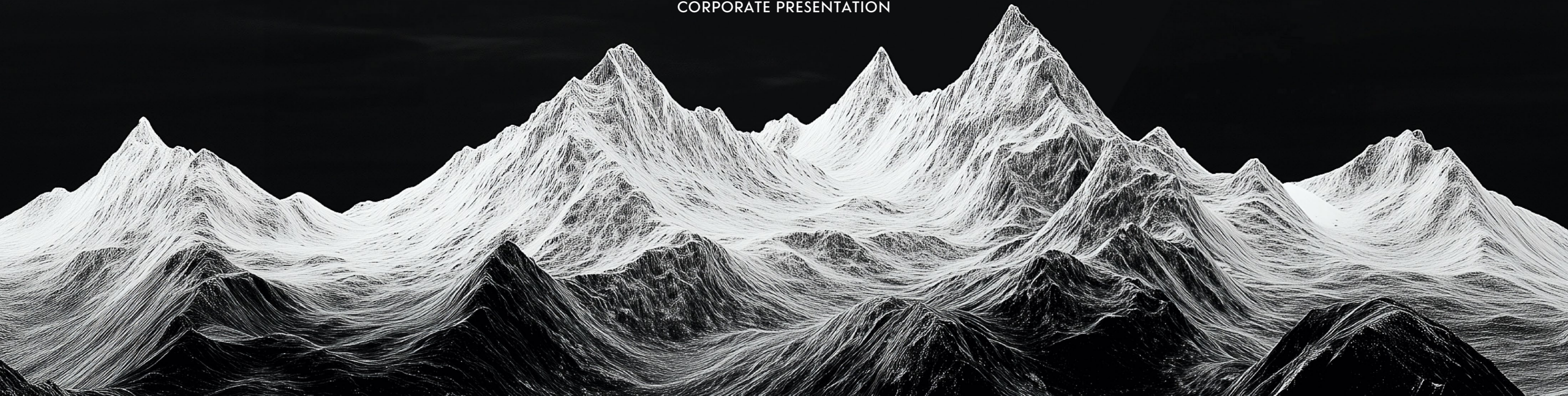




# MONCLER

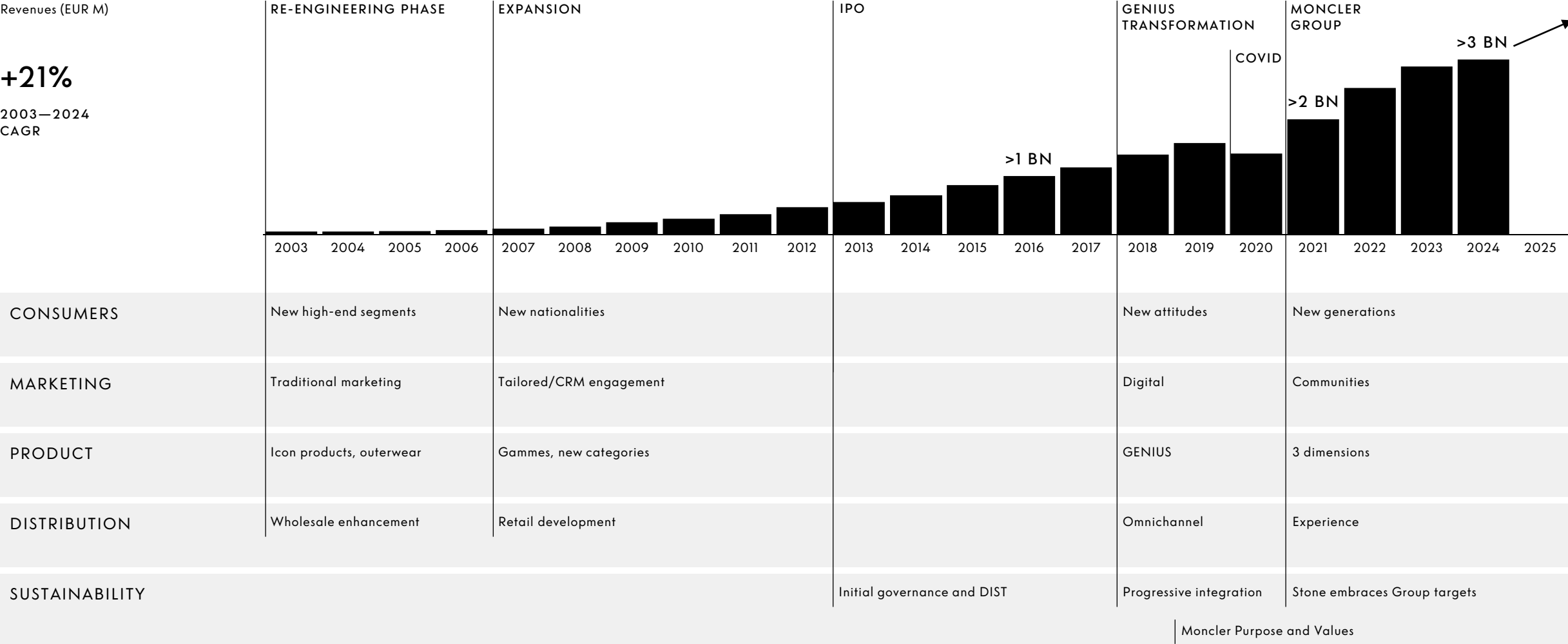
GROUP

CORPORATE PRESENTATION



# A HISTORY OF EVOLUTION, TRANSFORMATION AND GROWTH

## FROM CLIENTS CENTRICITY TO COMMUNITIES OBSESSED



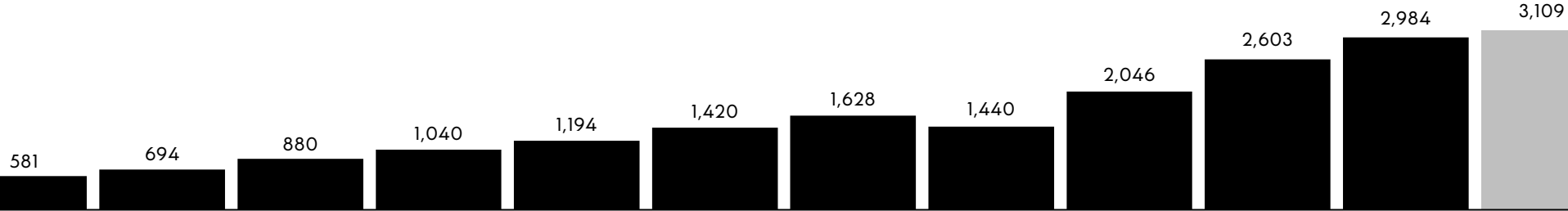
|                |                          |                         |                             |                         |                              |
|----------------|--------------------------|-------------------------|-----------------------------|-------------------------|------------------------------|
| 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 | Stone embraces Group targets |

# A UNIQUE GROWTH PATH

REVENUES (EUR M)

2013      2014      2015      2016      2017      2018      2019      2020      2021      2022      2023      2024

EBIT (EUR M)



% MARGIN ON SALES

28.7%      29.0%      28.7%      28.6%      28.6%      29.2%      30.2%      25.6%      29.5%      29.8%      30.0%      29.5%



CORPORATE PRESENTATION



