

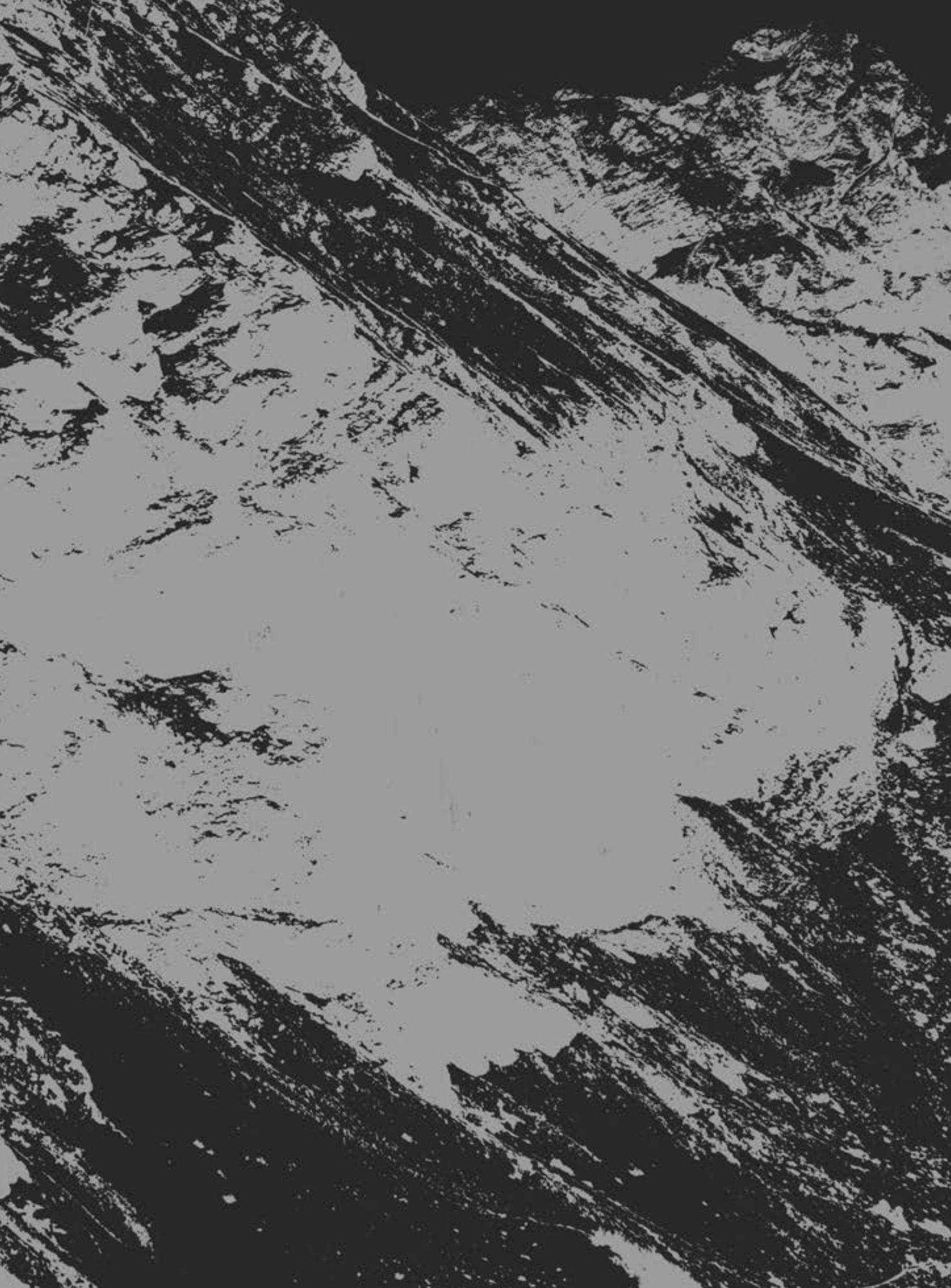
**CONSOLIDATED
NON FINANCIAL STATEMENT**



2022

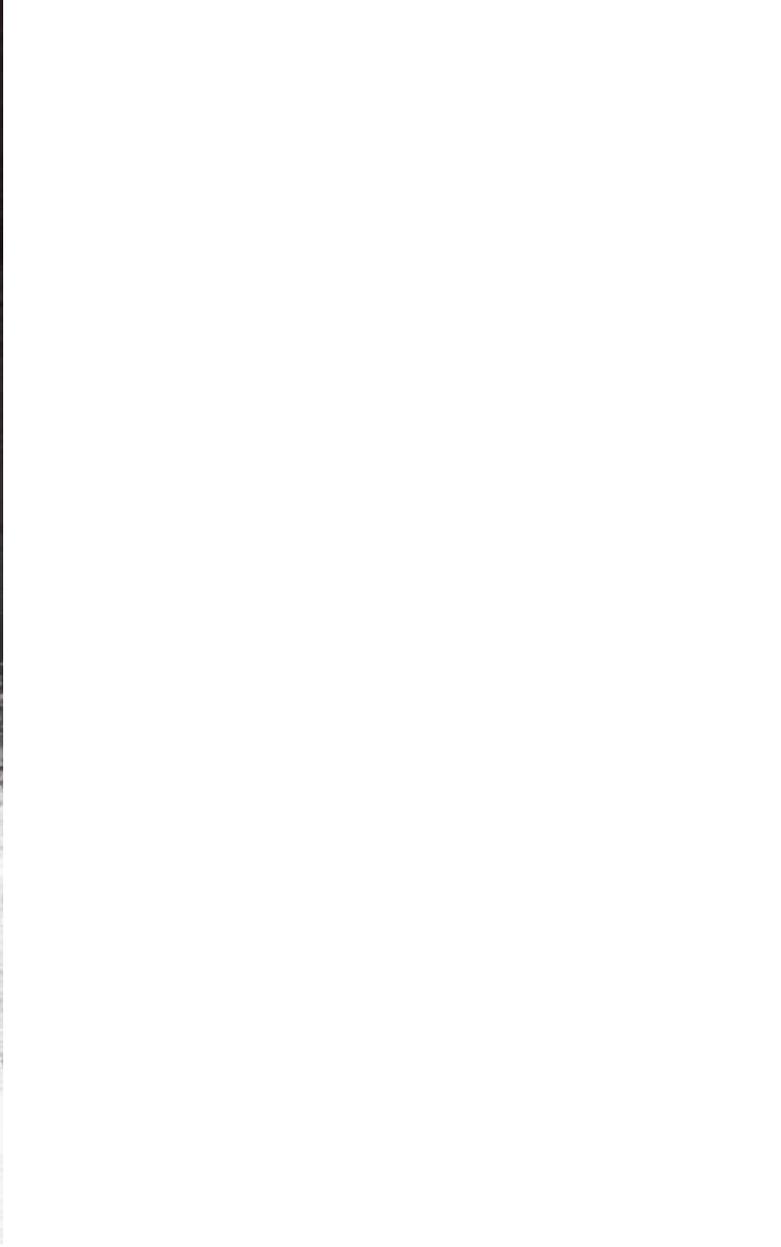




















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We began our sustainability journey many years ago with three clear convictions in mind: to have a sustainability department that is not isolated but fully integrated with the rest of the company, to progressively include environmental and social considerations in all business decisions and, lastly, to maintain an awareness that there would never be a final destination but a journey of continuous improvement.

We took the first steps by defining roles and responsibilities within each department of the company so that everyone could learn to work in a new way, considering the environmental and social impacts associated with each decision.

From the very beginning, we also delegated to a Committee, internal to the Board of Directors, the overseeing of sustainability topics so that it could continue to stimulate our ambitions.

Lastly, we designed a Sustainability Plan, in the conviction that, for each goal achieved, an even more challenging one should follow.

This approach enabled us to reach many milestones and improve various aspects of our way of doing business. I am proud of the achievements made throughout these years and those reached in 2022: among the others, they include maintaining carbon neutrality at our own sites, the progressive introduction of lower environmental impact materials in our collections, the recycling of all nylon production scraps at our production sites and the almost total elimination of single-use virgin plastic.

Yet, I am also well aware that we cannot consider ourselves perfect, that we still have a lot to do and that the greater challenges ahead cannot wait any more.

More than anything, however, I am proud of the culture we are seeing growing within our Group and that we are sharing with the actors operating along our supply chain. A culture that is helping us grow and learn every day and that leads us to look ahead with the humility of those who know that the path is still long, and sometimes still to be mapped out, but also with the conviction that determination and joint collaboration can lead us towards higher ambitions.

REMO RUFFINI
CHAIRMAN AND CHIEF EXECUTIVE OFFICER



THE RESULTS OF OUR EFFORTS

“We judge the value of our results also by how we achieved them because long-term success comes from creating shared value.”

REMO RUFFINI

FIRST PLACE

for the fourth year in a row in the Dow Jones Sustainability World and Europe indices in the Textiles, Apparel & Luxury Goods sector

~90%

electricity used in corporate sites from renewable sources worldwide

CARBON NEUTRAL

at all corporate sites worldwide

> 17%

nylon and polyester used in the 2022 SS and FW collections made from recycled materials

RECYCLED 100% OF NYLON SCRAPS

from the Group's direct production sites

ELIMINATED ALMOST ALL SINGLE-USE VIRGIN PLASTIC

51%

women in management positions

+44%

vs 2021 training hours provided to employees

100%

employees involved in *Unconscious Bias* training course

100%

outerwear suppliers audited on ethical and social aspects in the three-year period 2020-2022¹

2.7 MILLION

euros invested to support the community

1,600

employees involved in volunteering activities during working hours

108,000

people most in need protected from the cold over the past six years (2017-2022)

¹ The figure also includes audits on ethical and social aspects carried out by Stone Island prior to the integration into the Moncler Group.



