

A dramatic, low-angle shot of a person rappelling down a steep, icy mountain face. The climber is silhouetted against a bright, overcast sky, creating a high-contrast scene. The ice wall is textured with vertical ridges and grooves, suggesting a challenging climb. The overall mood is one of adventure and conquering a difficult task.

Taking advantage of a fast-changing world

Roberto EGGS
(Chief Marketing and Operating Officer)

**We are ready to take advantage
of a fast-changing world**



POSITIVE GROWTH MOMENTUM CONTINUES...

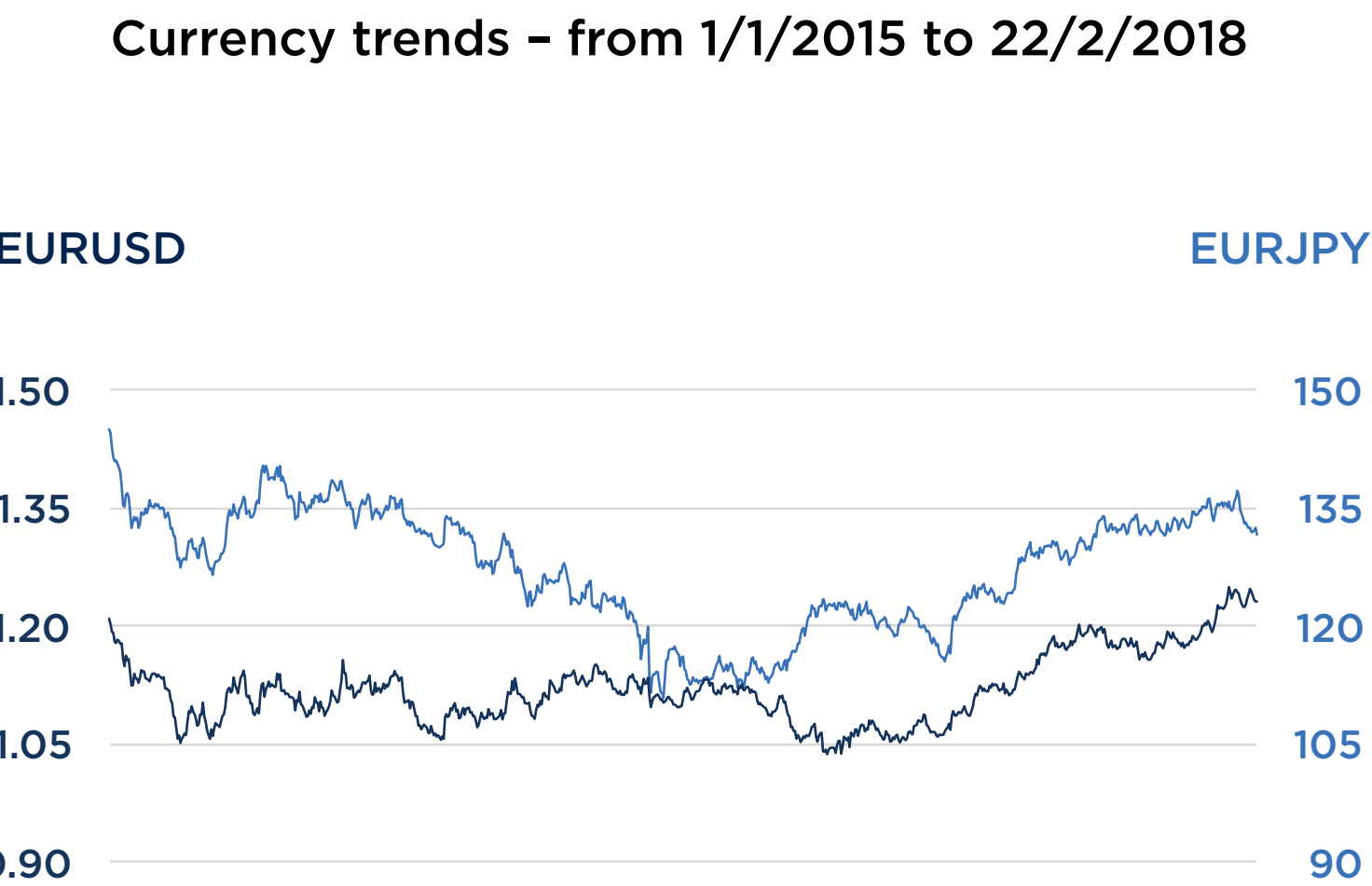
Global personal luxury goods market is expected to grow at c.+4/5% CAGR, reaching ~300bn Eur in 2020



