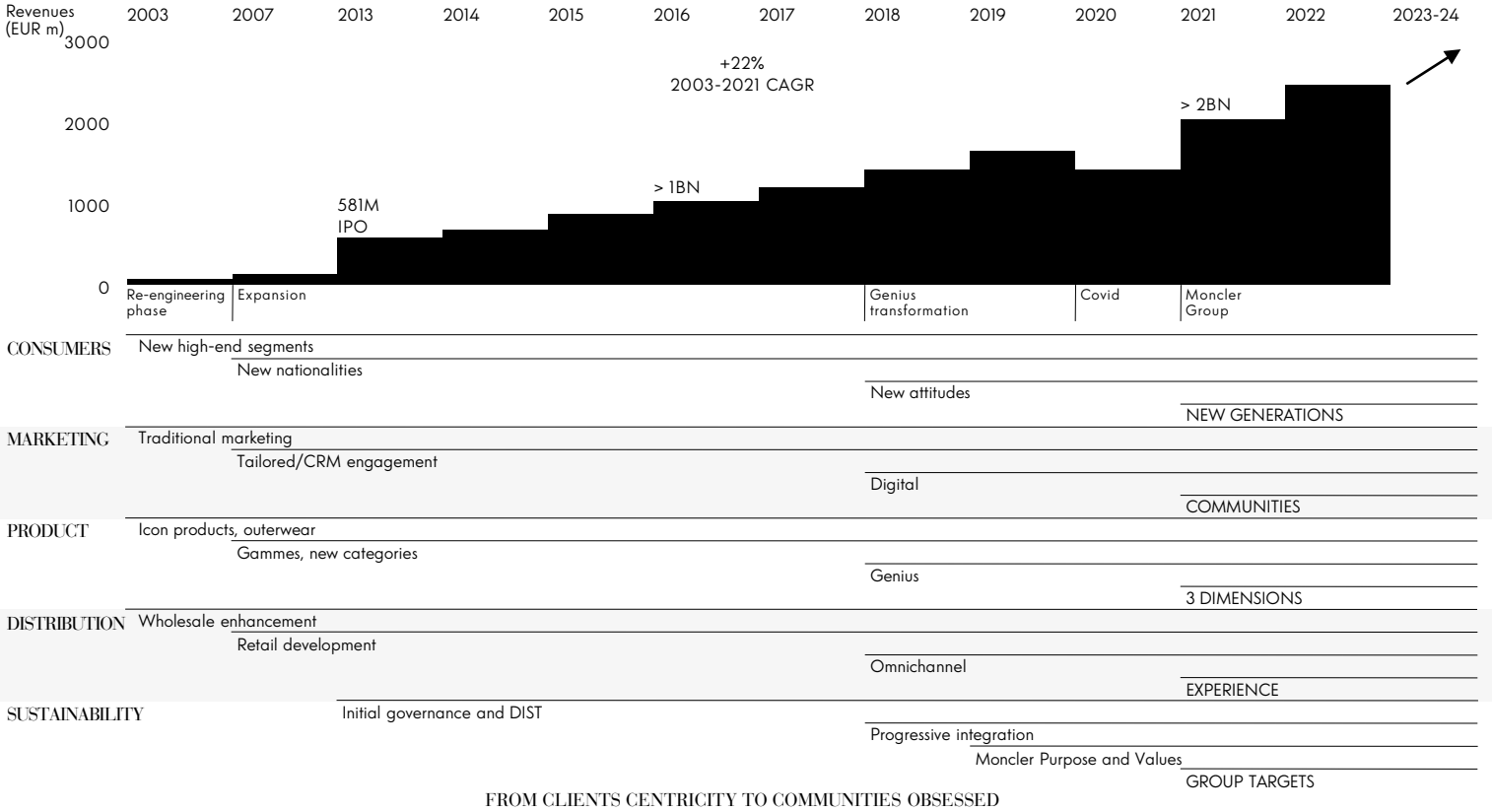


# ENGAGE, EMPOWER, ENSURE