1 Moncler Group

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Moncler is by its nature an ever-evolving brand, pushing towards reinvention and continuous development. Over time, its values have been taking on new meanings while always remaining true to the brand identity.

Moncler has a very strong corporate culture and uniqueness characterised by its ability to unleash the extraordinary that is hidden in each one of us.

It is a uniqueness based on the commitment to set increasingly challenging goals, on the willingness to celebrate everyone's talent, on the awareness that every action has an impact on our society and our environment, on the capacity to create warmth in every relationship.

PUSH FOR HIGHER PEAKS

We constantly strive for better, as individuals and as a team. Inspired by our continuous pursuit of excellence. We are always learning and committed to set new standards. We are never fully satisfied.

ONE HOUSE, ALL VOICES

We love to bring all voices in, letting everyone's talent shine. We celebrate all perspectives, leverage our multiplicity and speak to every generation by letting all voices sing. We play a beautiful harmony.

EMBRACE CRAZY

We strive for timeless brand distinction. We are unconventional and unique. We foster our inner genius and our creative edge. We bring bold dreams, crazy and apparently unreachable ideas to life, always with great rigor. We feed our energy as we believe that everything truly great was often born crazy.

BE WARM

We were born to keep people warm. We are an emotional brand. We bring the warmth of human connections into everything we do, from the things we make, to the relationships we build. We celebrate everyone's achievements, big and small, with empathy and trust.

CREATE AND PROTECT TOMORROW

We believe in a positive, brighter and better tomorrow. We are agents of real and meaningful change. We rise to and act on the social and environmental challenges the world and its societies are facing.

THE PURPOSE OF MONCLER IS TO UNLEASH THE EXTRAORDINARY IN EVERYBODY

STONE ISLAND BRAND

Stone Island is LAB & LIFE together. It is continuous research, identity, community. Stone Island is a transversal and authentic brand, that has its foundations in the product.

LAB LIFE CULTURE

LAB is the constant, deep and boundless research into the transformation and enhancement of fibres and fabrics, which leads to the discovery of new materials and production techniques that have never been previously used in the clothing industry.

LIFE is the lived experience, the identity, the perceived status of anyone who wears Stone Island. It's the strong and recognisable aesthetic that originates from the study of uniforms and working clothes, recreated with new needs in mind, to define a project where the function of the garment is never just aesthetic.

This is the Stone Island culture, where everyone lives on constant and continuous research, and believes in functionality as an expression of unique and inimitable beauty.

ENDLESS PASSION FOR ENDLESS KNOW-HOW

Endless passion and endless know-how in design and in product have always been the basis of the Stone Island brand and the founding principles for all stakeholders of the brand.

The product-centred ethos spreads through both the Stone Island collection and all those living the brand, every day, inside and outside of the Company.

The Moncler Group has, as main strategic objective, the development of its brands in an authentic way while enhancing their strong uniqueness, also through a constant contamination of diverse entrepreneurial and managerial cultures as well as business knowledge and technical know-how.

The Moncler Group strategy is underpinned by four pillars.

BECOMING A LEADER IN THE NEW LUXURY SEGMENT

The Moncler Group with its two brands – Moncler and Stone Island – represents the expression of a new concept of luxury, far from the traditional stereotypes, which embraces the search for experientiality, inclusivity, sense of belonging to a community and contamination of different worlds including those of art, culture, music and sport.

United by “beyond fashion, beyond luxury” philosophy, Moncler and Stone Island intend to consolidate in the new luxury segment, strengthening their ability to interpret the evolving cultural codes of the new generations.

BUILD A GLOBAL GROUP ABLE TO FULLY ENHANCE ITS BRANDS’ POTENTIAL AT GLOBAL LEVEL

Under the guidance of Remo Ruffini, Moncler has followed a growth strategy inspired by two key principles: to become a global brand and to be more direct to consumers.

The Moncler Group aims at sharing knowledge and experience with both its brands to fully capture their growth potential globally, maintaining their unique positioning while strengthening their direct to consumers’ approach.

DEVELOP ALL DISTRIBUTION CHANNELS WITH AN OMNICHANNEL APPROACH, SUPPORTED BY A STRONG DIGITAL CULTURE

Engaging directly with clients through every channel and touch point, involving them, understanding their expectations – even when unspoken – and creating unique and distinctive experiences in its stores, are the cornerstones of the relationship that the Group strives to develop with its community to never stop surprising it. The Group is pursuing a strategy of integrated development of its distribution channels knowing that thinking, defining and implementing its strategy digitally is key to sustain future growth.

FOLLOW A SUSTAINABLE GROWTH PATH TO CREATE VALUE FOR ALL STAKEHOLDERS

Moncler has been progressively strengthening its commitment to a long-term, sustainable and responsible growth, fully integrated into the Group’s strategy and entirely embraced by Stone Island as well. The Group’s plan is based on five strategic priorities: climate action, circular economy, fair sourcing, enhancing diversity, and giving back to local communities.

Born on 1 April 2021, Moncler Group, with its two brands – Moncler and Stone Island – represents the expression of a new concept of luxury, which embraces the search for experientiality, inclusivity, a sense of belonging to a community and the mixing of diverse meanings and worlds including those of art, culture, music and sport. United by the “beyond fashion, beyond luxury” philosophy, these two Italian brands strengthen their ability to interpret the evolving cultural codes of the new generations.

Alongside maintaining their brands' identities highly independent and based on authenticity, on the constant search for uniqueness and on the extraordinary bond with the consumers' communities, the Group intends to bring together its entrepreneurial and managerial cultures as well as business knowledge and technical know-how of its brands to strengthen their competitiveness and enhance their important growth potential, also sharing the culture of sustainability.

MONCLER BRAND

The Moncler brand was born in 1952 in Monestier-de-Clermont, a small village in the mountains near Grenoble, with a focus on sports clothing for the mountain.

In 2003, Remo Ruffini purchased Moncler and started a process of repositioning through which the brand took on an even more distinctive and exclusive style, evolving from a line of products used purely for sport purposes to versatile lines that clients of all gender, age, identity and culture can wear on any occasion and where outerwear, while being the brand's identifying category, is gradually and naturally integrated with complementary products. Under his leadership, Moncler pursues a philosophy aimed at creating products that are unique, of the highest quality, versatile and constantly evolving while always remaining true to the brand's DNA guided by the motto “born in the mountains, living in the city”.

Tradition, uniqueness, quality, consistency and energy have always been the distinctive features of the Moncler brand that over the years has been able to evolve while remaining consistent with its DNA, heritage and identity, in a continuous search for an open dialogue with its many consumers in the world. It is from this constant research that in 2018 a new project was born, *Moncler Genius - One House, Different Voices*: a hub for creative minds able to reinterpret the Moncler brand, always consistent with its history and its DNA, adopting a new way of doing business.

STONE ISLAND BRAND

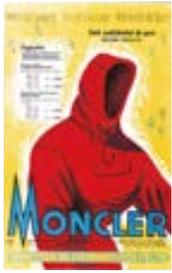
A culture of research, experimentation and usability are the matrixes that have always defined Stone Island, an informal clothing brand founded in 1982 by Massimo Osti and Carlo Rivetti, with its headquarter in Ravarino – a small town in the province of Modena – and intended to become a symbol of extreme research on fibres and fabrics, applied to an innovative design.

It is truly through the study of form and the “handling” of materials that Stone Island finds its own language, which has extreme research and maximum functionality as founding pillars. Each Stone Island piece is born from a perfect synthesis between experimentation and usability, between the study of fabrics and rationality.

The study of uniforms and work clothes becomes the Stone Island observatory in defining a concept in which the function of the garment goes beyond aesthetics.

An on-going and in-depth investigation on the transformation and ennobling of fibres and fabrics, and on the unique ability to intervene on the finished garment through continuous dyeing experiments have led, over the years, to the discovery of materials and production techniques never previously used and to develop more than 60,000 different dye recipes.

1952



On the mountains near Grenoble, in Monestier-de-Clermont, René Ramillon and André Vincent **establish the Moncler brand**, dedicated to mountain sports clothing

1954



Moncler manufactures its first nylon **down jacket**

Moncler products are chosen by the Italian expedition to K2 and, in 1955, by the French expedition to Makalu

1968



Moncler becomes the official supplier of the French Alpine ski team at the **Winter Olympics in Grenoble**

'80



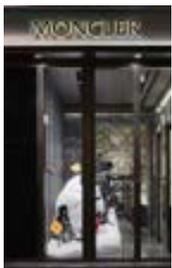
Moncler products become popular in day-to-day urban contexts, sparking a true **fashion phenomenon** among younger consumers, especially in Italy, France, and Japan

2003



Remo Ruffini acquires Group shares, marking the beginning of a brand repositioning process focusing on the creation of unique, premium quality, timeless products that are versatile, innovative, and designed to be worn on any occasion

2007



Moncler opens its very **first urban store**, on the central Rue du Faubourg Saint-Honoré in Paris

In the following years, other Moncler stores open on luxury shopping and high fashion streets around the world, starting in Milan (2008), New York (2010), and Hong Kong (2012)

2013



In December 2013, Moncler is **listed on the Italian Stock Exchange** operated by Borsa Italiana S.p.A., with a listing price of 10.20 euros per share

2014



Moncler supplies the technical gear for the **K2 – 60 Years Later** expedition, celebrating the 60th anniversary of the Italian conquest of K2

2015



Moncler prepares its first **Sustainability Report and Sustainability Plan**

A **joint venture** is established in **South Korea**. Moncler achieves direct control of all markets in which it operates

Moncler finalizes the acquisition of a **first production site in Romania**, where it intends to create an industrial and technological R&D hub for down jackets and vertically integrate part of its production