(*) Source: Bain

...IN UNCERTAIN AND VOLATILE SCENARIOS

- Macro-political unpredictability
- Global uncertainties
- Stock markets' volatility
- Currencies' volatility



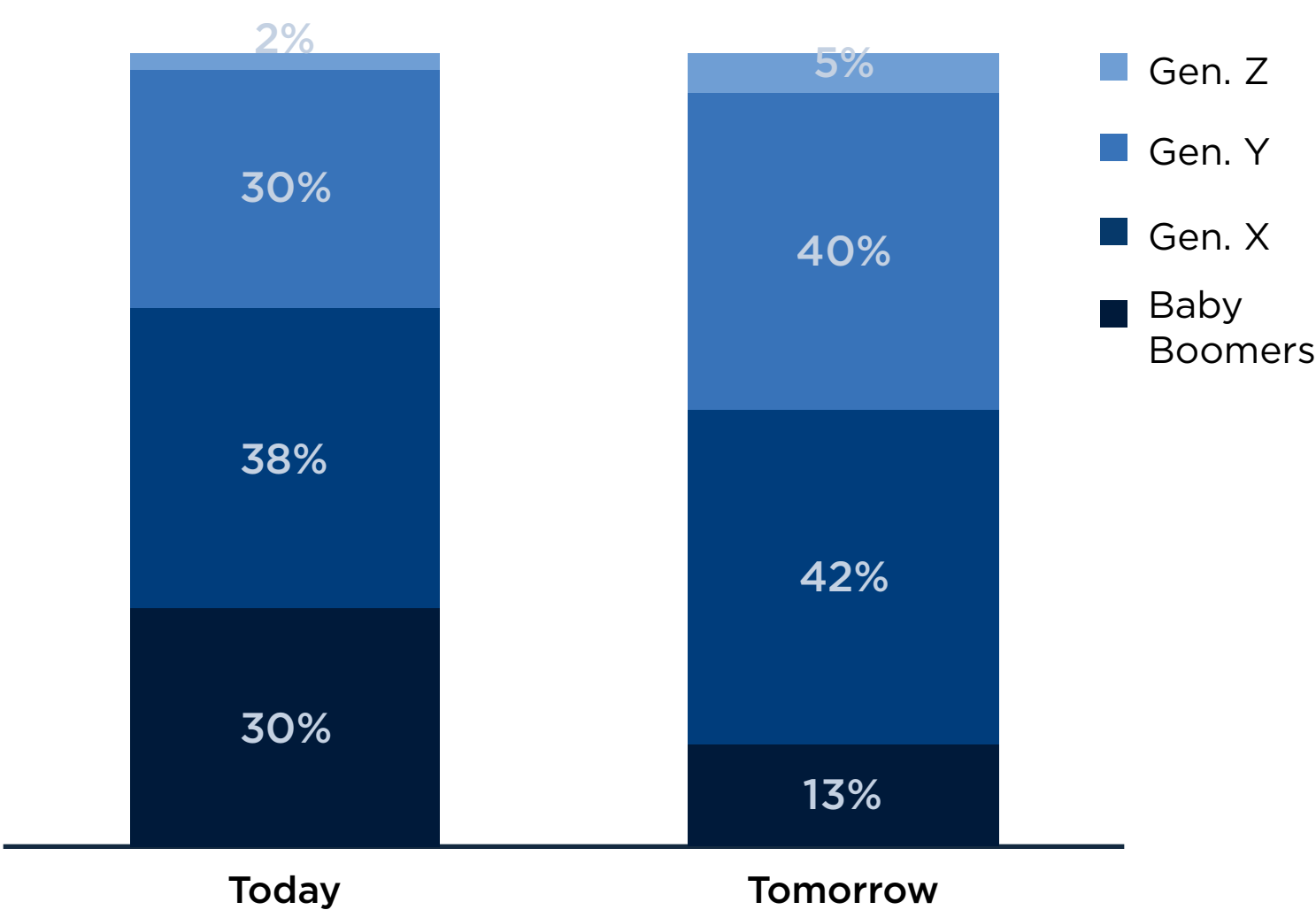
MONCLER SETS ITS FOUNDATIONS TO CONTINUE TO OUTPERFORM THE SECTOR



YOUNGER GENERATIONS WILL DRIVE
SECTOR GROWTH...

