



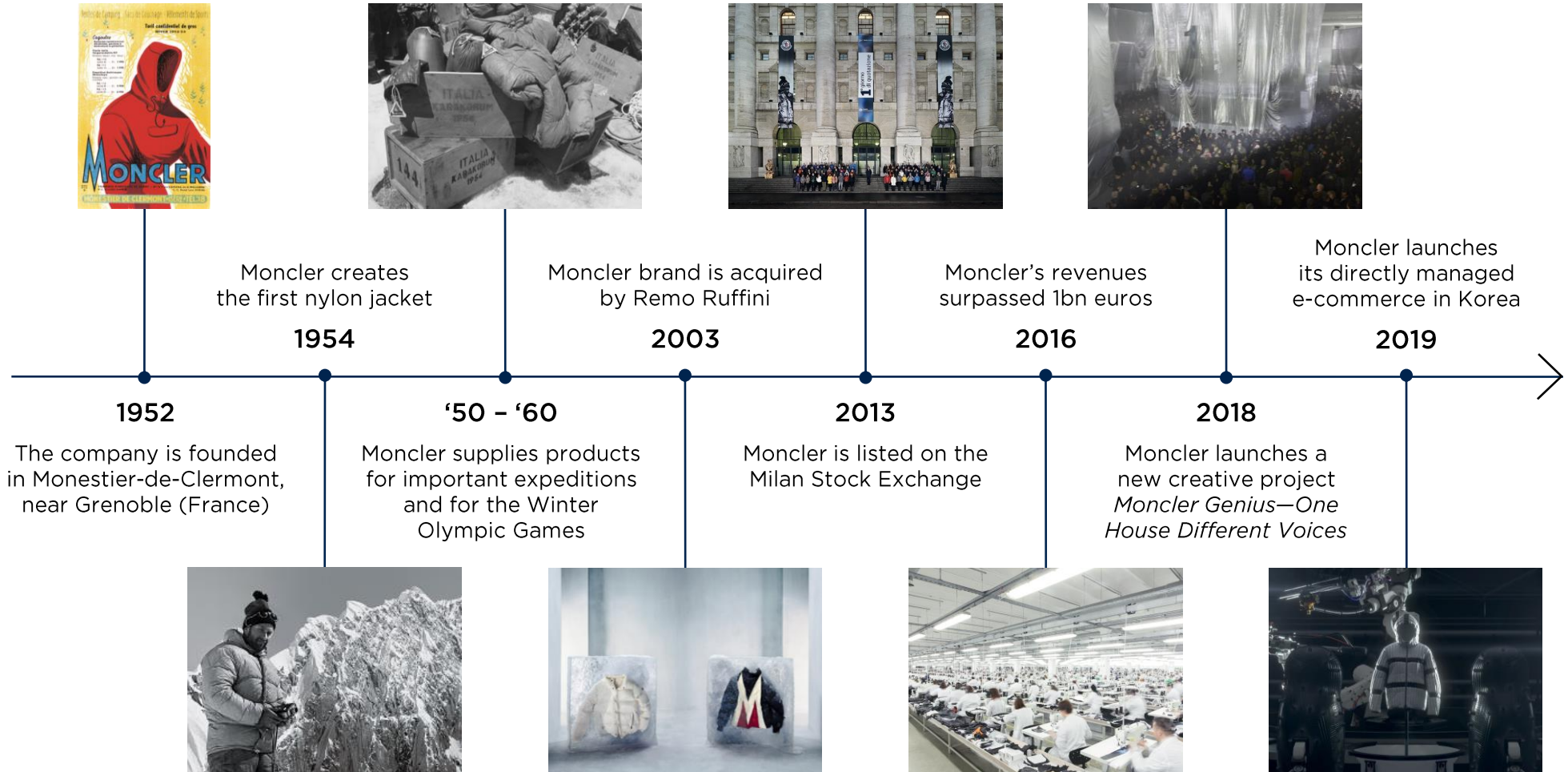
MONCLER

Corporate Presentation

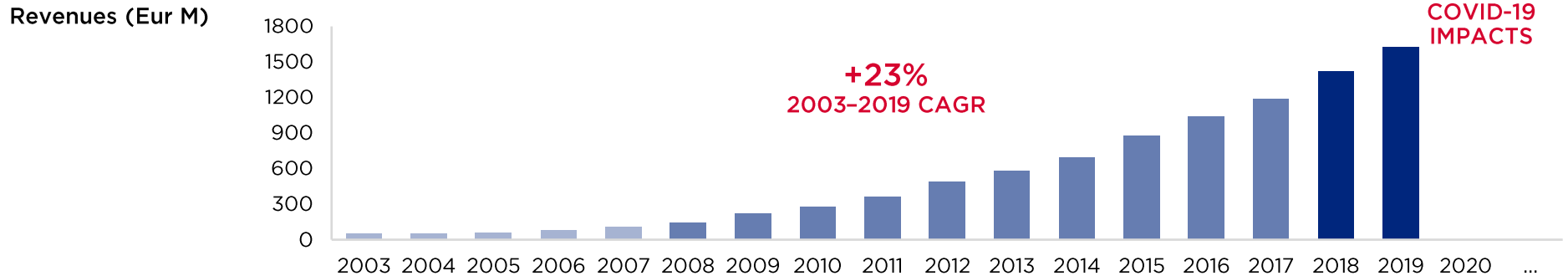
PUSH FOR HIGHER PEAKS
BRING OTHER VOICES IN
EMBRACE CRAZY
KEEP WARM
PLAN BEYOND TOMORROW