2016



Moncler **completes the set-up process at the production site in Romania**, to create an industrial and technological R&D hub for down jackets and vertically integrate part of its production

The Group's turnover **exceeds 1 billion euros**

Moncler's offices and stores in Italy are certified as per the international standard **OHSAS 18001**

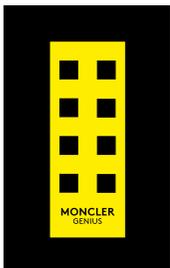
2017



Moncler's production site in Romania is certified as per the international standards **OHSAS 18001** and **ISO 14001**

Moncler updates the Group **Code of Ethics** in line with best practices

2018



Moncler launches the new creative project **Moncler Genius – One House Different Voices**, a hub of creators operating in unison while cultivating their singularity to reinterpret the essence of the Moncler brand

Moncler extends **OHSAS 18001** certification to all offices and stores in Europe and the United States and **ISO 14001** certification to the Italian corporate offices and logistics hub in Castel San Giovanni (Piacenza, Italy)

Moncler receives the RobecoSAM **Industry Mover** Sustainability Award in the Textiles, Apparel & Luxury Goods sector and is included in some **ECPI** indices focused on both financial and ESG aspects

2019



For the first time, Moncler is included in the **Dow Jones Sustainability World and Europe** indices, as the **Industry Leader** of the *Textiles, Apparel & Luxury Goods*, and receives the S&P Global Gold Award and Industry Mover Award

Moncler joins **The Fashion Pact**

Moncler implements the **“Path” Project** to define the corporate purpose and values

Moncler launches a **BIO-based and carbon neutral down jacket** on the market designed with plant-based and natural materials and a range of products made with recycled materials for the Grenoble line

Moncler organizes its first **Hackathon**, a real 24-hour digital marathon with 450 employees from all over the world coming together in an event dedicated to accelerating and generating innovation

Moncler extends **OHSAS 18001** certification globally

2020



Moncler helps tackle the COVID-19 emergency by donating money, producing surgical masks, and applying a strict health and safety protocol to the benefit of employees, clients, and suppliers

Moncler is confirmed for the second year in a row as **Industry Leader** for *Textiles, Apparel & Luxury Goods* in the **Dow Jones Sustainability World and Europe** indices

Moncler renews its commitment to sustainable growth and presents **its Strategic Sustainability Plan Moncler Born to Protect**

Moncler launches the *Born To Protect* range of **jackets** made entirely of **sustainable materials**

Moncler forms the **Diversity, Equity and Inclusion Council**

2021



Group revenues **exceeded two billion euros**

Moncler makes about **30%** of **Genius 2021** outerwear entirely with **sustainable fabrics**

Moncler commits to going fur free from 2024 collections, and Stone Island, that is not using fur since 2018, confirms its pledge not to use it also in the future

Moncler launches new communication campaign *We used to climb mountains. Now we must move them* to confirm the promise to protect people and the planet

Moncler is confirmed for the third year in a row at the top of the *Textiles, Apparel & Luxury Goods* industry in the **Dow Jones Sustainability Indices (DJSI) World and Europe**

Moncler for the first time participates in the **CDP Climate Change questionnaire** achieving an A- score, is rated A by **MSCI ESG Research** and qualifies for the **Sustainalytics** 2022 Industry Top-Rated Badge and Regional Top-Rated Badge

Moncler defines the new **Strategic Sustainability Plan at Group level**

Moncler completes the project of internalisation of the e-commerce channel (.com)

Moncler announces the realisation of a **new headquarters** by 2024, a project having experience, well-being and sustainability at the core

Moncler contributes to the construction of the **largest vaccine hub** in Italy and donates devices and related connections to kindergartens, elementary and middle schools in Milan (Italy)

Stone Island joins Moncler from 1 April 2021

2022



Group revenues **exceed 2.6 billion euros**

Moncler is confirmed for the fourth year in a row at the top of the *Textiles, Apparel & Luxury Goods* sector in the **Dow Jones Sustainability World and Europe** indices

Moncler scores A- in the **CDP Climate Change questionnaire**, is rated AA by **MSCI ESG Research**, is awarded the **Sustainalytics 2023 Industry Top-Rated Badge** and **Regional Top-Rated Badge** and places second in the Specialised Retail sector examined by **Moody's ESG Solutions** in the ESG Overall Score rankings with a score of 62/100

Moncler joins **RE.CREA**, a consortium founded to organise the management of end-of-life stage of textile and fashion products and to promote research and development of innovative recycling solutions

Moncler joins the **UN Global Compact**, a voluntary initiative of the United Nations, and commits to share, support and respect the ten universal principles relating to human rights, labour standards, environmental protection and fight against corruption

Moncler commits to achieve **net zero** emissions by 2050

Moncler integrates its **Strategic Sustainability Plan** at Group level with targets on the greater use of lower-impact yarns and fabrics

Moncler celebrates its **70th Anniversary**

Stone Island celebrates its **40th Anniversary**

MARKET PRESENCE

MONCLER BRAND

Moncler is present in all major markets both through the retail channel, consisting of directly operated stores (DOS²), the online store and the e-concessions, and through the wholesale channel, represented by multi-brand doors, shop-in-shops in luxury department stores, airport locations and online luxury multi-brand retailers (e-tailers).

Moncler's strategy is aimed at the control of the distribution channel, not only retail but also wholesale and digital, which is operated through a direct organisation.

As of 31 December 2022, the network of mono-brand Moncler boutiques counted 251 directly operated stores (DOS), +14 units compared to 31 December 2021. Some of the most important stores opened in the year include Dusseldorf, Madrid, Miami Design District, Shanghai Swire, Seoul Galleria, Chengdu SKP, Niigata Isetan, in addition to some important relocations/expansions including Macau Galaxy. The brand operates 63 wholesale shop-in-shops (SiS).

MONCLER BRAND – MONO-BRAND STORE NETWORK

NUMBER	31/12/2022	31/12/2021	Net openings 2022
Asia	125	117	8
EMEA	88	84	4
Americas	38	36	2
RETAIL	251	237	14
WHOLESALE	63	64	-1

In 2022, Moncler brand reached revenue of EUR 2,201.8 million up 19% at constant FX ("cFX") compared to 2021.

MONCLER BRAND - REVENUES BY GEOGRAPHY

MILLION EUROS	Revenues ³	%	Change vs 2021 (at current exchange rates)	Change vs 2021 (at constant exchange rates)	Change vs 2019 (at constant exchange rates)
Asia	1,029.3	46.8	+15%	+14%	+45%
EMEA	804.4	36.5	+29%	+29%	+27%
Americas	368.1	16.7	+21%	+12%	+35%
Total	2,201.8	100.0	+21%	+19%	+36%

² Including free standing stores, concessions, travel retail stores and factory outlets.

³ Data rounded to the last digit shown.

STONE ISLAND BRAND

The Stone Island brand is distributed globally both through the wholesale channel and with direct presence (retail stores). Furthermore, in some markets the brand is managed by distribution contracts with qualified and long-standing partners, selected on the basis of their high knowledge of the fashion sector. The brand is currently present in the most important department stores in the world, also with dedicated spaces (shop-in-shops), in the best multi-brand boutiques and in the main e-tailers, besides having developed a network of 72 directly managed mono-brand stores as well as the online store.

In line with the Group's strategy aimed at the integrated development of its distribution channels, Stone Island has begun a path that will lead the brand to a greater control of distribution on international markets, through a progressive direct management of the markets currently managed by distributors and through the expansion of the DTC channel. Indeed, since 1 January 2022 Stone Island internalised the management of Korea and since 1 August the management of Japan through two joint ventures controlled by Stone Island. In the UK the implementation of this strategy led to the internalisation of the DTC business, composed at the moment of the store in London and the e-commerce.

At the same time, the Company is enhancing its control and doors' selection in the wholesale segment, a channel of strategic importance for Stone Island, with the aim of further elevating the positioning of the brand itself.

In 2022 the wholesale channel accounted for 63% of revenues while the remaining 37% was generated by directly managed stores and the online channel. As of 31 December 2022, the network of mono-brand Stone Island stores was composed of 72 retail stores and 19 mono-brand wholesale stores. In the fourth quarter, Stone Island opened its first DOS under the new format in Chicago. The new format will be implemented in the rest of the world in the coming years.

STONE ISLAND BRAND - MONO-BRAND STORE NETWORK

NUMBER	31/12/2022	31/12/2021	Net openings 2022
Asia	44	4	40
EMEA	21	20	1
Americas	7	6	1
RETAIL	72	30	42
WHOLESALE	19	58	-39

In 2022, Stone Island brand revenues were equal to EUR 401.1 million up 28% cFX compared with EUR 310.0 million recorded in the 12-month proforma of 2021 (of which EUR 88.1 million generated in the first quarter 2021 and not consolidated in the Group's results), and +63% cFX compared to 2019.

STONE ISLAND BRAND - REVENUES BY GEOGRAPHY

MILLION EUROS	Revenues³	%	Change vs 2021 (at current exchange rates)	Change vs 2021 (at constant exchange rates)	Change vs 2019 (at constant exchange rates)
Asia	278.7	69.5	+16%	+16%	+42%
EMEA	80.2	20.2	+101%	+101%	+210%
Americas	42.3	10.5	+46%	+34%	+69%
Total	401.1	100.0	+29%	+28%	+63%

Revenues over 2.6 billion euros in 2022 (+25% compared to 2021). EBIT at 774 million euros (29.8% margin) and net cash at 818 million euros.

RESULTS

In 2022, Moncler Group reached **consolidated revenue of EUR 2,602.9 million** up 25% at constant FX ("cFX") compared to 2021. These results include Moncler brand revenue equal to EUR 2,201.8 million and Stone Island brand revenue equal to EUR 401.1 million.