MONCLER



# UNLEASH THE EXTRAORDINARY IN EVERYBODY

OUR BRAND VALUES AND PURPOSE



PUSH FOR  
HIGHER PEAKS

ONE HOUSE  
ALL VOICES

EMBRACE  
CRAZY

BE  
WARM

CREATE AND PROTECT  
TOMMORROW

# AN EVER-EVOLVING BRAND. THE BRAND OF EXTRAORDINARY



1952

Mountain Product

1968

Ski Icon

1980

City Icon

2006

Fashion Shows

2018

Moncler Genius  
Retail Reset

2021

Digital DTC  
Moncler.com  
Moncler App

2024

**COMMUNITY OBSESSED**  
One Brand, 3 Dimensions

**SUSTAINABILITY**  
Our new normal

**DIGITAL NEW ERA**  
Connections & Engagement



## A CONSUMER CENTRIC & COMMUNITY OBSESSED BRAND







# A UNIQUE BRAND POSITIONING FOR A COMPLEMENTARY BRAND OFFENCE



# MONCLER

## COLLECTION

The Moncler Men's, Women's and Enfant Collections were born from the search for shapes and functionality, innovation of materials and details with constant attention to the elevation of the collection in all its categories, expressing the brand's DNA to respond to the multiple needs of the global and local customers.

