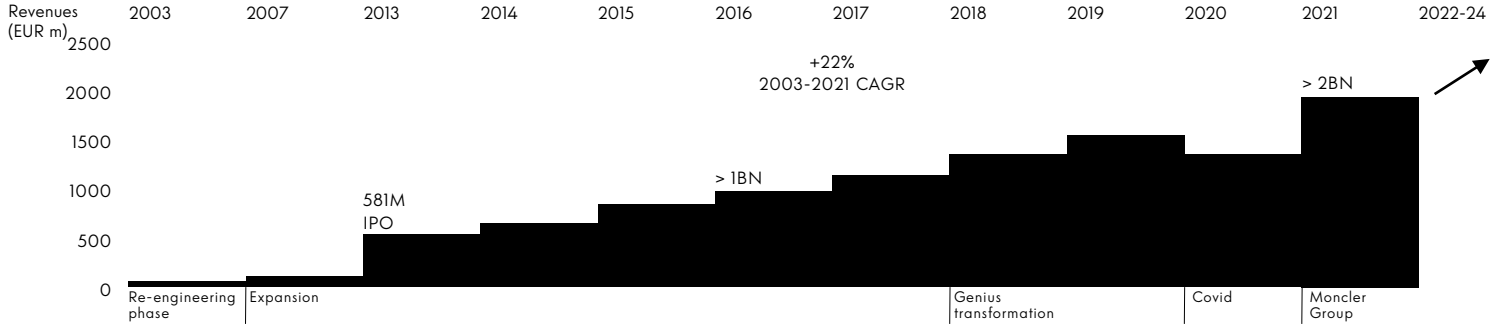


ENGAGE, EMPOWER, ENSURE

A HISTORY OF EVOLUTION, TRANSFORMATION AND GROWTH

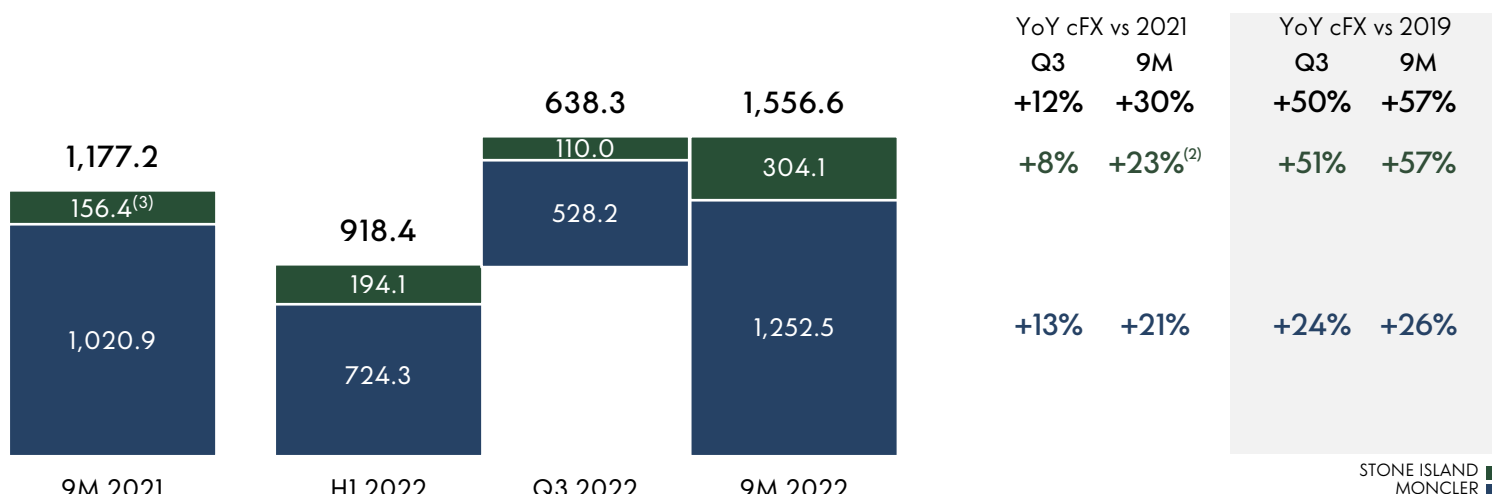


CONSUMERS	New high-end segments New nationalities	New attitudes	NEW GENERATIONS
MARKETING	Traditional marketing Tailored/CRM engagement	Digital	COMMUNITIES
PRODUCT	Icon products, outerwear Gammes, new categories	Genius	3 DIMENSIONS
DISTRIBUTION	Wholesale enhancement Retail development	Omnichannel	EXPERIENCE
SUSTAINABILITY	Initial governance and DIST	Progressive integration Moncler Purpose and Values	GROUP TARGETS