ANALYSIS OF MONCLER AND STONE ISLAND BRAND REVENUES

MONCLER BRAND

In 2022, Moncler brand revenues were equal to EUR 2,201.8 million, up 19% cFX compared to 2021. In 2022, the Direct-To-Consumer (DTC) channel achieved revenues of EUR 1,772.0 million, +22% cFX compared to 2021, despite the Covid restrictions implemented in Mainland China.

The wholesale channel revenues were EUR 429.8 million with 6% cFX growth compared to 2021 and +14% cFX versus 2019. In the fourth quarter revenues generated by this channel were in line with 2021 (+1% cFX).

STONE ISLAND BRAND

In 2022, Stone Island brand revenues were equal to EUR 401.1 million up 28% cFX compared with EUR 310.0 million recorded in the 12-month pro-forma of 2021 (of which EUR 88.1 million generated in the first quarter 2021 and not consolidated in the Group's results), and +63% cFX compared 2019.

The wholesale channel, which continues to represent the majority of the brand revenues (63% of total), with EUR 252.0 million sales in 2022, grew by 7% cFX compared with 2021 pro-forma, driven by a good success of the collections across all markets, and despite the conversions into retail occurred during the year.

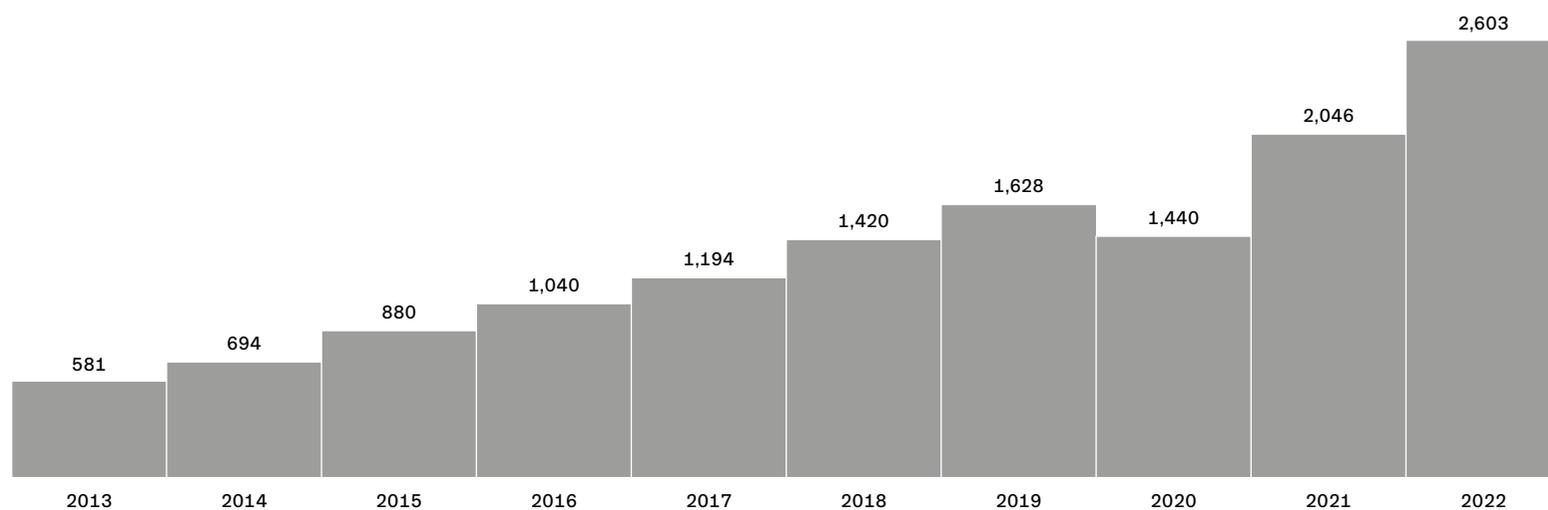
The DTC channel (representing 37% of the total revenues) reported sales of EUR 149.2 million, +93% cFX compared with 2021 pro-forma, driven by the already-mentioned conversion of Korea and Japan and the solid double-digit performance in EMEA and Americas. The direct online channel registered a strong double-digit growth.

EBIT was equal to **EUR 774.5 million**, 29.8% margin, compared to EUR 603.1⁴ million in 2021 (29.5% margin in 2021).

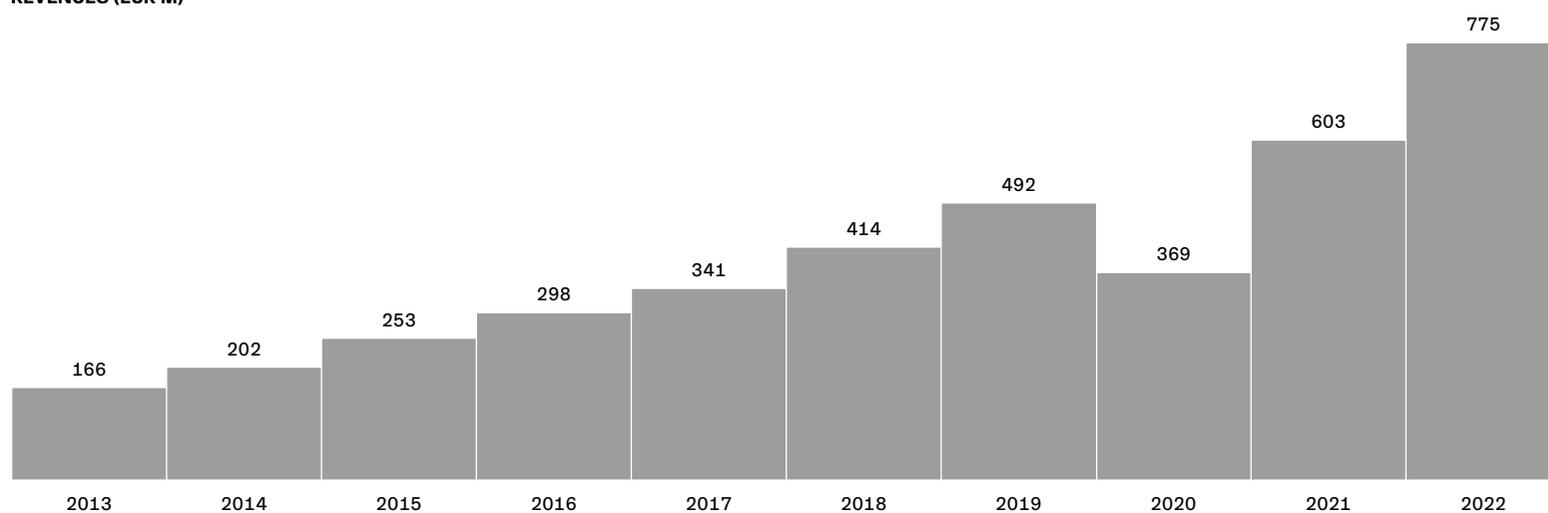
Group **net result** was then equal to **EUR 606.7 million** compared with EUR 411.4 million in 2021.

4 Net of Purchase Price Allocation (PPA) and other transaction costs related to the Stone Island deal in first half of 2021.

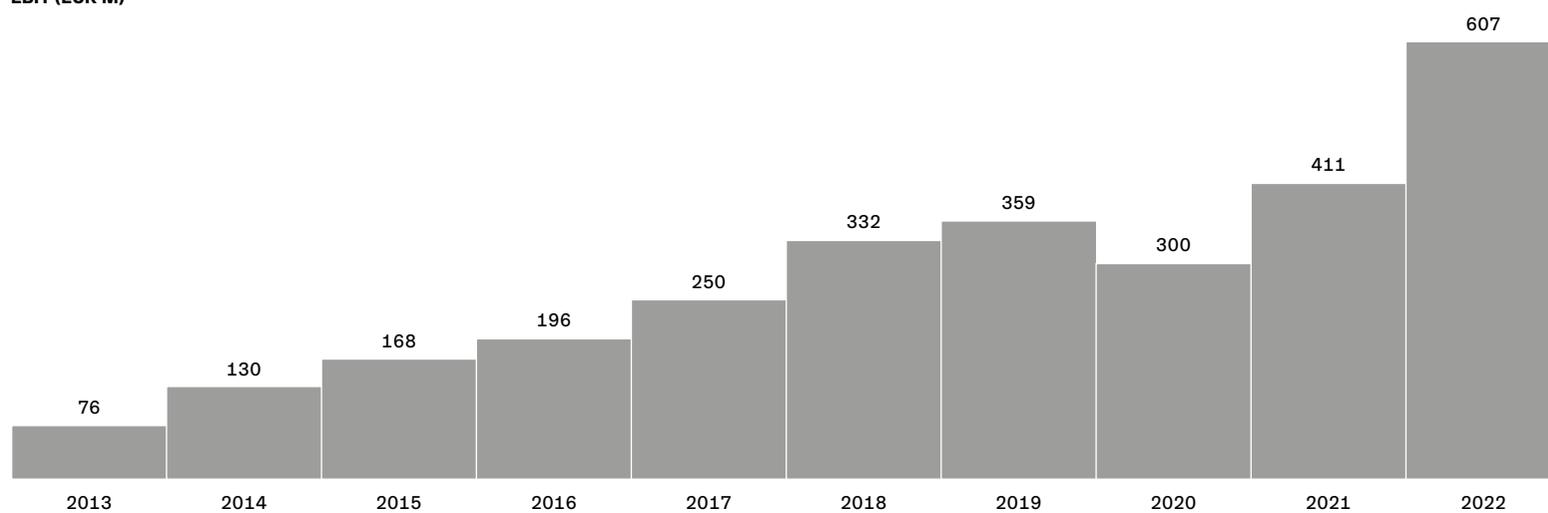
GROUP FINANCIAL HIGHLIGHTS⁵



REVENUES (EUR M)