Future growth will be fuelled
by generations Y and Z (*Next-Gen*)

Global personal luxury goods market – Eur bn



(*) Sources: Bain, Deloitte

...WITH NEW DESIRES
AND NEEDS

From products to **experience**

From fashion trends to **self-expression**

From regular buying to **impulsive**
behaviours

Communications now become:
Fast
Frequent
Digital
Dynamic

«**Quality** and **uniqueness** are the most
important factors in driving millennial
customers to luxury products»

**MONCLER SETS
ITS FOUNDATIONS
TO TALK TO THESE
NEW CUSTOMERS
WITH THEIR OWN
LANGUAGE**

Climbing new heights

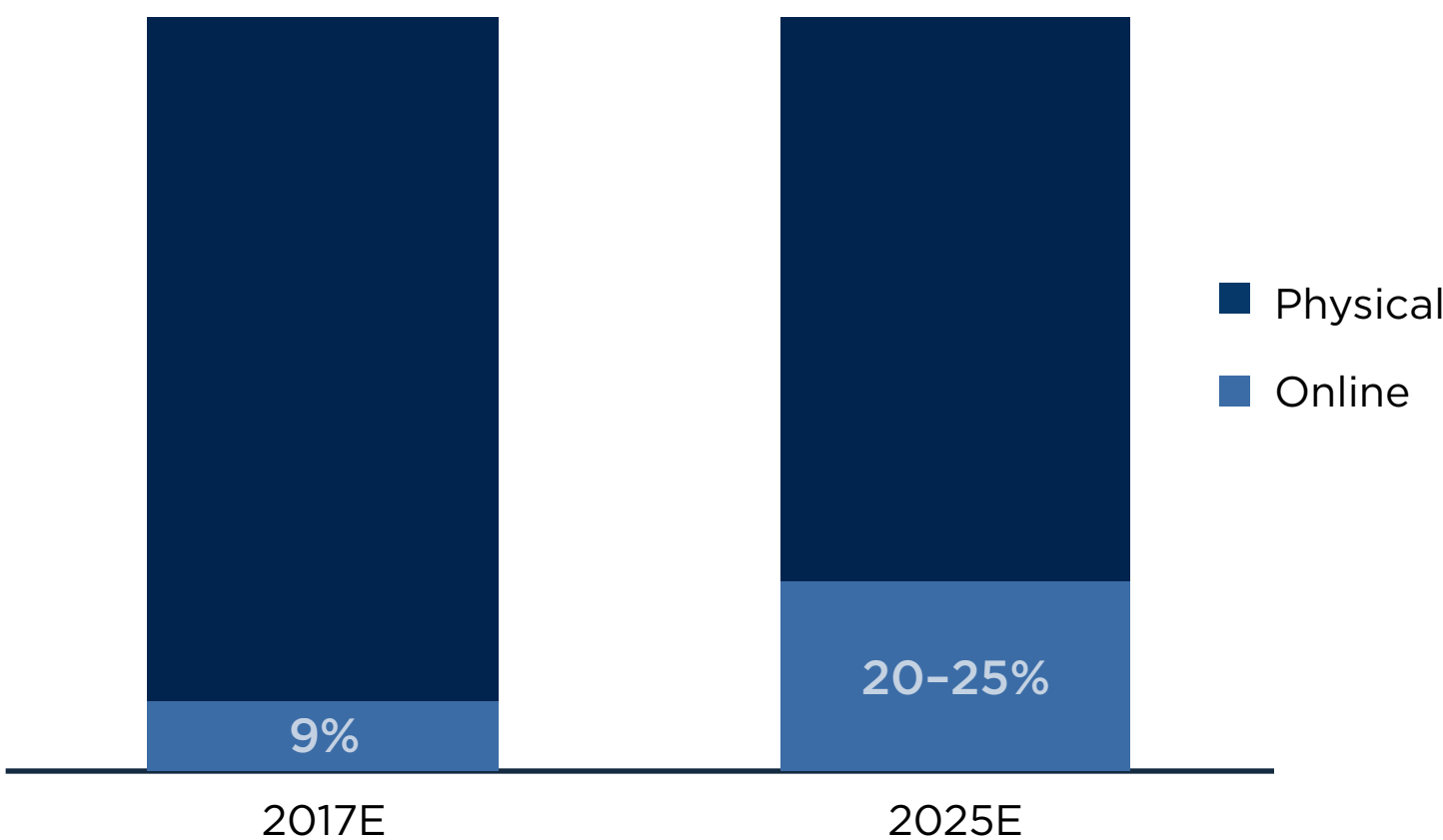


ONLINE NOT ONLY TO DRIVE SALES...