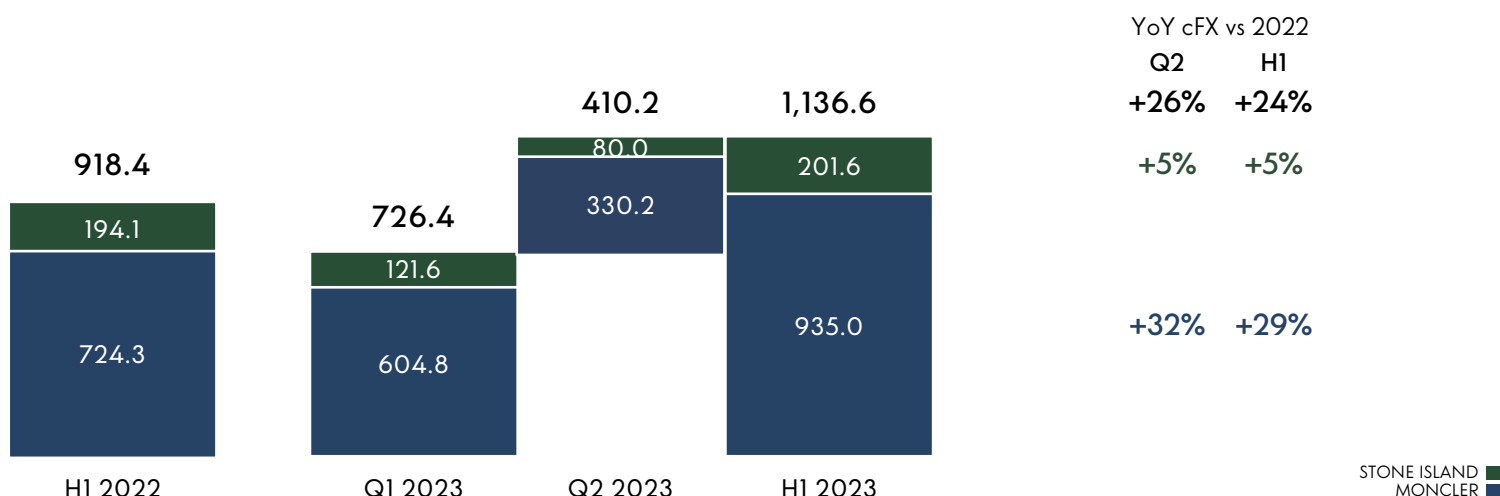
## A HISTORY OF EVOLUTION, TRANSFORMATION AND GROWTH