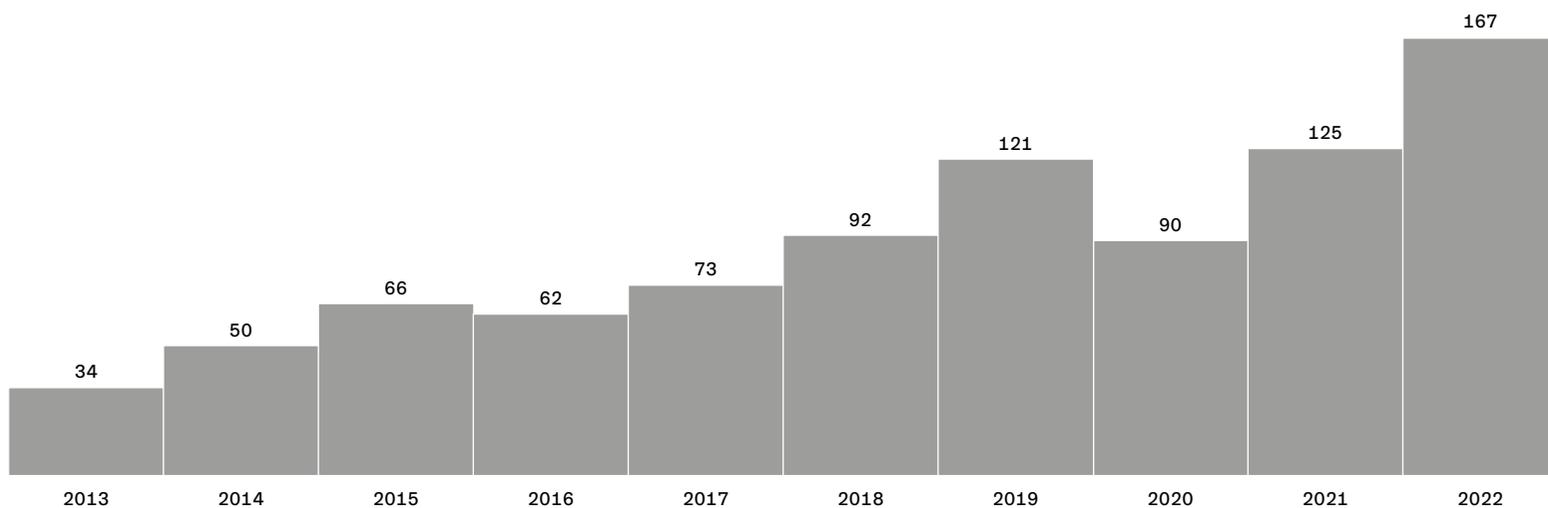


EBIT (EUR M)

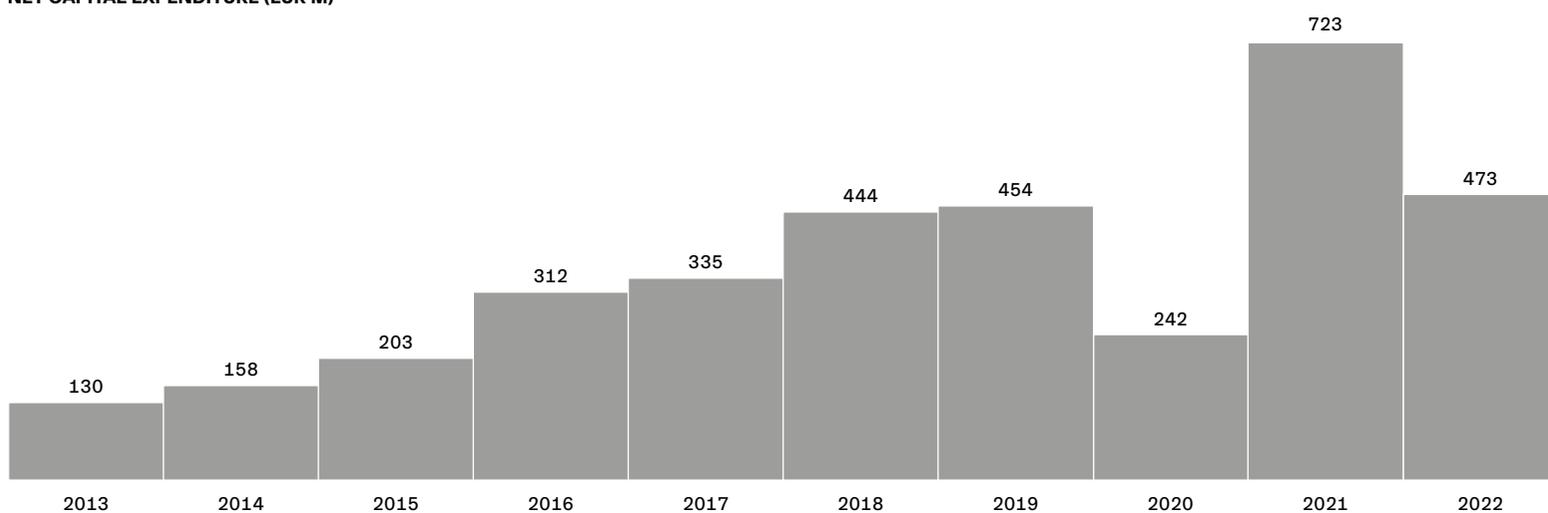


NET INCOME (EUR M)

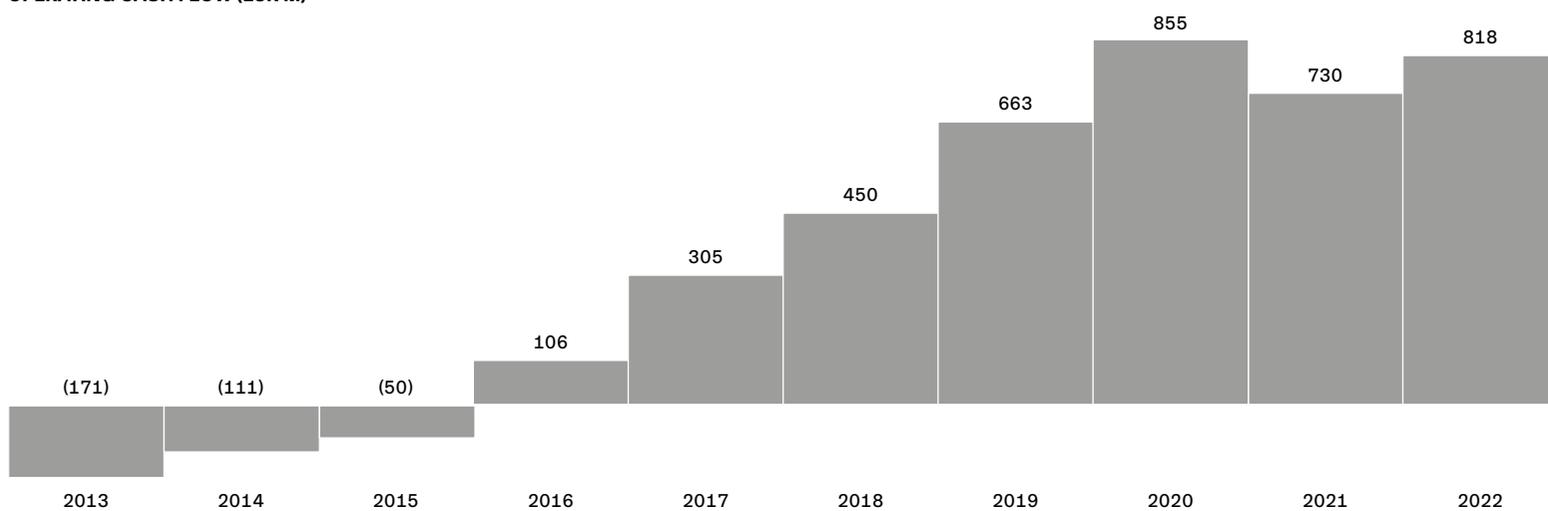
⁵ This note applies to all pages: data including IFRS 16 impacts from 2019. The net financial position excludes lease liabilities. Data rounded at the first decimal.



NET CAPITAL EXPENDITURE (EUR M)