FROM CLIENTS CENTRICITY TO COMMUNITIES OBSESSED

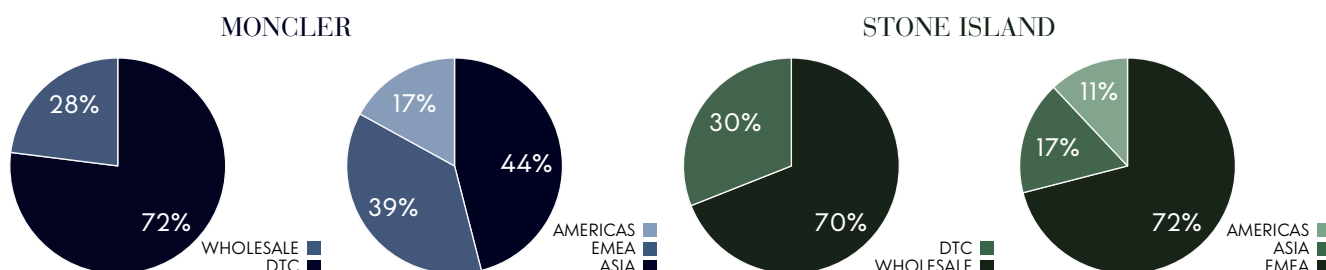
...READY TO REACH NEW HEIGHTS IN 3 YEARS

BRAND	LOWER IMPACT PRODUCT	DIGITAL	GLOBAL MARKETS	SUPPLY CHAIN & LOGISTICS	GLOBAL MARKETS
01 Moncler Collection at 70% of total revenue	01 50% recycled nylon	01 Digital to become 25% of total revenues	01 100 DOS to be opened, relocated or refurbished in the 3yrs	01 30% internal production	01 100 DOS in total and DTC close to 60% of revenues
02 Footwear revenue expected to reach 10% of total	02 50% lower impact cotton	02 1 million «logged in» customers	02 Selling space to grow mid-high single-digit per annum	02 Footwear hub	02 Digital revenues up to 20% of total
03 GenZ to be more than 30% of total revenue	03 100% lower impact wool	03 10% of total collection exclusive to moncler.com	03 Mid-single digit wholesale CAGR with 10% doors reduction	03 More than 1 million annual deliveries in e-commerce	03 Asia to double its incidence on total revenues
04 Spring Summer up to 1/3 of total revenue	04 > 50% of fabrics and yarns will be lower impact	04 100 million visits (traffic) to moncler.com	04 More than 50% of growth contributed by China and USA		04 More than half of network with new format

9M 2022 GROUP REVENUES⁽¹⁾

(1) Growth at constant FX performance if not otherwise stated; rounded figures; (2) Pro-forma data determined comparing consolidated revenues of the first nine months of 2021 equal to EUR 244.4 million; (3) Stone Island Q2+Q3 revenues included in the Group's 9M results as the consolidation occurred on 1 April 2021.

9M 2022 REVENUES BREAKDOWN BY CHANNEL AND GEO



RESULTS KEY HIGHLIGHTS

	H1 2022 ⁽⁴⁾		H1 2021		H1 2020		H1 2019		FY 2021		FY 2020		FY 2019	
	EUR M	%	EUR M	%	EUR M	%	EUR M	%	EUR M	%	EUR M	%	EUR M	%
REVENUES	918.4	100.0%	621.8	100.0%	403.3	100.0%	570.2	100.0%	2,046.1	100.0%	1,440.4	100.0%	1,627.7	100.0%
YoY performance	+48%		+54%		(29%)		+16%		+42%		(12%)		+15%	
Gross Margin	677.7	73.8%	467.6	75.2%	279.6	69.3%	437.2	76.7%	1,566.9	76.6%	1,089.6	75.6%	1,265.3	77.7%
EBIT	180.2	19.6%	92.8⁽⁵⁾	14.9%	(35.5)	(8.8%)	102.6	18.0%	603.1⁽⁵⁾	29.5%	368.8	25.6%	491.8	30.2%
Net result	211.3	23.0%	58.7	9.4%	(31.6)	(7.8%)	70.0	12.3%	411.4	20.1%	300.4	20.9%	358.7	22.0%
CAPEX	36.5		49.8		36.7		41.0		124.7		90.4		120.8	
Net Cash/(Debt)	356.3⁽⁶⁾		233.9		595.1		395.7		729.6		855.3		662.6	
Retail stores (#)	292		254		213		196		267		219		209	

(4) All figures include the H1 results for both the Moncler and the Stone Island brands, while the H1 2021 results included only the second quarter of the Stone Island brand, since the consolidation started from 1 April 2021; (5) H1 and FY 2021 data include PPA and transaction adjustments for the Stone Island transaction, with an impact at EBIT level of EUR 10.1m in H1 and EUR 23.8m in FY 2021; (6) At 30 June 2022, lease liabilities were equal to EUR 739.9m, compared to EUR 710.1m at 31 December 2021 and EUR 734.9m at 30 June 2021 and EUR 561.9m at 30 June 2019.

SHAREHOLDING

	%	# SHARES (M)
Double R S.r.l.	23.8%	65.1
MARKET		
Morgan Stanley Inv. Mgmt. Co.	10.1%	27.6
Capital Research & Mgmt. Co.	5.0%	13.6
Blackrock Inc.	4.2%	11.5
Treasury Shares	1.8%	4.9
Other Shareholders	55.1%	151.0
TOTAL	100.0%	273.7

Last update: 30.09.2022

UPCOMING EVENTS

28 FEBRUARY 2023
B.o.D. for the Approval of the Draft Consolidated Results at 31 December 2022

20 APRIL 2023
Annual Shareholders' Meeting for Approval of the Full Year Financial Statements at 31 December 2022

4 MAY 2023
B.o.D. for the Approval of the Interim Management Statement at 31 March 2023

CONTACTS

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