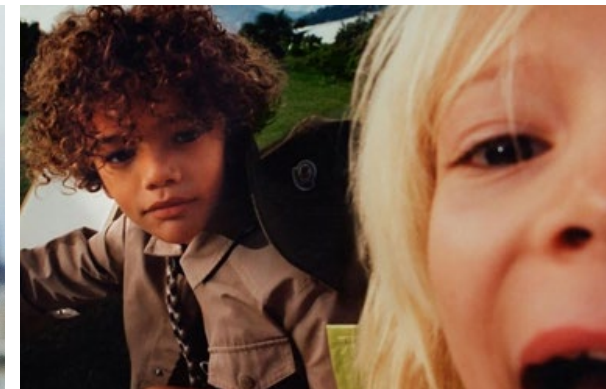






# MONCLER

## COLLECTION



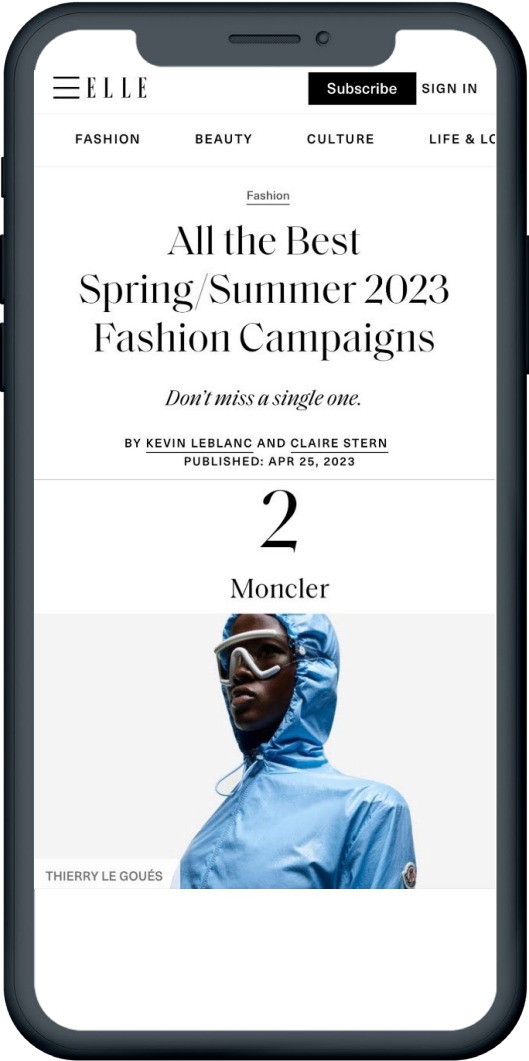
### 01

#### OUR CORE.

SS / FW ACROSS APPAREL, FOOTWEAR,  
EQUIPMENT, MEN, WOMEN, ENFANT.









# MONCLER

## GRENOBLE

In Moncler Grenoble, the brand's DNA is even stronger and more defined. Moncler Grenoble has become a technology and style innovation lab for the sporty consumer with an interest in performance, design and innovation. The Moncler Grenoble Fall Winter collections are split into High Performance, products guaranteeing maximum performance, Performance & Style, for the sporty consumer who also cares about design, and Après-Ski, for the consumer who is looking for style with a sporting edge. Day-namic is the Spring Summer outdoor collection developed in the name of functionality and style.