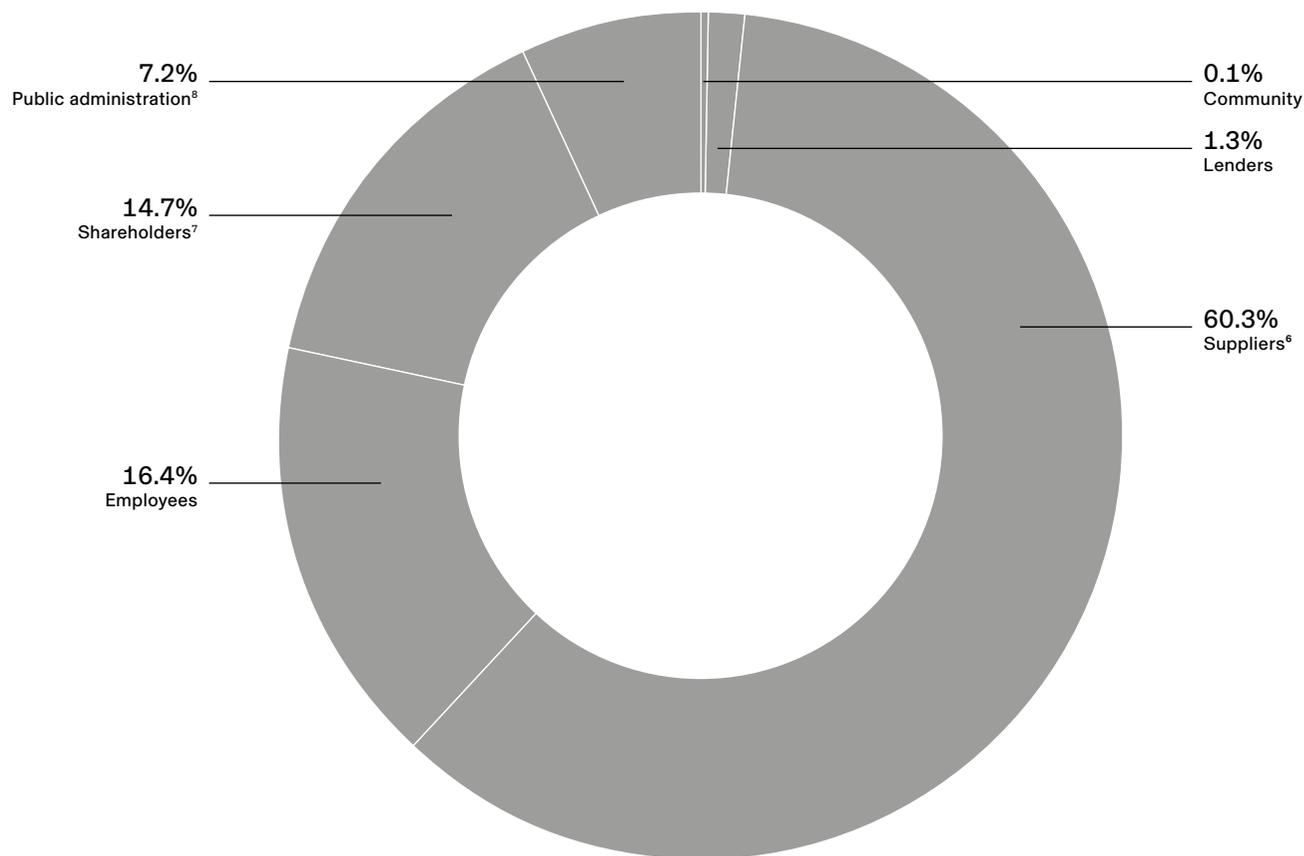
OPERATING CASH FLOW (EUR M)



NET FINANCIAL POSITION (EUR M)

The economic value generated and distributed represents a company's ability to create wealth and distribute it among its stakeholders. In 2022 the economic value generated by the Moncler Group amounted to 2,620 million euros, with an increase of approximately 27% compared to 2021. The figures include Stone Island's results for the entire 2022 and for the nine months of 2021. The economic value distributed by the Group thus increased from 1,584.9 million euros in 2021 to 2,046.6 million euros in 2022, with an increase of 29%. Around 78% of the value created by the Moncler Group was distributed to internal and external stakeholders while the remaining 22% was retained within the Group.

ECONOMIC VALUE DISTRIBUTED



ECONOMIC VALUE GENERATED AND DISTRIBUTED

THOUSAND EUROS	Moncler Group 2022	2021
Economic value generated by the Group	2,620,602	2,060,123
Revenues	2,602,890	2,046,103
Other income	18,589	13,421
Financial income	3,455	2,960
Value adjustments to financial assets	-	-
Impairment of receivables	-1,323	-1,510
Exchange rate gains (losses)	-4,480	-1,332
Gains (losses) from disposal of tangible and intangible assets	1,389	380
Value adjustments to tangible and intangible assets	82	101
Economic value distributed by the Group	2,046,666	1,584,855
Economic value distributed to suppliers ⁶	1,234,976	955,463
Economic value distributed to employees	336,417	272,391
Economic value distributed to lenders	26,273	23,336
Economic value distributed to shareholders ⁷	301,083	161,288
Economic value distributed to public administration ⁸	146,945	169,616
Economic value distributed to the community	971	2,761
Economic value retained by the Group	573,936	475,268
Depreciation and amortisation	264,917	246,519
Provisions	3,396	-3,516
Reserves	305,623	232,265

6 Refers to suppliers of goods and services.
 7 The amount for 2022 is estimated on the basis of the proposed dividend. The amount for 2021 was adjusted on the basis of the dividend actually paid.
 8 The economic value distributed to public administration also includes deferred taxes.

FINANCIAL INSTRUMENTS LINKED TO SUSTAINABILITY PERFORMANCE

Also in the realm of financial products, Moncler is testing and adopting new mechanisms tied to sustainability performance. In July 2020 Moncler signed an agreement for a sustainability-linked revolving credit facility with a reward mechanism tied to the achievement of specific environmental impact reduction targets. In addition, in November 2020 Moncler signed an exchange risk hedging agreement with a reward in terms of improvement of the hedging strike on currencies based on the recognition of high standards of sustainability by an external, independent rating body.

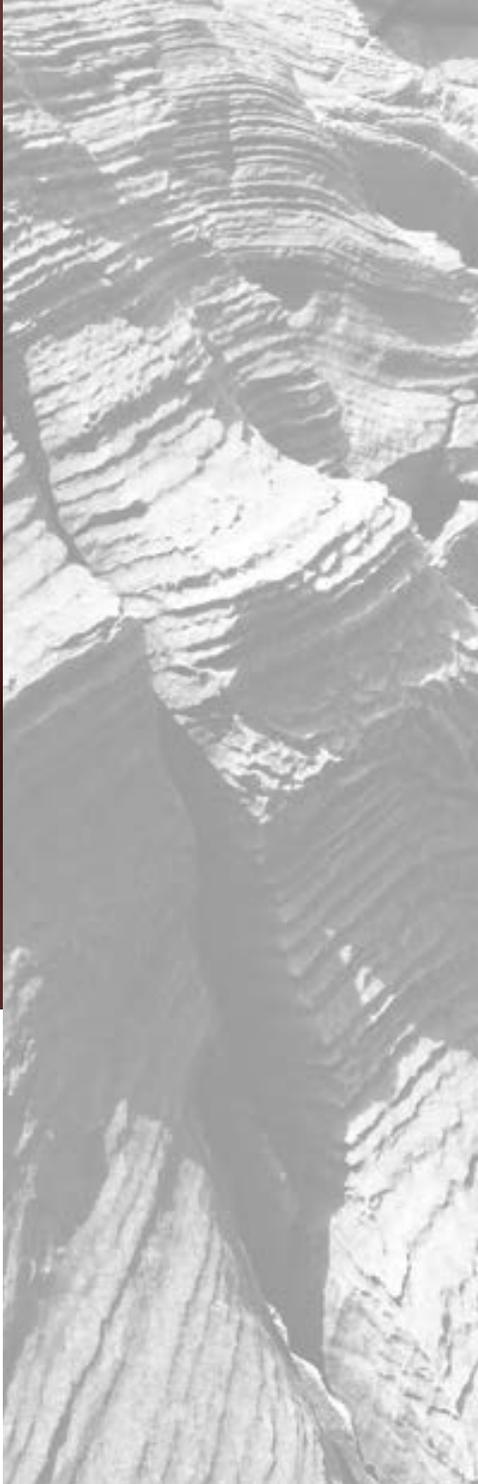


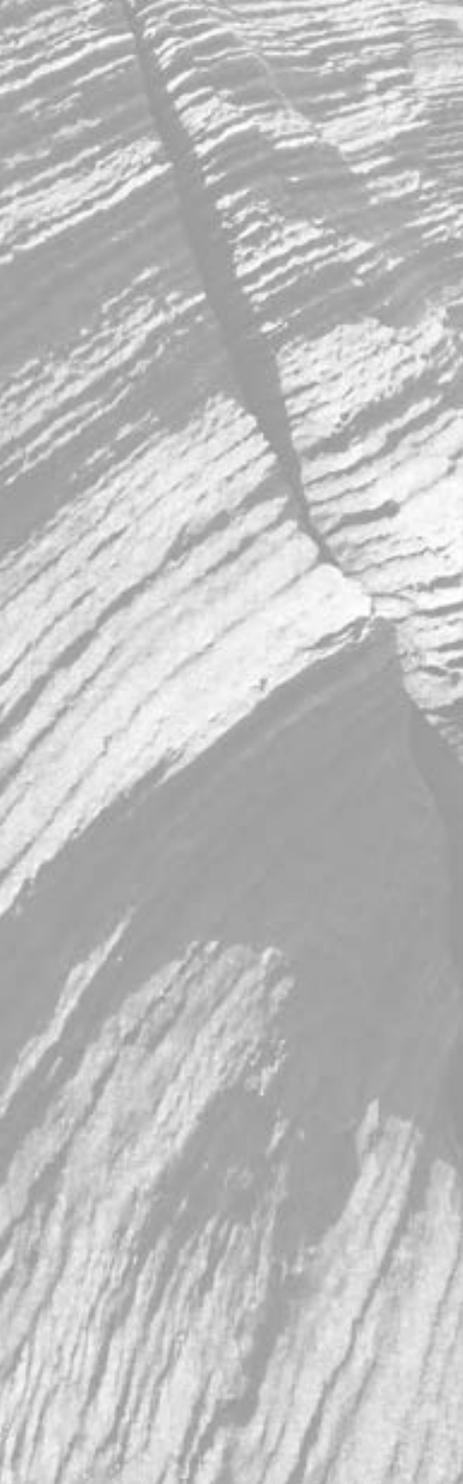
















2 Responsible business management

GOVERNANCE MODEL
RISK MANAGEMENT
SUSTAINABLE VALUE CREATION

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Robust corporate **governance**, integrated **risk** management, **dialogue** with stakeholders, clear and transparent **objectives** must be the base of any company's daily action.

In fact, the way business is conducted, the contribution made to the society at large and the fulfilment of the commitments made are fundamental to create long-lasting **value**.