EMBRACE EXTRAORDINARY AND DISCOVER THE GENIUS WITHIN

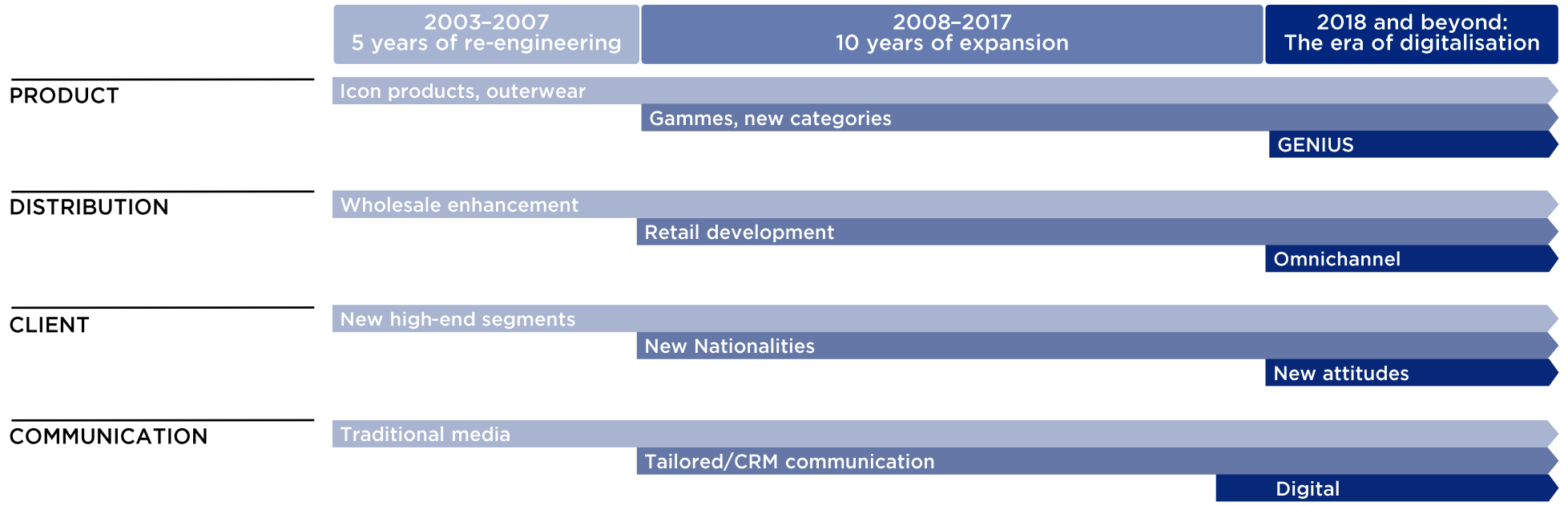
OUR STORY IS MADE OF HERITAGE, UNIQUENESS, QUALITY, CONSISTENCY