Online sales of personal luxury goods expected to make up 20-25% of the market by 2025

Brands’ websites and luxury e-tailers expected to be the fastest growing channels in the world

Global personal luxury goods market – Eur bn

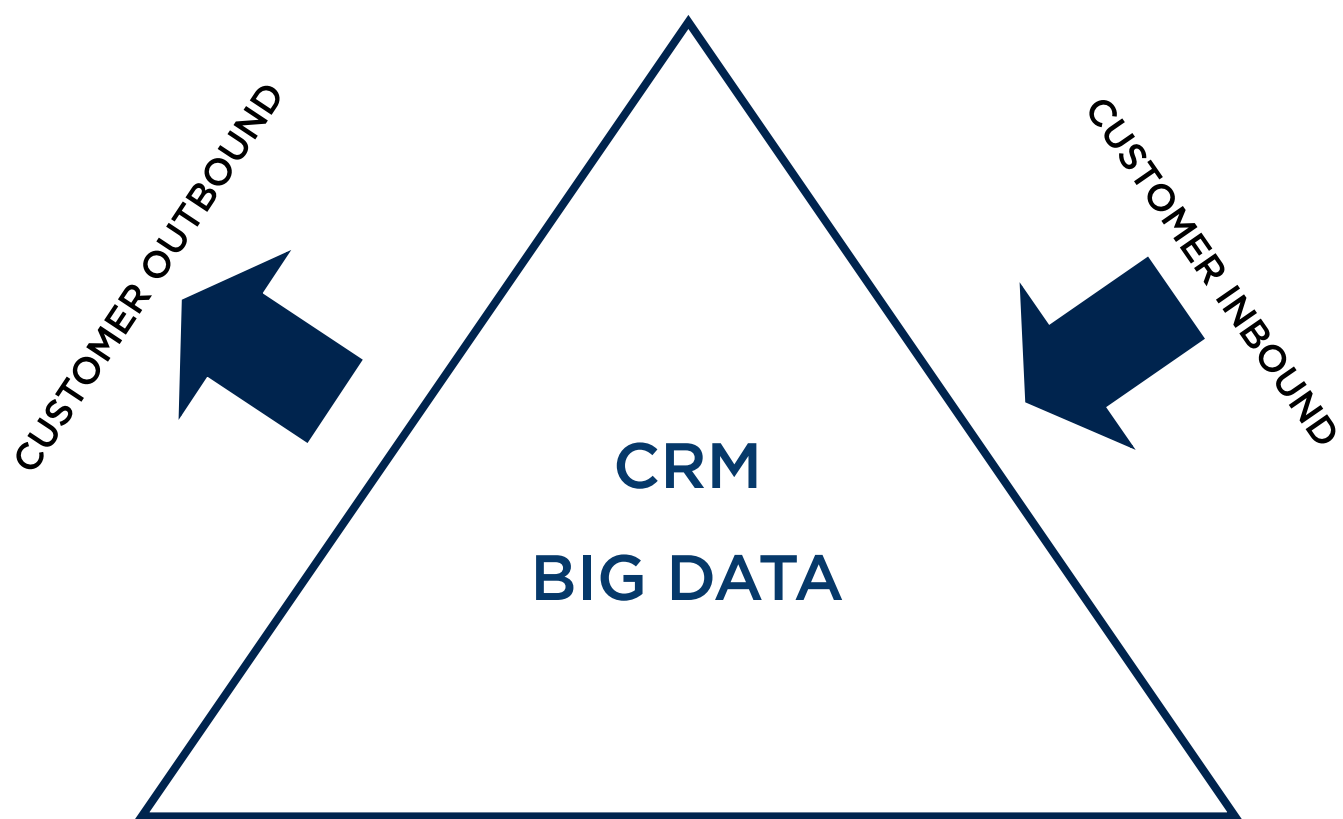


(*) Sources: Bain, Euromonitor, McKinsey

