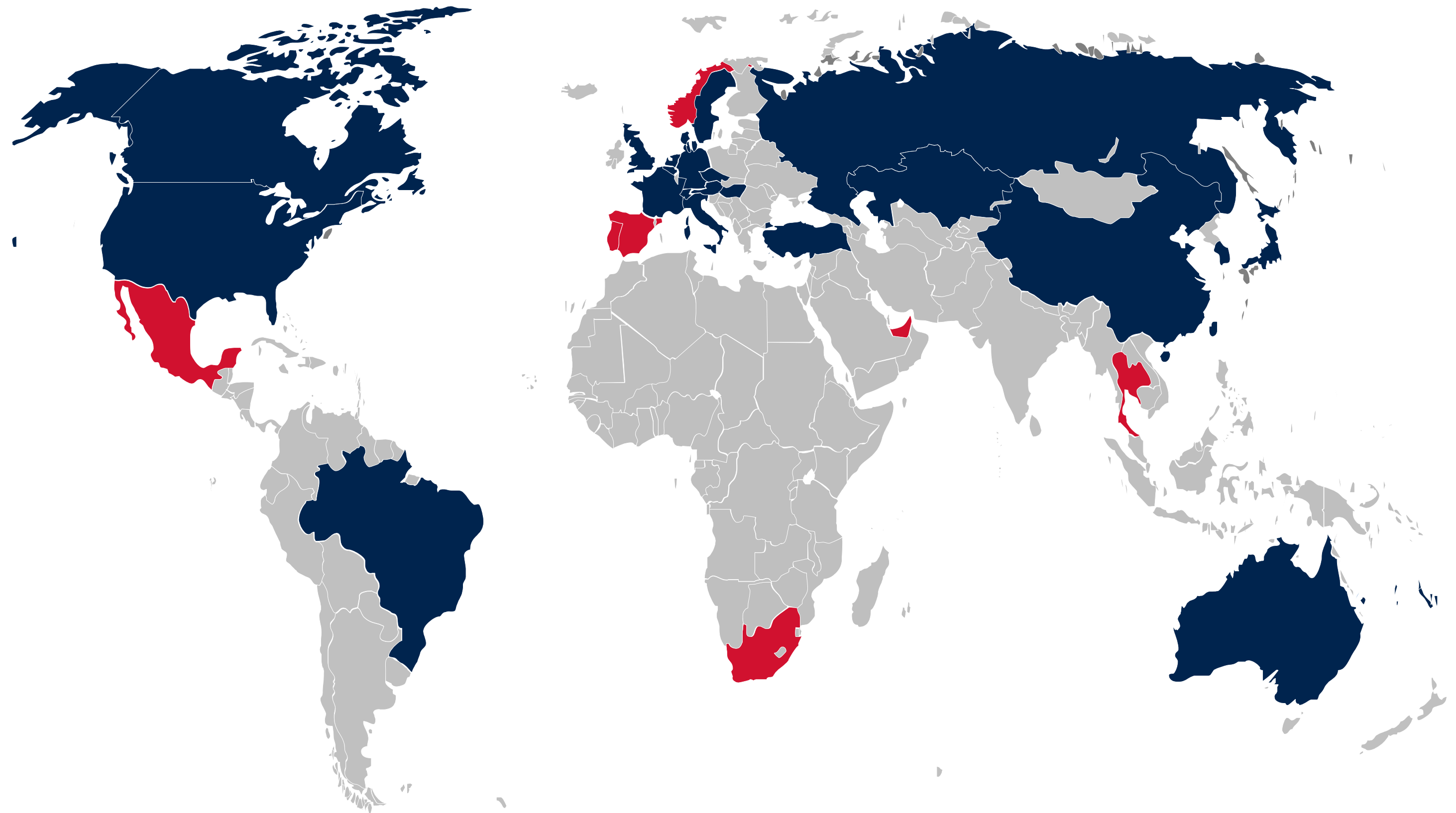
Selected new openings and relocations'  
effort to continue to drive revenues

Strong focus on new clients while  
continuing to increase loyalty value,  
repurchase rate and UPT

Reinforced focus on organic growth

**Our goals:**

- Enter c.2 new countries per year
- At least 10 new openings per annum
- On-going relocations



■ Existing markets to further develop ■ New markets



### 3 DISTRIBUTION - WHOLESALE: WE HAVE ACHIEVED OUTSTANDING RESULTS



Wholesale results ahead of management expectations, driven by SiS expansion and e-tailers contribution

SiS top performing channel: +39% 2Y CAGR (2015-2017)