AND ENERGY



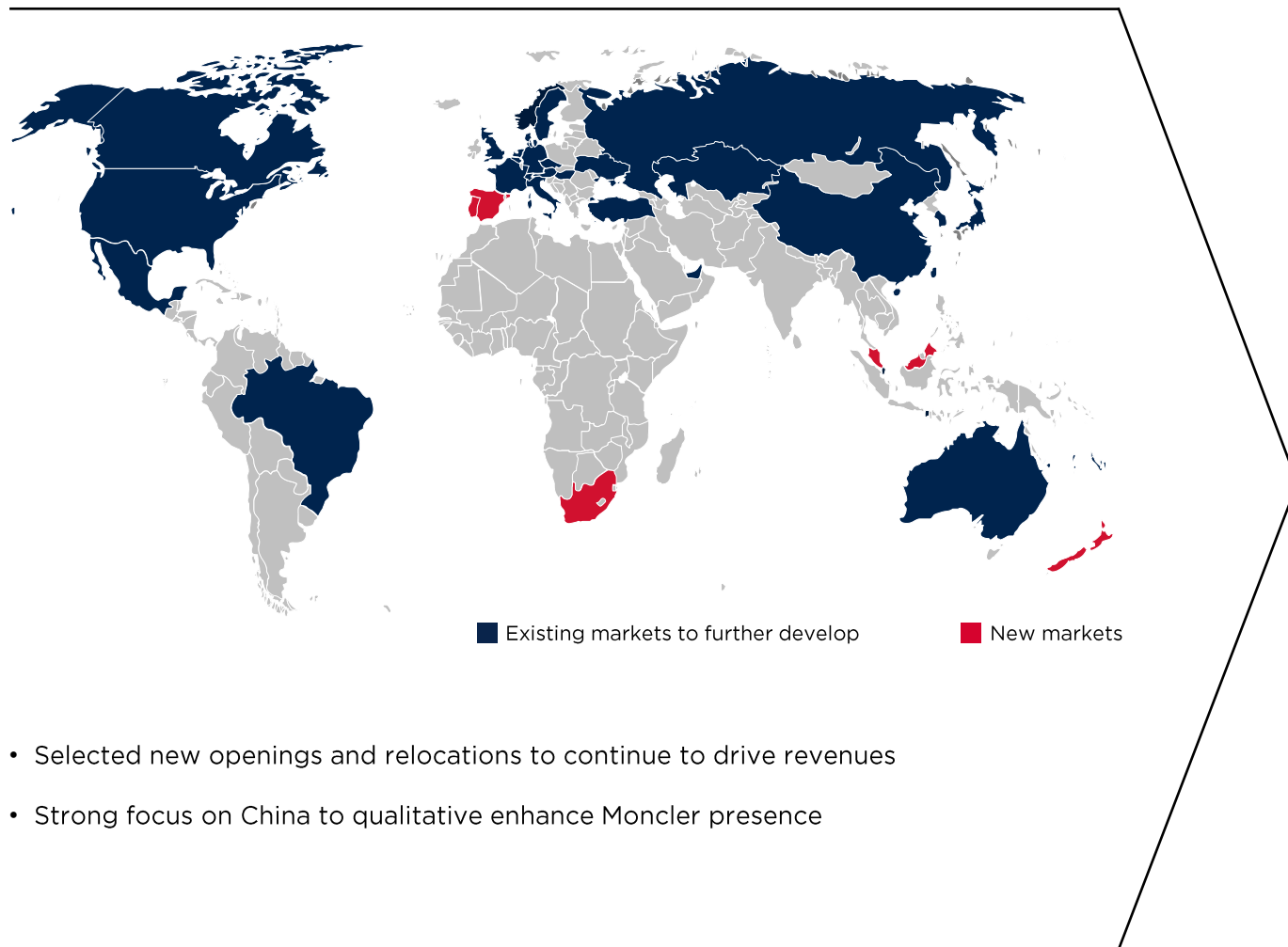
COVID-19 PANDEMIC IS ENHANCING UNCERTAINTIES ON 2020 RESULTS