CORPORATE GOVERNANCE

The corporate governance system adopted by Moncler S.p.A. (Moncler) plays a central role in the clear, responsible conduct of the operations of the Moncler Group (the Group), contributing significantly to the creation of sustainable medium-to-long term value both for shareholders and for stakeholders in accordance with the best principles of social responsibility applicable in all countries in which the Company operates.

Moncler has adopted a traditional model of corporate governance built in accordance with the laws and regulations and the recommendations of the Corporate Governance Code for Listed Companies approved by the Corporate Governance Committee of Borsa Italiana S.p.A. (the “Corporate Governance Code”) – to which Moncler adheres – and is based on four pillars:

- the central role of governing and control bodies
- the effectiveness and transparency of management decisions
- the careful and informed monitoring of transactions with related parties and the handling of privileged information
- the set of values identified, recognised and shared that are established in the Code of Ethics and company policies.

Moncler has adopted the traditional management and control system as per the Articles 2380-bis *et seq.* of the Italian Civil Code, within which the Board of Directors is entrusted with management of the company and the Board of Statutory Auditors with control and supervisory functions.

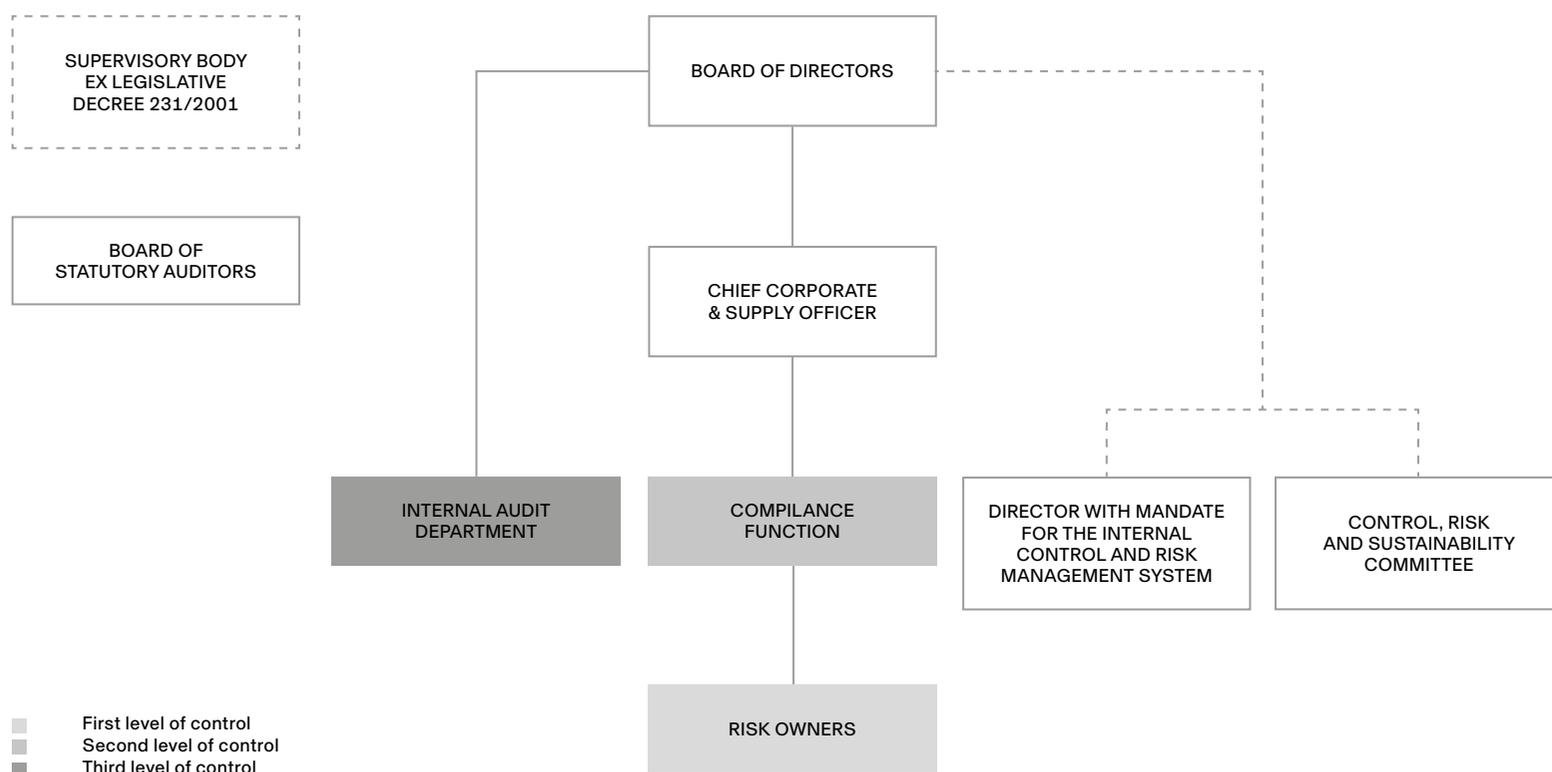
The governance system ensures constant dialogue between management and shareholders, as follows:

- the **Shareholders’ Meeting** is a body with exclusively deliberative functions whose powers are limited by law to the most important decisions of corporate life
- the **Board of Directors (BoD)** plays a central role in guiding and managing the Company and the Group. In addition to the powers assigned to it by law and the Bylaws, the Board has exclusive responsibility for the most important decisions from an economic and strategic point of view, as well as for those functional to the monitoring and guidance of the business, including with regard to sustainability issues. The Board also plays a central role in the process of approving company strategies with regard to environmental issues, including climate change, and social issues. The **Nomination and Remuneration Committee** and the **Control, Risks and Sustainability Committee** both with advisory and consulting functions in accordance with the recommendations of the Corporate Governance Code, in addition to the **Related Parties Committee**, were set up within the Board of Directors, in accordance with applicable laws and regulations and the procedure adopted by the Company
- the **Board of Statutory Auditors** monitors, inter alia, (i) compliance with the law and the Bylaws and compliance with the principles of proper management; (ii) to the extent of its competence, the adequacy of the Company’s organisational structure, the internal control system and the administrative and accounting system, as well as the reliability of that system in properly representing management operations; (iii) the procedures for the actual implementation of the corporate governance rules established by codes of conduct to which the Company adheres; and (iv) the effectiveness of the internal audit and risk management system, the auditing of accounts and the independence of the statutory auditor
- the **audit firm** carry out the statutory audit of the accounts. It is appointed, in accordance with the deed of incorporation, by the Shareholders’ Meeting on the proposal of the Board of Statutory Auditors. The external auditor conducts its business independently and autonomously and is therefore not a representative of either the majority or minority shareholders. The statutory audit of the accounts for the period 2022-2030 was entrusted to Deloitte & Touche S.p.A..

Important roles within the Internal Control and Risk Management System (ICRMS) is also played by the Compliance function (which

operates as a second-level control function) and the Internal Audit function (which operates as a third-level control function), the Director in charge for the ICRMS, the Control, Risks and Sustainability Committee and the Board of Statutory Auditors.

INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM



The Chairman and Chief Executive Officer, Remo Ruffini, is assisted by an internal **Strategic Committee** with an advisory role in formulating the Group's strategies, ensuring the consistency and spread of the Moncler's core values.

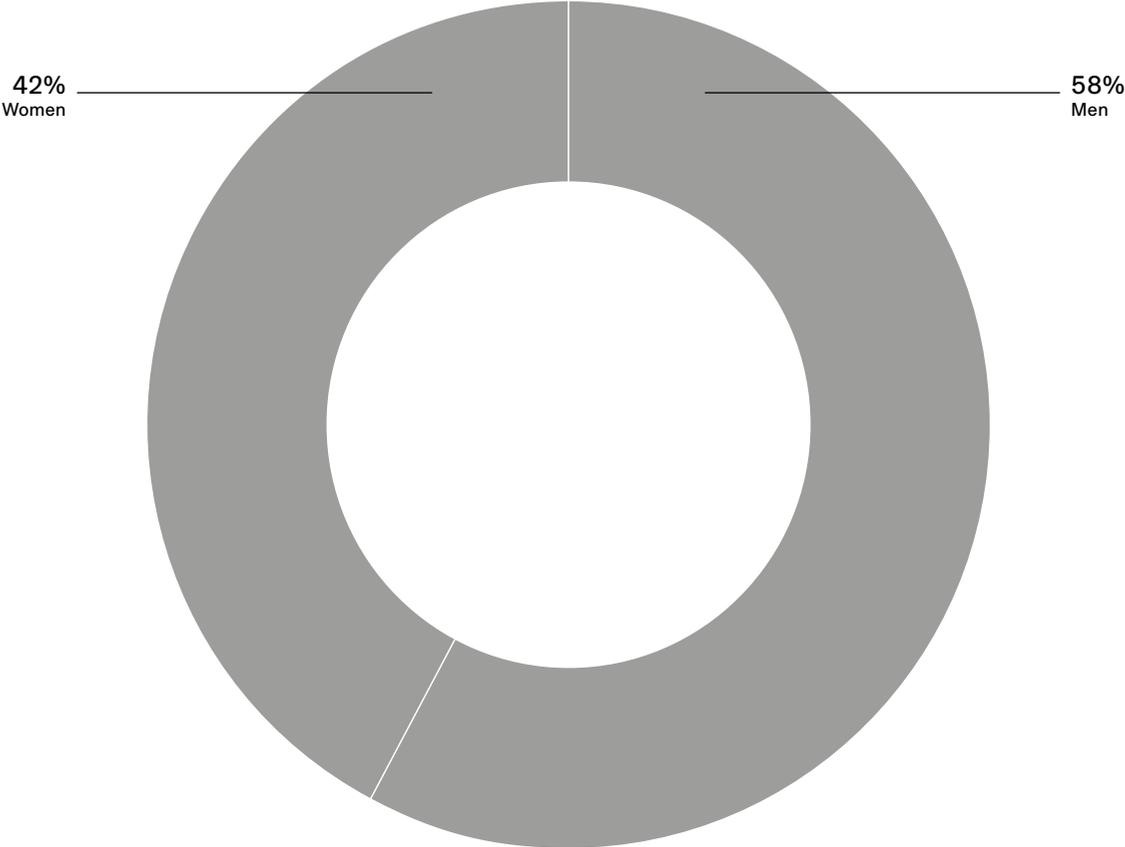
The areas of competence of the Strategic Committee include the review of the business plan and of the Sustainability Plan as well as the revision of all strategic decisions, including, but not limited to those relating to the development of the distribution network, marketing plans, investments, entry into new markets and environmental and social initiatives.