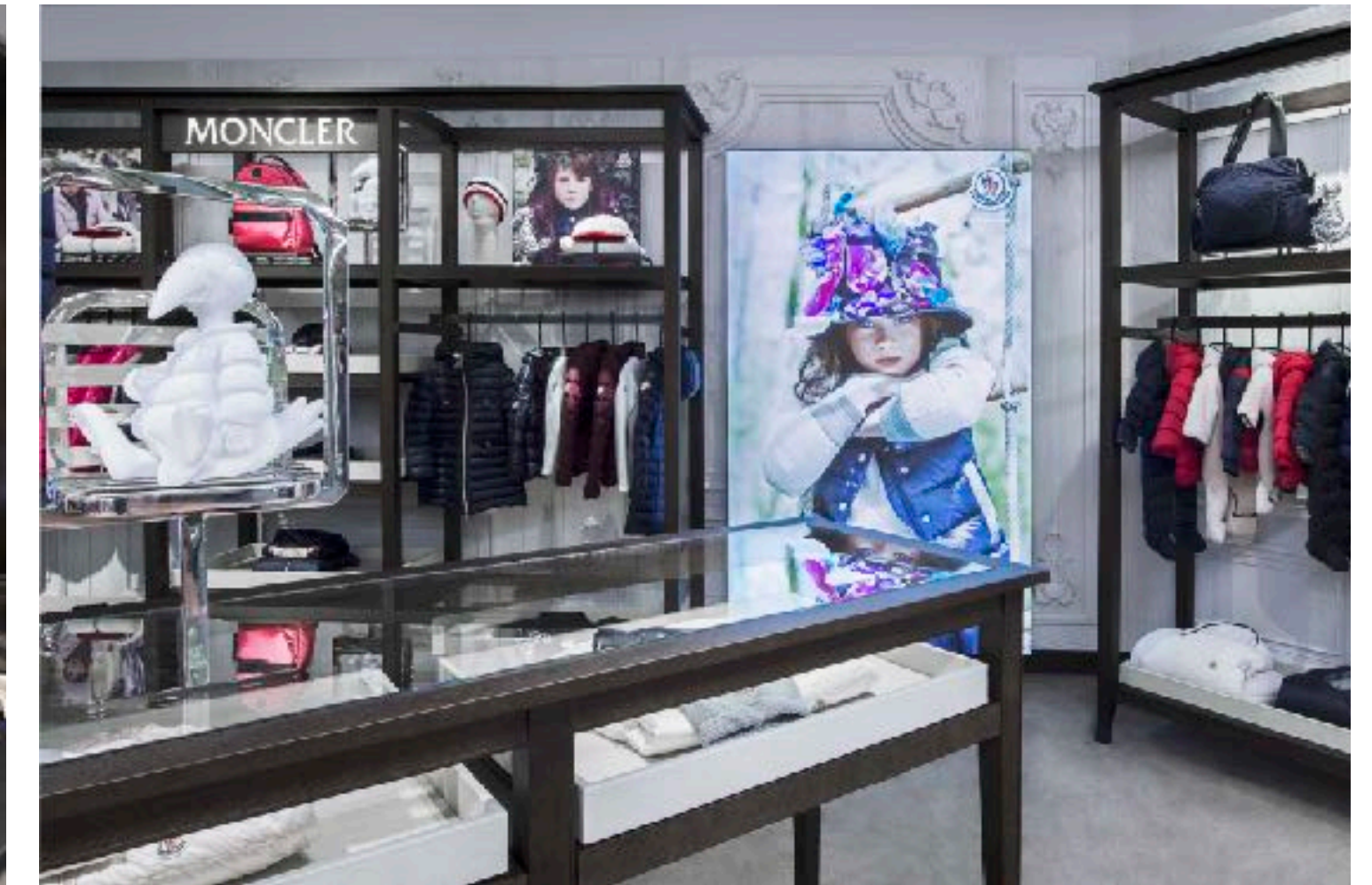
Top high-end e-tailers' revenues strong

~1,500 doors at the end of 2017 versus 1,600 in 2015

Higher integration with retail, in particular on merchandising, VM, people training



DOHA



MUNICH



MOSCOW



MARBELLA



ALA MOANA



3 DISTRIBUTION: STRONG FOCUS ON SIS DEVELOPMENT AND DIGITAL CONTINUES



SiS development and e-tailers to continue to drive results

Some 15 new SiS p.a. expected, including stores in important high-traffic airports

All regions to contribute to the SiS network development

Expected to increase penetration on selected top e-tailers

Doors selection process still ongoing

Wholesale as tester of new markets



One goal: to increase wholesale revenues high single-digit



MANILA, UNIVERS D'HOMMES ET FEMMES



BALI, DFS



KUALA LUMPUR, CLUB 21



SAIPAN, DFS



BOGOTÀ, ANDINO MALL



LAGOS, ALARA



LAHORE, THE BOUTIQUE



MUMBAI, LE MILL



4 RETAIL EXCELLENCE 2.0: OUR CLIENT IS OUR MAIN FOCUS EVERYWHERE TO DRIVE ORGANIC GROWTH