Moncler is ready to restart stronger post Covid-19



RETAIL: STILL UNEXPLOITED POTENTIAL FROM ORGANIC AND EXPANSION



OUR LONG-TERM GOALS:

- AT LEAST 10 NEW OPENINGS PER ANNUM
- IMPORTANT RELOCATIONS

ACCELERATING ON THE DIGITAL TRANSFORMATION

SPREAD THE DIGITAL CULTURE

- Creation of the “Digital, Engagement and Transformation” department
- Start-ups and collaborations
- Enhance local digital teams in particular in China

STRENGTHEN OMNICHANNEL

- E-commerce internalisation starting in Q4 2020 to end in 2021
- New website in 2021
- Leverage on digital tools to enhance clienteling relationships
- Full omnichannel

BOOST DIGITAL INTELLIGENCE

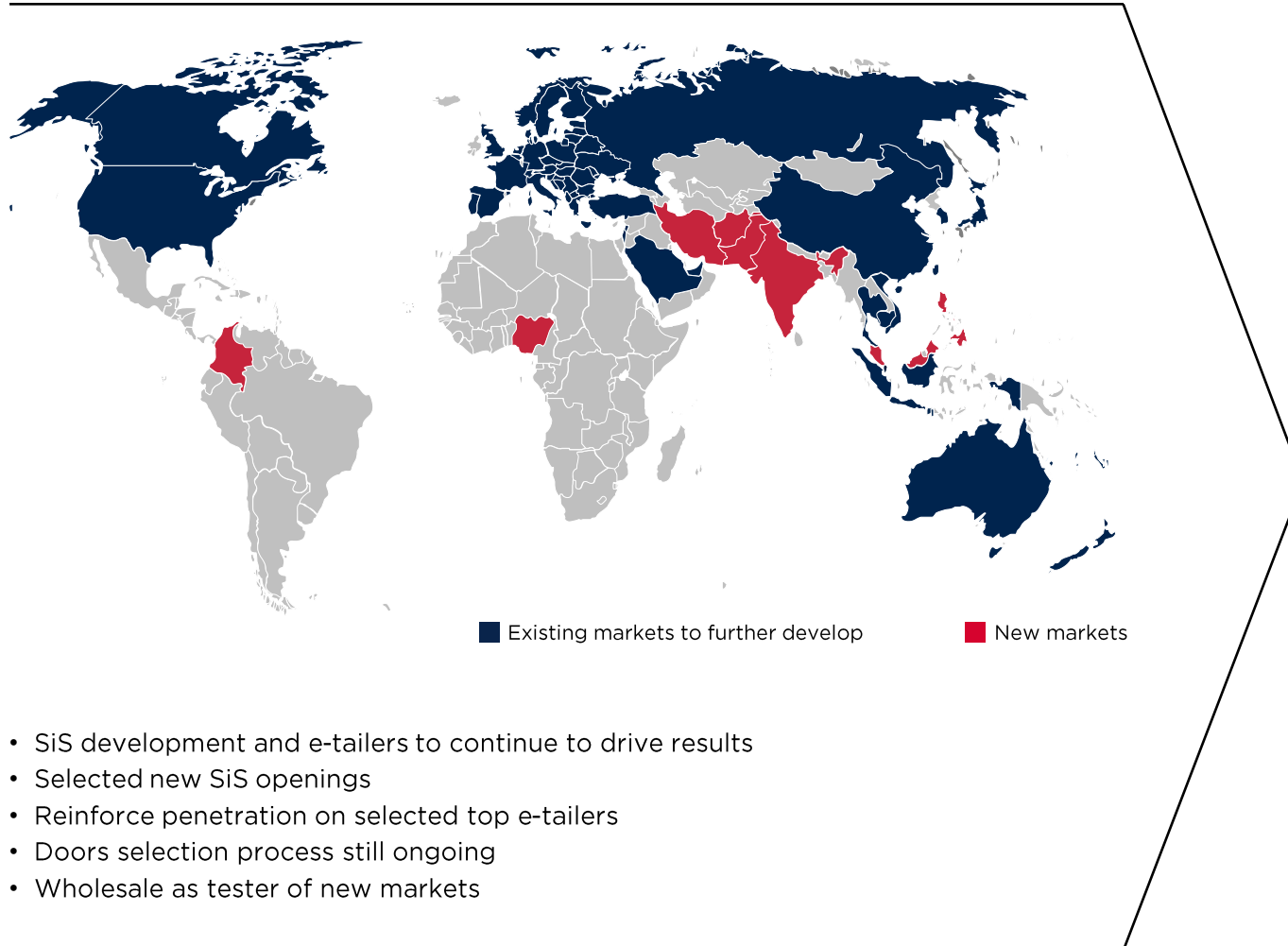
- New technological platforms from big data to smart data approach
- Artificial Intelligence application along the whole supply chain