# MONCLER

## GRENOBLE

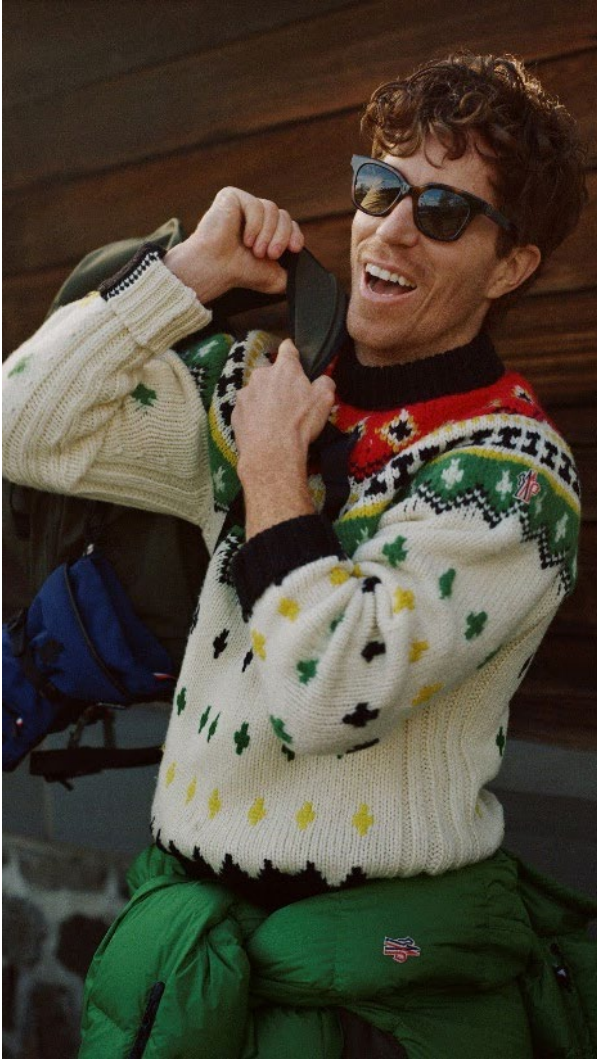
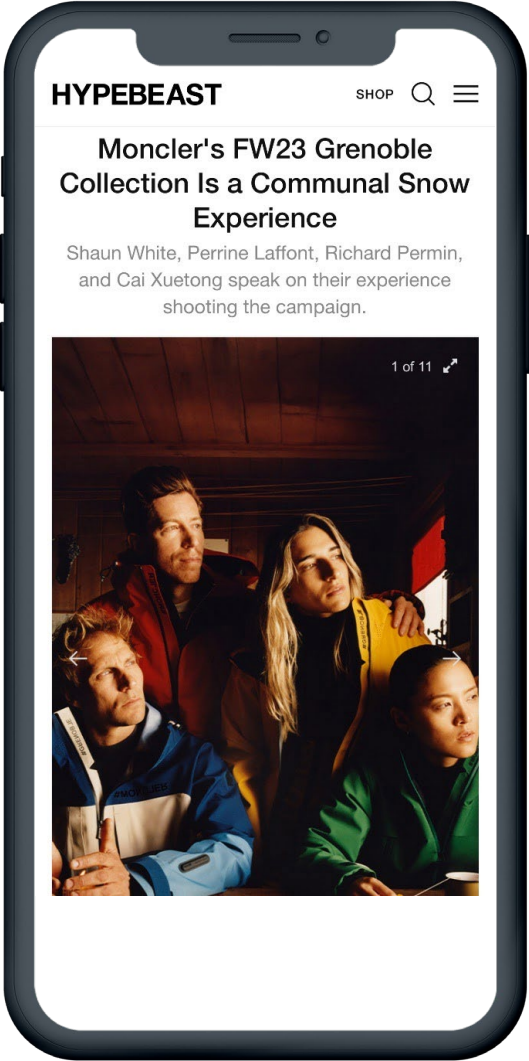


02

A PERFECT BLEND OF HIGH PERFORMANCE AND HIGH  
STYLE FOR AN "ALL YEAR AROUND" PROPOSITION.





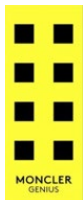




# MONCLER

## GENIUS

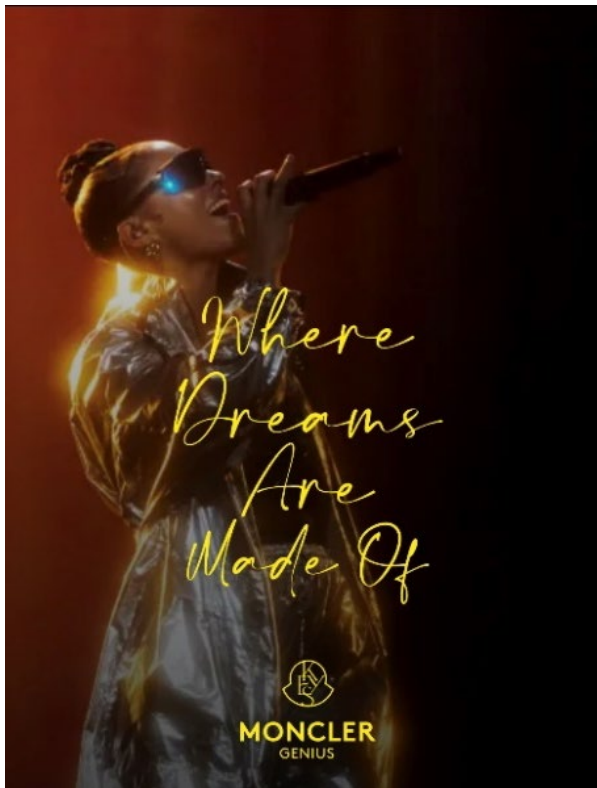
Moncler Genius collections express creativity in its highest form by bringing together different interpretations and visions of the brand by talented co-creators, who contribute to reaching new communities and generating new creative energy, while always remaining true to the brand's uniqueness.