## ...READY TO REACH NEW HEIGHTS

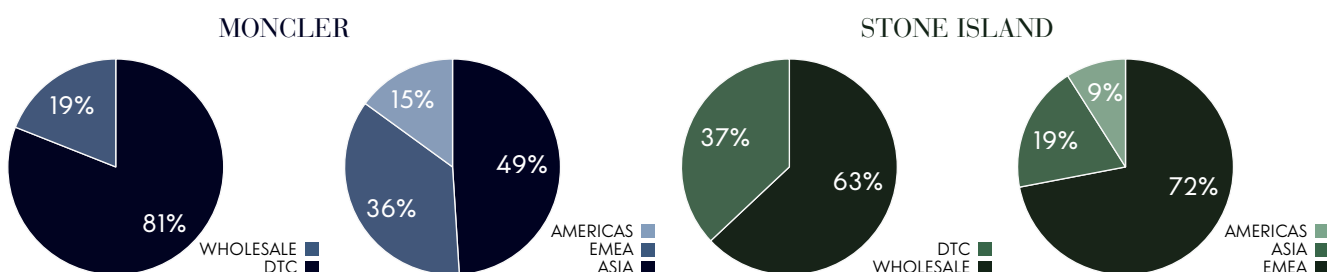
<p><b>BRAND</b></p> <ul style="list-style-type: none"> <li>01 Moncler Collection at 70% of total revenue</li> <li>02 Footwear revenue expected to reach 10% of total</li> <li>03 GenZ to be more than 30% of total revenue</li> <li>04 Spring Summer up to 1/3 of total revenue</li> </ul>	<p><b>LOWER IMPACT PRODUCT</b></p> <ul style="list-style-type: none"> <li>01 50% recycled nylon</li> <li>02 50% lower impact cotton</li> <li>03 100% lower impact wool</li> <li>04 &gt; 50% of fabrics and yarns will be lower impact</li> </ul>	<p><b>DIGITAL</b></p> <ul style="list-style-type: none"> <li>01 Digital to become 25% of total revenues</li> <li>02 1 million «logged in» customers</li> <li>03 10% of total collection exclusive to moncler.com</li> <li>04 100 million visits (traffic) to moncler.com</li> </ul>	<p><b>GLOBAL MARKETS</b></p> <ul style="list-style-type: none"> <li>01 100 DOS to be opened, relocated or refurbished in the 3yrs</li> <li>02 Selling space to grow mid-high single-digit per annum</li> <li>03 Mid-single digit wholesale CAGR with 10% doors reduction</li> <li>04 More than 50% of growth contributed by China and USA</li> </ul>	<p><b>SUPPLY CHAIN &amp; LOGISTICS</b></p> <ul style="list-style-type: none"> <li>01 30% internal production</li> <li>02 Footwear hub</li> <li>03 More than 1 million annual deliveries in e-commerce</li> </ul>	<p><b>GLOBAL MARKETS</b></p> <ul style="list-style-type: none"> <li>01 100 DOS in total and DTC close to 60% of revenues</li> <li>02 Digital revenues up to 20% of total</li> <li>03 Asia to double its incidence on total revenues</li> <li>04 More than half of network with new format</li> </ul>
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# H1 2023 GROUP REVENUES<sup>(1)</sup>



(1) Growth at constant FX performance if not otherwise stated; rounded figures.

# H1 2023 REVENUES BREAKDOWN BY CHANNEL AND GEOGRAPHY



# RESULTS KEY HIGHLIGHTS<sup>(2)</sup>

	H1 2023		H1 2022		H1 2021		FY 2022		FY 2021	
	EUR M	%	EUR M	%	EUR M	%	EUR M	%	EUR M	%
REVENUES	1,136.6	100%	918.4	100%	621.8	100%	2,602.9	100%	2,046.1	100%
YoY performance	+24%		+48%		+54%		+27%		+42%	
Gross Margin	851.0	74.9%	677.7	73.8%	467.6	75.2%	1,987.8	76.4%	1,566.9	76.6%
EBIT	217.8	19.2%	180.2	19.6%	92.8 <sup>(3)</sup>	14.9%	774.5	29.8%	603.1 <sup>(3)</sup>	29.5%
Net result	145.4	12.8%	211.3	23.0%	58.7	9.4%	606.7	23.3%	411.4	20.1%
CAPEX	69.5		36.5		49.8		167.1		124.7	
Net Cash/(Debt)	470.7 <sup>(4)</sup>		356.3		233.9		818.2		729.6	
Retail stores (#)	331		292		254		323		267	

(2) 2023 and 2022 figures include the results for both Moncler and Stone Island brands, while the 2021 results included only nine months for the Stone Island brand, since the consolidation started from 1 April 2021; (3) 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; (4) At 30 June 2023, lease liabilities were equal to EUR 837.7m, compared to EUR 837.4m at 31 December 2022 and EUR 739.9m at 30 June 2022.

# SHAREHOLDING

	%	# SHARES (M)
Double R S.r.l.	23.7%	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	1.6%	4.5
Other Shareholders	55.4%	152.3
<b>TOTAL</b>	<b>100.0%</b>	<b>274.6</b>

Last update: 30.06.2023

# UPCOMING EVENTS

26 OCTOBER 2023  
 B.o.D. for the Approval of the Interim Management Statement at 30 September 2023

# CONTACTS

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