OUR GOAL:

- **DOUBLE THE SHARE OF THE ONLINE BUSINESS IN THE NEXT THREE YEARS**



WHOLESALE: STRONG FOCUS ON SIS AND E-TAILERS



OUR LONG-TERM GOAL:

- FURTHER STRENGTHEN THE QUALITY OF OUR NETWORK
- ENHANCE PARTNERSHIPS WITH SELECTED E-TAILERS

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

2008–2014

2015–2017

2018–2020



SELLING EXPERIENCE

Client Advisors mainly «offering» Moncler products

Client experience, people and in-store operations at the centre

Client Advisors true Brand's ambassadors
Omnichannel KPIs

CLIENT

Limited knowledge and interaction outside selling experience

Focus on data collection
MonClient roll-out

Deep knowledge and interaction with clients at 360°

COMMUNICATION

Corporate communication.
CRM started

Personalised communication between Client Advisors and clients
MonClient Moments

Enhanced digital experience fully integrated with stores' clienteling
CRM enhanced



**SUPPLY CHAIN:
OBSESSED WITH QUALITY, FOCUSED ON TIME TO MARKET**

OUR MISSION

MONCLER WANTS TO **CONTINUE TO
DELIVER THE BEST-IN-CLASS PRODUCTS
WITH THE HIGHEST QUALITY STANDARDS
AND THE MOST INNOVATIVE DESIGN AT
THE PLANNED TIME**

FOUR KEY FOCUS AREAS

MONCLER GENIUS

PROCESS OPTIMISATION

KNITWEAR, SHOES
AND LEATHER GOODS

MONCLER CLINIQUE

Moncler wants to remain at the leading-edge
of quality and innovation

SUSTAINABILITY IS A LONG JOURNEY WITH ONE GOAL: CONTINUOUS IMPROVEMENT

RESPONSIBLE SOURCING

- Stringent ethical requirements for all suppliers
- Pursuing a philosophy of continuous improvement, sharing and support

SOCIAL AND ECONOMIC DEVELOPMENT

- Support scientific research and local communities
- New generations as main focus in our projects
- Corporate volunteering programs

PEOPLE EXPERIENCE

- Employee engagement activities
- Promote employee wellbeing and foster work-life balance

SUSTAINABLE PRODUCT

- Down traceability: continue to enhance our DIST protocol as point of reference
- Introduce low impact products: BIO-based carbon down jacket and range of recycled garments



MONCLER BORN TO PROTECT SUSTAINABILITY PLAN: MAIN TARGETS

ACT ON CLIMATE CHANGE

- **2021** Carbon neutral in its own operational sites at worldwide level (offices, shops, production sites and logistics centre)
- **2023** 100% of electricity consumption from renewable sources at worldwide level

THINK CIRCULAR

- **2025** 50% of sustainable nylon
- **2023** At least 80% of nylon fabric scraps recycled
- **2021** DIST-certified down recycled
- **2023** Zero single-use conventional plastics

BE FAIR

- **2023** 100% of key raw materials traced from country of origin
- **2025** At least 80% of strategic suppliers in line with Moncler's social compliance level 3 or 4 (scale 1-4)

NURTURE GENIUS

- **2021** Moncler's Diversity and Inclusion Council to boost cultural change
- **2022** 100% of employees involved in various *Cultural Awareness* initiatives
- **2023** 100% of employees of corporate offices involved in new ways of working

GIVE BACK

- **2023** 100,000 people most in need protected from the cold
- One high social value project for the communities every two years
- **2022** 100% of the eligible employees enabled to volunteer time and skills during working hours



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