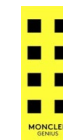
# MONCLER

## GENIUS

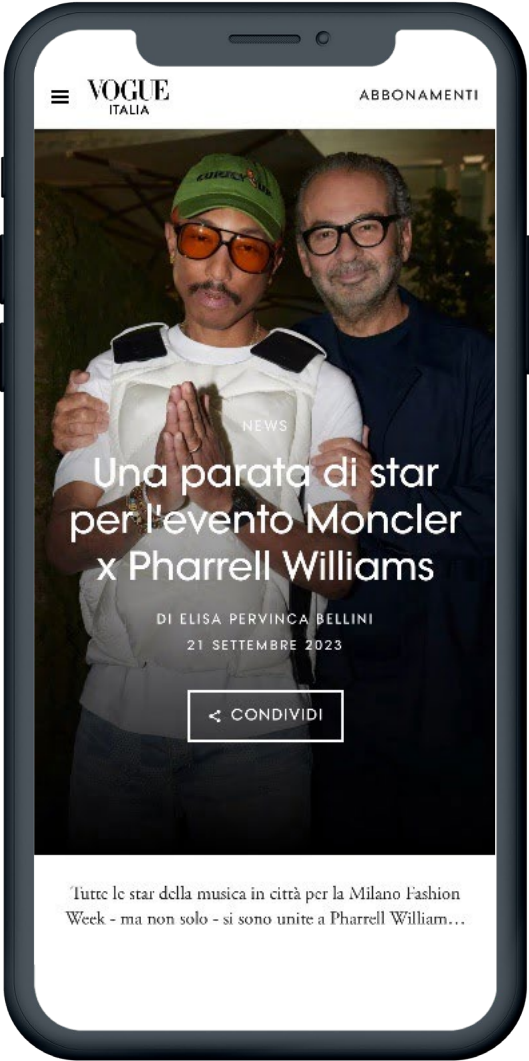


### 03

A SPACE FOR ON-GOING EXPLORATION AND COLLABORATION, INFLUENCING & CONTAMINATING THE WORLD OF ART, ENTERTAINMENT, MUSIC, SPORT, DESIGN AND MORE.







## A CONSUMER CENTRIC COMPLEMENTARY OFFENCE

INSPIRING AND ENGAGING CURRENT AND NEW AUDIENCES



### MONCLER GENIUS X GEN Z

20-30 years old

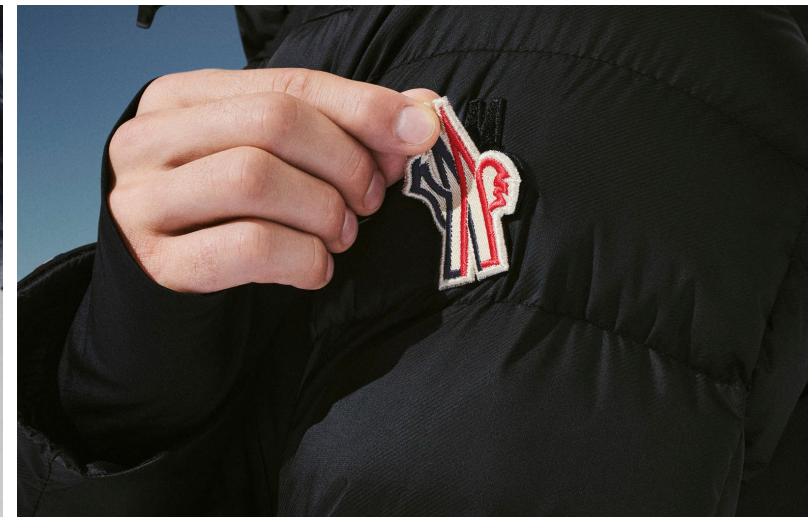
Lives, breathes and shapes youth  
culture & modern luxury



### MONCLER COLLECTION X GEN X / MILLENNIALS

30-50 years old

Consumes and aspires for  
a luxurious lifestyle



### MONCLER GRENOBLE X ACTIVE MILLENNIALS

30-40 years old

Seeks high style with  
technical performance



## FOOTWEAR OFFER FROM OUTDOOR TO CITY LUXURY



### 01 OUT LUX

#### LUXURY OUTDOOR REDEFINED

DNA inspired, Functional and Innovative Outdoor Footwear.  
Quality & Durability.



### 02 STREET LUX

#### UTILITARIAN TAKE ON ATHLETIC SNEAKERS

A beautiful clash between traditional athletic, Footwear and Moncler's DNA.



### 03 HYBRID LUX

#### THE FUTURE OF FOOTWEAR, NOW

Moncler's hub for endless design explorations, new technologies, sustainable materials, modern shapes and colour applications.



### 04 CITY LUX

#### WHERE STYLE MEETS TECH

High end Italian craftsmanship combined with Moncler outdoor's DNA.