...BUT ALSO COMMUNICATING AND ENGAGING

Communication throughout all touchpoints simultaneously

Engagement through digital channels linked to experience



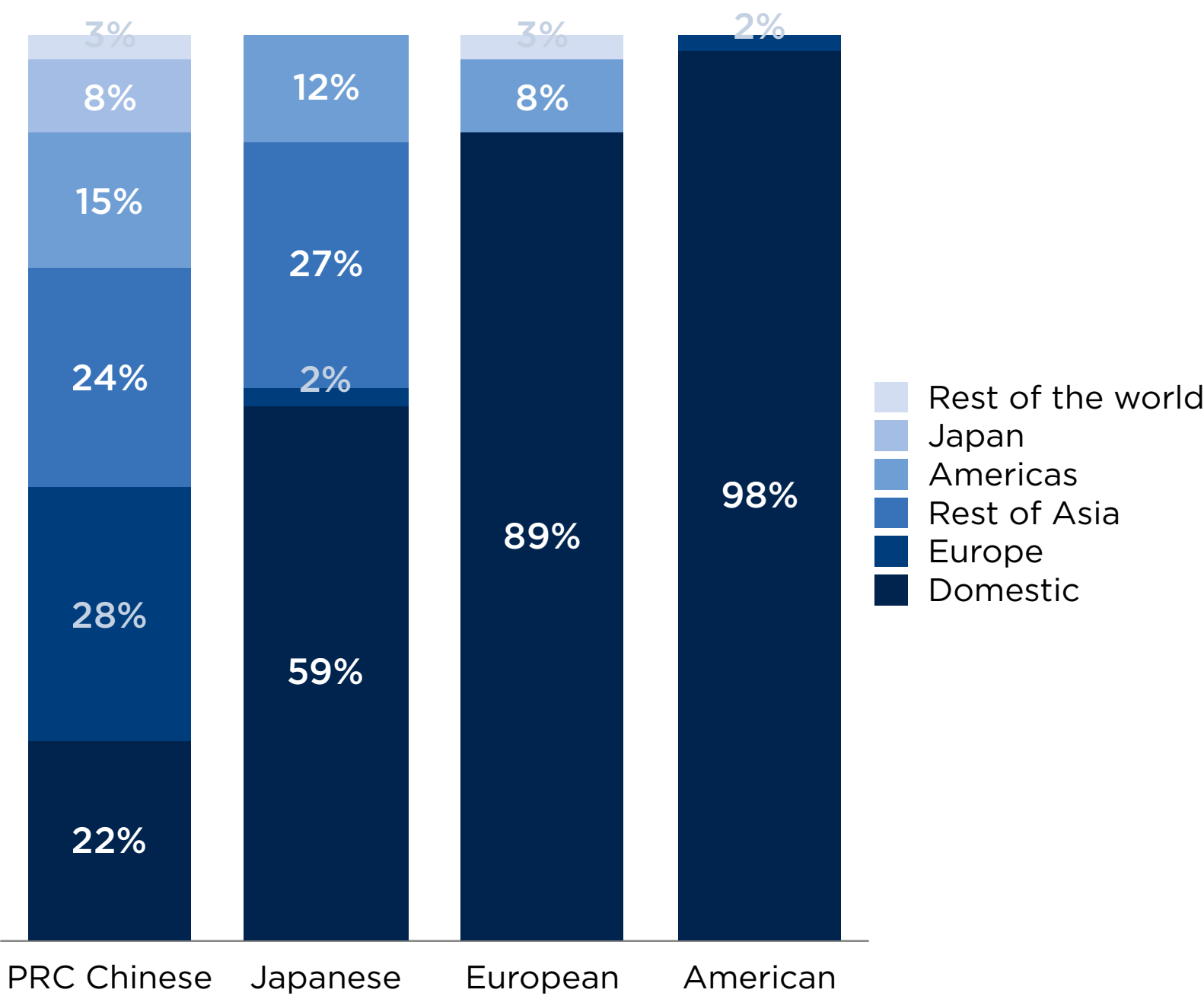
MONCLER SETS ITS FOUNDATIONS TO LEVERAGE ON DIGITAL AND OMNICHANNEL



CUSTOMERS BUY LOCALLY...

