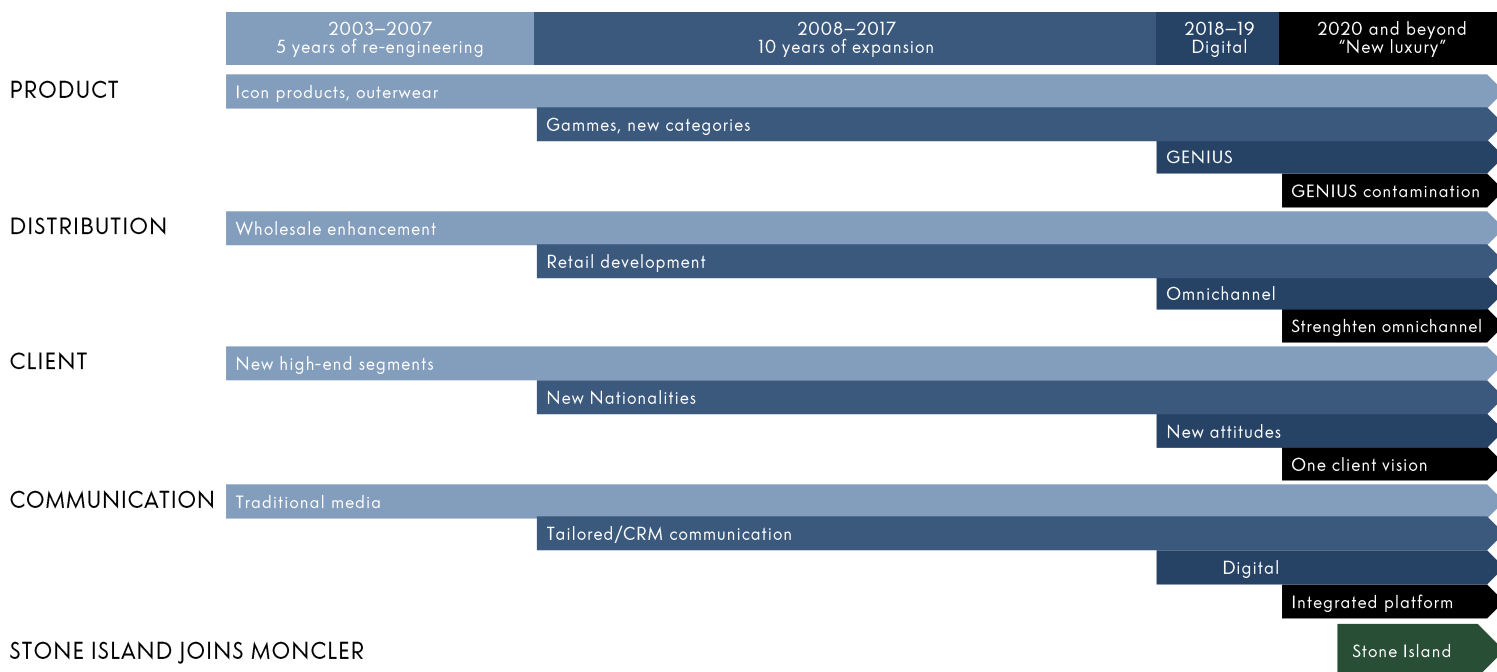
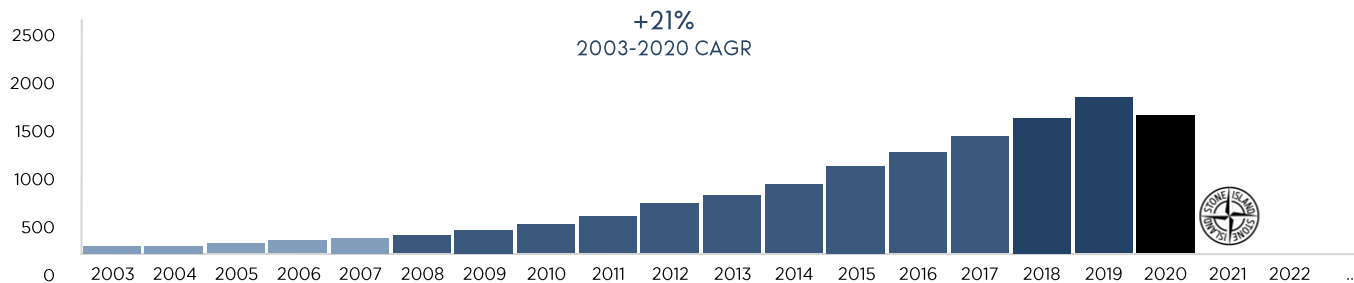