CORPORATE PRESENTATION







1982

Conceptual Impetus



2008

Perceivable Research



2014

Consumer Evolution



2020

Moncler Group



2021

Laying Foundations



2022-25

Accelerated Evolution





## VALUES AND MISSION

SPREAD THE CULTURE: TO NEW TERRITORIES & NEW COMMUNITIES



01

### LAB

The constant scrutinizing and boundless investigation into the transformation and enhancement of fibres and fabrics, leading to the discovery of unique materials and exclusive production techniques never previously employed in the clothing industry.



02

### LIFE

The existence of Stone Island products in the lives of its consumers and the significance infused into the brand by the lifestyle of the wearer.  
An acknowledgement of the cultural importance of Stone Island to a variety of cultural strains, ranging from terrace culture to underground music scenes.





THE NEXT CHAPTER



BRAND



PRODUCT



DISTRIBUTION

Accelerate Stone Island towards its full potential through a distinctive and compelling brand positioning, a better defined and richer product offer and an omnichannel customer-centric distribution strategy.



# ESTABLISHING A DISTINCTIVE AND ENGAGING BRAND POSITIONING



## NEW BRAND IMAGE

- MAIN Core product.
- GHOST Luxury inspired / pinnacle product.
- STELLINA Urban-tech inspired / Understated style.
- MARINA Heritage inspired / fashion oriented.



## INTEGRATED MEDIA

Full funnel approach across media.  
Focus on brand awareness in 2024



## CELEBRITIES AND INFLUENCE

Proactively harnessing the visibility and influence of leading members of the Stone Island community.



## EXPERIENCE

Embracing all segments with unique brand experiences, while intersecting with culture.





STONE ISLAND

MAIN



A RESEARCH PROJECT  
IN 100 QUESTIONS

PARTICIPANT:  
Jason Schwartz,  
Actor

WEARING:  
7073 Washburn XL TC

LOCATION:  
London,  
51.5072°N 0.1276°W

QUESTION 06 OF 100  
WHAT CONCEPT DO YOU LIVE WITHIN??  
COMEDY.

QUESTION 19 OF 100  
WHAT ARE YOU READING?  
CONNEVONE MD.

QUESTION 20 OF 100  
WHO ARE YOUR INSPIRATIONS?  
BRUCE LEE AND NON HOP.

QUESTION 22 OF 100  
WHAT THOUGHTS ARE ON YOUR MIND  
RIGHT NOW?  
THAILAND.

QUESTION 25 OF 100  
WHAT DO YOU WANT TO SUSTAIN?  
HEALTH.

QUESTION 35 OF 100  
WHAT IS YOUR FAVOURITE CITY IN  
THE WORLD?  
LONDON.

QUESTION 42 OF 100  
WHICH BUILDING WOULD YOU LIKE TO  
LIVE IN?  
CASA R BY VINCENT VAN DYSEN.

QUESTION 65 OF 100  
WHEN YOU NEED INSPIRATION, WHERE  
DO YOU GO?  
MUSICAL ARTS.

QUESTION 68 OF 100  
WHAT DID YOU LEARN FROM YOUR  
PARENTS AND/OR GRANDPARENTS?  
WORK HARD AND BE ON TIME.

QUESTION 80 OF 100  
WHAT ARE YOU GRATEFUL FOR?  
MY FRIENDS, MY FAMILY, MY  
KIDS.

QUESTION 92 OF 100  
WHAT IS YOUR FAVORITE TV SHOW?  
THE GYM.

Original research  
commissioned by:

**STONE ISLAND**  
PROJECT CONTINUES AT STONEISLAND.COM



A RESEARCH PROJECT  
IN 100 QUESTIONS

PARTICIPANT:  
Tyrone Eschella,  
Store Manager

WEARING:  
71804 Elia Runo With  
Run-Along® Light Cover-TC

LOCATION:  
London,  
51.5072°N 0.1276°W

QUESTION 20 OF 100  
WHO ARE YOUR INSPIRATIONS?  
FRIENDS WHO DO BEAUTIFUL  
THINGS.

QUESTION 31 OF 100  
WHAT DO YOU COLLECT?  
I COLLECT FURNITURE AS A SIDE  
HUSTLE.

QUESTION 27 OF 100  
WHAT ARE YOU GROWING?  
MY HAIR, BENTLEY, IT AGGRIES ME.

QUESTION 28 OF 100  
WHAT IS YOUR FAVORITE SEASON?  
WINTER, I LOVE TO WEAR WIDE  
JACKETS.

QUESTION 31 OF 100  
WHAT IS YOUR PREFERRED MODE OF  
TRANSPORT?  
A BEICOLE ON MOTORCYCLE. I  
LIKE TO LOOK AROUND WHEN I'M  
TRAVELLING.