Local customers are growing in all main markets, in particular in the Western world

European and Americans spend mainly domestic (% of luxury consumption)



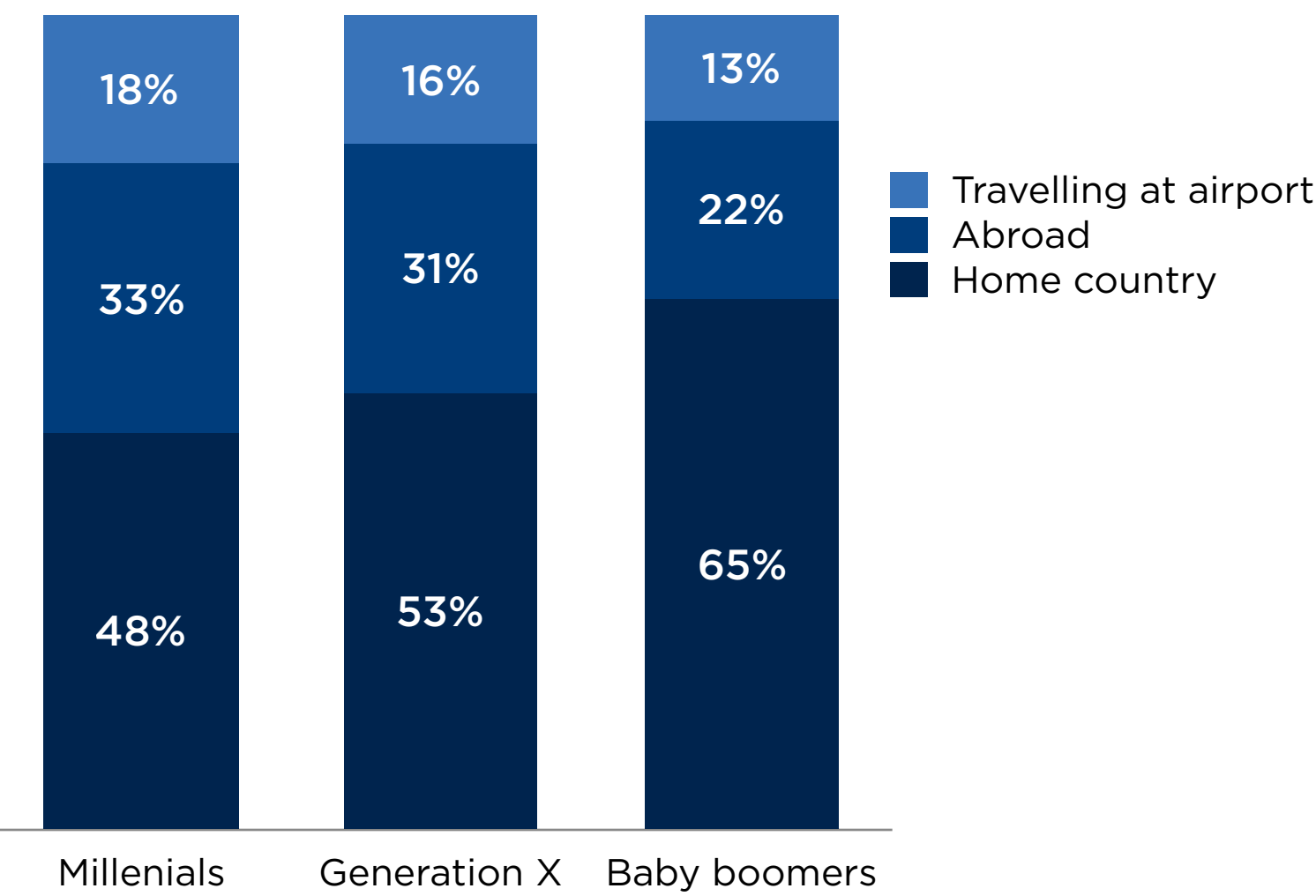
(*) Sources: DFS, Deloitte

...BUT ALSO WHILE TRAVELLING

Tourist flows remain important

Travel experience is highly valued in particular among *Next-Gen* customers

Millennials buying more than 50% while travelling (% of luxury consumption)



MONCLER SETS ITS FOUNDATIONS TO TALK WITH A GLOBAL CUSTOMER WHILE OFFERING TAILORED/LOCAL EXPERIENCES