A NEW VISION OF LUXURY

MONCLER GROUP IS READY TO CONSOLIDATE IN THE NEW LUXURY

Revenues (Eur M)



BUSINESS OUTLOOK AND STRATEGY

The Covid-19 pandemic has continued into 2021, making medium-term forecasts more difficult. Although the vaccine campaign is moving along at a rapid pace, the potential for new variants of the virus to emerge has left the situation uncertain. This risk will continue to limit international travel, especially of the so-called "outside the region" tourists, who are so important to the industry where the Group operates, and could also lead to additional restrictive measures that might have a further negative impact on revenues. The Group has already demonstrated its ability to react quickly to changing scenarios, by adapting its long-range strategy to short-term uncertainties.

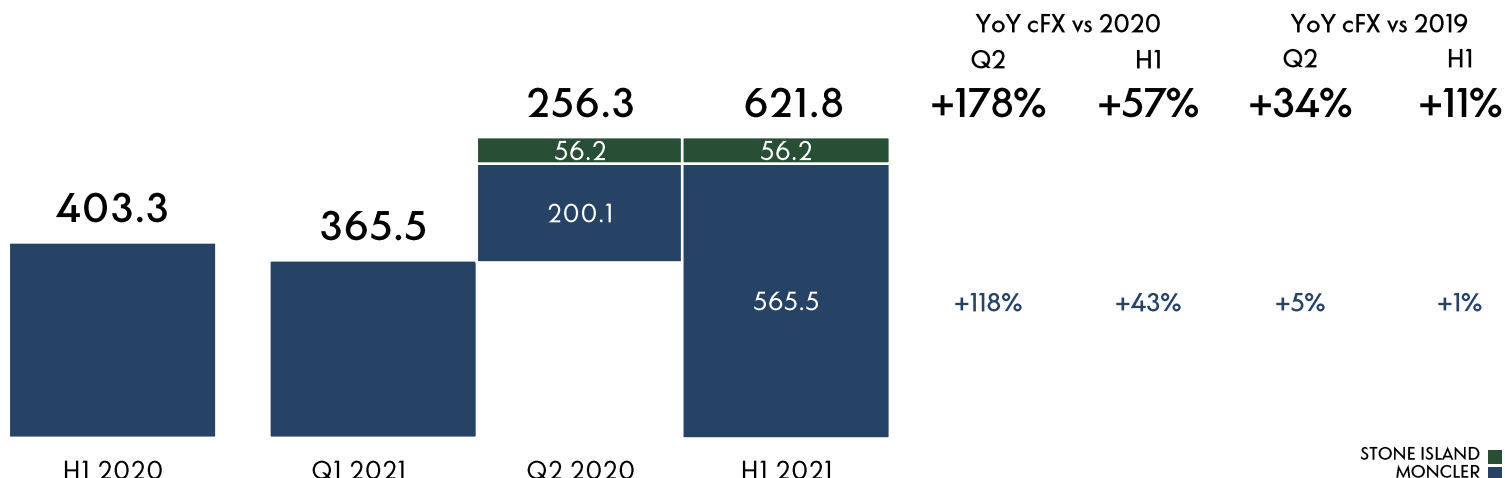
In this context, the Moncler Group management confirms that it will continue to implement all the necessary actions to develop the Moncler and Stone Island brands on the basis of the following strategic lines.