QUESTION 57 OF 100  
ARE YOU ORGANISED OR SPONTANEOUS?  
OR BOTH?  
NO THOUGHT, I'LL DO IT RIGHT  
NOW.


QUESTION 68 OF 100  
WHAT DID YOU LEARN FROM YOUR  
PARENTS AND/OR GRANDPARENTS?  
NOT TO BE TAKEN AWAYTHING OF.

QUESTION 80 OF 100  
WHAT IS THE MOST ATTRACTIVE  
QUALITY IN A PARTNER?  
PERSONALITY. I'M ALSO  
STRANGELY ATTRACTED TO  
EYEBROWS.

QUESTION 97 OF 100  
DO YOU HAVE A FAVORITE MOVIE?  
DESCONFORMATED.

Original research  
commissioned by:

**STONE ISLAND**  
PROJECT CONTINUES AT STONEISLAND.COM



A RESEARCH PROJECT  
IN 100 QUESTIONS

PARTICIPANT:  
Tyrone Eschella,  
Store Manager

WEARING:  
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LIKE TO LOOK AROUND WHEN I'M  
TRAVELLING.

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OR BOTH?  
NO THOUGHT, I'LL DO IT RIGHT  
NOW.

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NOT TO BE TAKEN AWAYTHING OF.

QUESTION 80 OF 100  
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QUALITY IN A PARTNER?  
PERSONALITY. I'M ALSO  
STRANGELY ATTRACTED TO  
EYEBROWS.

QUESTION 97 OF 100  
DO YOU HAVE A FAVORITE MOVIE?  
DESCONFORMATED.

Original research  
commissioned by:

**STONE ISLAND**  
PROJECT CONTINUES AT STONEISLAND.COM



# STONE ISLAND

## GHOST



A RESEARCH PROJECT  
IN 100 QUESTIONS

PARTICIPANT:  
Philippe Starck,  
Creator

WEARER:  
718F2\_Tw111 Wool Down-TC  
Stone Island Ghost Piece

LOCATION:  
Paris,  
48.866°N 2.3522°E

QUESTION 13 OF 100  
WHAT HAVE YOU FORGOTTEN?  
EVERYTHING, AND I AM HAPPY  
ABOUT IT.

QUESTION 32 OF 100  
WHAT THOUGHTS ARE ON YOUR MIND  
RIGHT NOW?  
SOUNDING SMART.

QUESTION 42 OF 100  
WHICH BUILDING WOULD YOU LIKE TO  
LIVE IN?  
THE EINSTEIN TOWER,  
IN POTSDAM, GERMANY.

QUESTION 53 OF 100  
DO YOU HAVE ANY SKILLS THAT  
MIGHT SURPRISE PEOPLE?  
I SAY EVERYTHING I THINK.

QUESTION 64 OF 100  
NAME A BOOK, FILM, PODCAST,  
OR VIDEO GAME THAT CHANGED  
YOUR LIFE?  
THE DISCOVERERS BY DANIEL  
BOORSTIN.

QUESTION 75 OF 100  
CLASSIC OR MODERN OR BOTH?  
DEFINITELY MODERN,  
KNOWING THAT THERE IS NO  
MODERN WITHOUT CLASSIC.

QUESTION 86 OF 100  
WHAT IS THE MOST ATTRACTIVE  
QUALITY IN A PARTNER?  
HONOR.

QUESTION 97 OF 100  
DO YOU HAVE A FAVOURITE WORD?  
YES, OF COURSE.

QUESTION 98 OF 100  
WHO OR WHAT ELSE WOULD YOU HAVE  
LIKED TO BE?  
ANY GIGOLO.

Original research  
commissioned by:

**STONE ISLAND**

PROJECT CONTINUES AT STONEISLAND.COM



A RESEARCH PROJECT  
IN 100 QUESTIONS

PARTICIPANT:  
Russell Tovey,  
Actor/Writer/Curator

WEARER:  
802F9\_Suede Sheepskin  
Stone Island Ghost Piece

LOCATION:  
London,  
51.507°N 0.1276°W

QUESTION 83 OF 100  
ARE THERE ANY QUOTES YOU LIVE BY?  
NEVER APOLOGISE FOR  
ENTHUSIASM.

QUESTION 85 OF 100  
WHO OR WHAT ELSE WOULD YOU HAVE  
LIKED TO BE?  
I'D RUN AN ART INSTITUTION.

QUESTION 42 OF 100  
WHICH BUILDING WOULD YOU LIKE TO  
LIVE IN?  
THE TATE MODERN.

QUESTION 45 OF 100  
WOULD YOU RATHER WAKE EARLY OR  
STAY UP LATE? OR BOTH?  
WAKE EARLY AND STAY UP LATE.