2020 SUSTAINABILITY KEY FACTS

1 st Born to Protect range of jackets made from 100% sustainable materials	-21% plastic used in packaging compared to 2019	5.5 million euros invested in local communities
100% of outerwear manufacturers audited on ethical aspects in 2018-2020	56% women in management	DIVERSITY AND INCLUSION COUNCIL established worldwide
50% of electricity derived from renewable sources at own sites worldwide	122,000 hours of training	INDUSTRY LEADER of the Textiles, Apparel & Luxury Goods sector in the Dow Jones Sustainability World and Europe indices for the second year in a row
99% of stores with LED lighting	100% of employees covered by the ISO 45001 health and safety certification	 MEMBER OF Dow Jones Sustainability Indices In collaboration with

H1 2021 GROUP REVENUES*



(*) Stone Island consolidated from 1 April

2019-2020-2021 KEY HIGHLIGHTS

	H1 2021*		H1 2020		FY 2020		FY 2019	
	Eur m	%	Eur m	%	Eur m	%	Eur m	%
REVENUES	621.8	100.0%	403.3	100.0%	1,440.4	100.0%	1,627.7	100.0%
YoY performance	+54%		-29%		-12%		+15%	
Revenues by brand								
MONCLER	565.5		403.3		1,440.4		1,627.7	
STONE ISLAND	56.2		-		-		-	
Moncler by distribution channel								
DTC	418.4	74%	300.5	75%	1,089.5	76%	1,256.9	77%
WHOLESALE	147.1	26%	102.8	25%	350.9	24%	370.8	23%
Moncler by geographical area								
ASIA	282.6	50%	181.7	45%	717.9	50%	715.2	44%
EMEA	187.8	33%	171.9	43%	501.8	35%	648.6	40%
AMERICAS	95.2	17%	49.8	12%	220.7	15%	263.9	16%
Gross Margin	467.6	75.2%	279.6	69.3%	1,089.6	75.6%	1,265.3	77.7%
EBIT	92.8	14.9%	(35.5)	(8.8%)	368.8	25.6%	491.8	30.2%
Net result	58.7	9.4%	(31.6)	(7.8%)	300.4	20.9%	358.7	22.0%
CAPEX	49.8		36.7		90.4		120.8	
Net Cash/(Debt)	233.9**		595.1		855.3		662.6	
Retail stores (#)	254		213		219		209	

(*) Stone Island brand consolidated from 1 April; (**) At 30 June 2021, lease liabilities were equal to Eur 734.9m, compared to Eur 640.3m at 31 December 2020 and Eur 622.9m at 30 June 2020.

GOVERNANCE KEY HIGHLIGHTS

RIVETTI FAMILY AND TEMASEK ENTER INTO MONCLER SHAREHOLDING

Moncler EGM on 25 March 2021 approved the capital increase reserved to the shareholders of Sportswear Company, owner of the Stone Island brand

AMENDMENTS TO THE BY-LAWS

On 25 March certain amendments to the By-laws have been approved to strengthen and consolidate Moncler's governance:

- Independent directors to represent majority
- Deletion of EGM special quorum
- Variable number of Directod (9-15)

APPOINTMENT OF CARLO RIVETTI AS NEW DIRECTOR

Carlo Rivetti, Sportswear Company Chairman and CEO, appointed as new Director of Moncler (22 April AGM) and as Key Manager of Moncler Group

SHAREHOLDING

	%	# Shares (m)		%	# Shares (m)
Double R S.r.l.	19.9%	54.4	Rivetex S.r.l.	2.8%	7.7
Morgan Stanley Inv. Mgmt. Co.	11.5%	31.3	Treasury Shares	1.5%	4.1
Capital Research and Mgmt. Co.	4.8%	13.1	Market	52.2%	143.1
Blackrock Inc.	4.5%	12.2	TOTAL	100.0%	273.7
Invesco Limited	2.8%	7.7			

FINANCIAL CALENDAR

9M 2021 INTERIM MANAGEMENT STATEMENT
Thursday, 28 October 2021

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