QUESTION 51 OF 100  
WHAT'S SOMETHING YOU RECENTLY  
DISCOVERED ABOUT YOURSELF?  
I ENJOY MY OWN COMPANY.

QUESTION 61 OF 100  
DO YOU HAVE A FAVOURITE TEXTILE?  
SHELL AND CARO.

QUESTION 63 OF 100  
WOULD YOU GO INTO SPACE IF GIVEN  
THE OPPORTUNITY?  
HELL NO.

QUESTION 71 OF 100  
WHAT IS ON YOUR WALLS AT HOME?  
PRETTY PREDICTABLE. IT'S A LOT  
OF ART.

QUESTION 88 OF 100  
WHO OR WHAT DO YOU TURN TO IN A  
CRISIS?  
I RUN MOST GROWN-UP STUFF VIA  
MY DAD.

QUESTION 91 OF 100  
DESCRIBE A SWEET YOU WOULD  
RECOGNISE WITH YOUR EYES CLOSED.  
MY SOUL.

Original research  
commissioned by:

**STONE ISLAND**

PROJECT CONTINUES AT STONEISLAND.COM



A RESEARCH PROJECT

PRODUCT:  
718F2\_Tw111 Wool Down-TC  
Stone Island Ghost Piece

**STONE ISLAND**



00. 01. 02. 03. 04. 05. 06. 07. 08. 09. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

**STONE ISLAND**



STONE ISLAND

STELLINA



## MARINA







# A DEFINED AND ELEVATED COLLECTION ARCHITECTURE



## DOUBLE DOWN ON KEY CORE CATEGORIES

Focus on outerwear and knitwear, emphasizing the unique brand DNA.

Building momentum behind categories that drive brand awareness and recognition.

Capitalize on total-look approach as a distinctive brand signature.



## DRIVE A NEW LEVEL OF PRODUCT DESIRABILITY

Implement a 360 strategy for sub-collections – Ghost, Marina and Stellina – to enhance their contribution as collection satellites.

Develop an Icon strategy to drive awareness and loyalty rooted in signature shapes and material combinations.

Highly selective product collaborations enhancing the brand’s engagement with new and broader communities.



## SELECTED CATEGORY EXPANSION

Continued partnership with New Balance on exclusive sneaker drops highlighting respective brand attributes.

Selected expansion of accessories as a traffic builder opportunity.

Optimization of Junior collection through rationalization.

## HIGHER PRIORITY

## DELIVERING AN OMNICHANNEL CUSTOMER-CENTRIC DISTRIBUTION STRATEGY



### FOCUS ON DTC AND CUSTOMER EXPERIENCE

Focus on organic growth.

Very selective network expansion under the new store concept.

Retail excellence 2.0 across all regions.

Implement lighthouse city strategy.

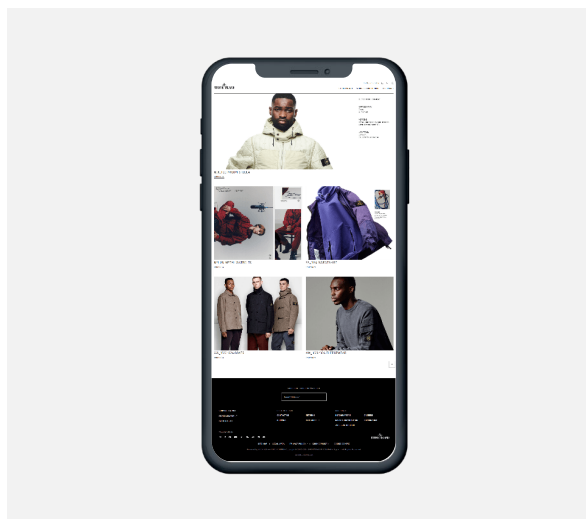


### SELECTIVE AND UPGRADED WHOLESALE DISTRIBUTION

Selective approach and strict volume control to improve the quality of the distribution.

Upgraded brand spaces with designated sales associates.

Focused co-marketing programs with key partners for increased impact.



### FULL E-COMMERCE INTERNALIZATION

Full internalization of e-commerce operations in August 2024.

New website launch with enhanced brand / product storytelling.

Dedicated regional assortment from local warehouse network.



### OMNICHANNEL MINDSET

Harmonize product representation.

Clear assortment segmentation and drop calendar coordination.

Consistency across touchpoints and channels.

FULL ALIGNMENT WITH BRAND COMPASS: BALANCE BETWEEN LOCAL RELEVANCE AND GLOBAL CONSISTENCY



MONCLER  
GROUP