At 31 December 2022, the Moncler Board of Directors was composed of 12 members. In terms of power assigned, three were executive directors and nine were non-executive directors (seven of whom are independent).

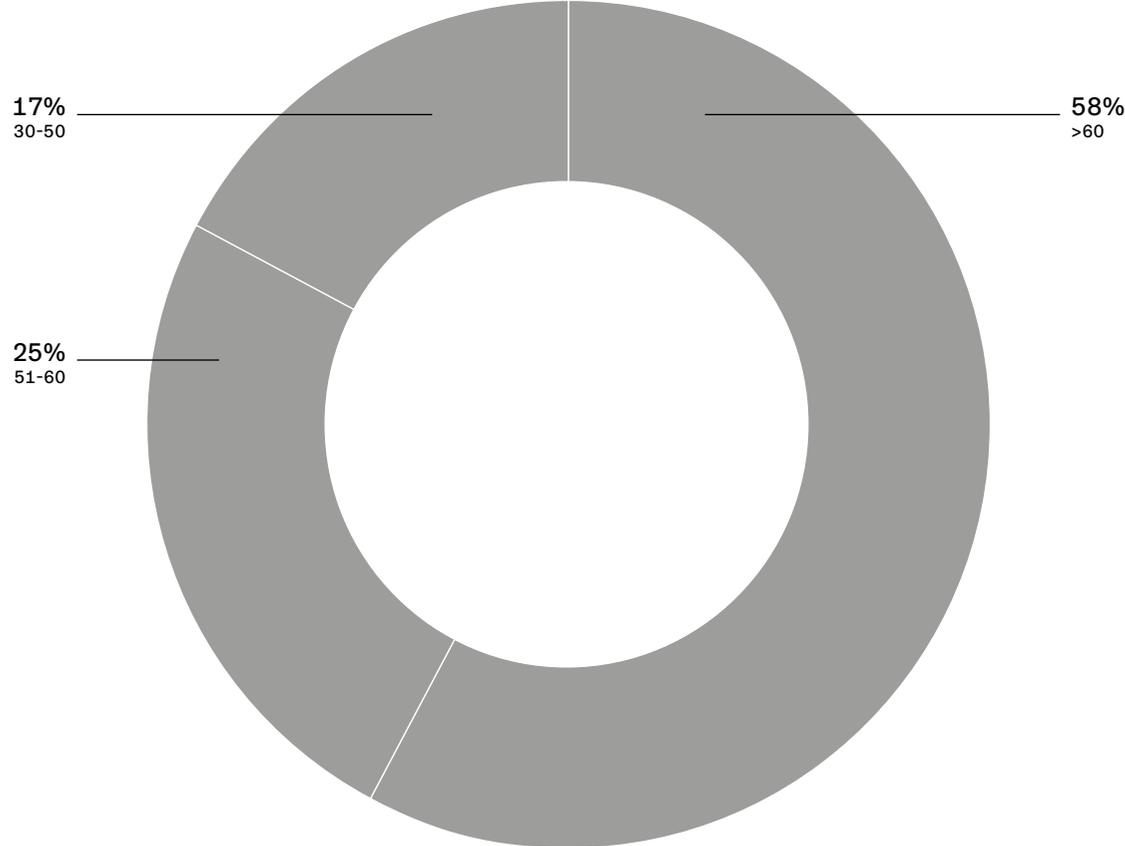
Moncler believes that a Board of Directors composed of members with diverse skills, professional experience, and cultural heritage can offer the opportunity to take the best decisions for a Group operating in an international context. The Board of Directors and the Board of Statutory Auditors, aware of the importance and value of different experiences and skills for the proper functioning of the corporate bodies, adopted the **Diversity Policy**, which describes the characteristics considered optimal for the composition of the bodies, with the aim of integrating different professional profiles in terms of gender, ethnicity, age groups and seniority. In 2022 the Policy was reviewed and updated, also taking into account the results of the Board's self-assessment process (Board Review) compared to 2021. See also Moncler's Report on Corporate Governance for 2022 and Diversity Policy.

In 2022 the average attendance of the Board of Directors meetings was around 94%.

COMPOSITION OF THE BOARD OF DIRECTORS BY GENDER



COMPOSITION OF THE BOARD OF DIRECTORS BY AGE



SUSTAINABILITY GOVERNANCE

In order to further integrate sustainability into its business, the Moncler Group has implemented a governance that involves the interaction of various bodies dedicated to supervising and managing social and environmental topics.

The **Sustainability Unit** is responsible for proposing the Group's sustainability strategy, identifying, promptly reporting to senior management and handling together with the relevant functions the risks and impacts linked to sustainability issues, including those relating to climate change, biodiversity and human rights, as well as for identifying areas and projects for improvement, thereby contributing to the creation of long-term value. It also prepares the Consolidated Non-Financial Statement and spreads a culture of sustainability within the Company. Lastly, the Unit promotes dialogue with stakeholders and, together with the Investor Relations function, handles requests from sustainability rating agencies and socially responsible investors (SRIs).

Ambassadors have been identified within each corporate department; they are tasked with raising awareness of social and environmental issues among the departments in which they operate and promoting sustainability initiatives consistent with the Group's objectives. In addition, **Sustainability Data Owners** are responsible, each for their respective area, for data and information published in the Consolidated Non-Financial Statement and for achieving the objectives set out in the Sustainability Plan.

As further confirmation that sustainability is a shared approach promoted by senior management, a **Control, Risk and Sustainability Committee** is established at Board level. The Committee is composed of three non-executive directors and for the majority independent. The Committee was entrusted by the Board of Directors with supervising issues of sustainability related to the conduct of business activity and the dynamics of its interaction with stakeholders, formulating strategic sustainability guidelines and the relevant action plan (Sustainability Plan), including issues such as climate change, biodiversity and human rights, and examining the Consolidated Non-Financial Statement.

The main sustainability issues analysed are periodically submitted to the Board of Directors, after consultation with the Control, Risks and Sustainability Committee, in order to:

- assess and approve the guidelines of the internal control and risk management system so that the main risks, including sustainability risks (such as those related to climate change, linked to biodiversity and human rights), are correctly identified, measured, managed and monitored
- review and approve the strategic sustainability guidelines and related action plan (Sustainability Plan), which includes objectives linked to climate change, the energy transition and the protection of human rights
- review and approve the Non-Financial Statement
- review and approve the Remuneration Report, which provides for the integration of sustainability objectives into the remuneration system (both short- and medium-/long-term) and the consequent alignment of top management remuneration with the company's sustainability strategy, which includes targets related to the reduction of greenhouse gas emissions and, for example, to the carbon neutrality
- in general, overseeing sustainability issues (including those related to climate change, biodiversity and human rights) related to the Group's activity and its interactions with stakeholders.

In 2022 Moncler has been confirmed for the fourth year in a row in the *Dow Jones Sustainability World* and *Europe* indices, achieving the highest score (91/100) of the *Textiles, Apparel & Luxury Goods* sector in the *2022 S&P Global Corporate Sustainability Assessment** (as of 14 February 2023).

In the *2022 CDP** Climate Change Questionnaire*, the Group confirmed the leadership level with a score of A- for transparency and actions to mitigate climate change risks.

In 2022 Moncler also obtained an AA score from MSCI ESG Research***, which provides sustainability ratings for listed international companies and some private companies by evaluating them on their exposure to industry specific ESG risks and their ability to manage those risks in comparison to sector peers.

Moncler also ranked second in the Specialised Retail sector in the *ESG Overall Score* ranking of *Moody's ESG Solutions*, with a score of 62/100, achieving the "Advanced" level.

In January 2023, Moncler again obtained the *Sustainalytics Industry Top-Rated Badge* and *Regional Top-Rated Badge*. Sustainalytics is a leading ESG and corporate governance rating and research firm that supports investors in developing and implementing responsible investment strategies.

CODE OF ETHICS

The Code of Ethics and corporate policies are one of the pillars of the Moncler Group's corporate governance system and govern the decisions and the conduct of the Moncler and Stone Island brands and of their employees towards their stakeholders.

The Codes of Ethics currently adopted by Moncler and Stone Island encompass the set of values that both Brands recognise, share and promote, in the knowledge that conduct inspired by the principles of diligence, honesty and loyalty is an important driver of economic and social development. Employees and partners are required to act with honesty, passion and integrity and to build relationships with stakeholders based on mutual trust, so that growth is guided by the principle of shared value.

The Codes are periodically updated in order to align them with the international best practices and to integrate them with emerging sustainability issues. Both Codes are inspired by the main existing national and international regulations on corporate social responsibility, corporate governance, human rights and the environment, such as the United Nations Universal Declaration of Human Rights, the Charter of Fundamental Rights of the European Union, the decent work standards set out in the ILO (International Labour Organisation) conventions and the OECD (Organisation for Economic Cooperation and Development) Guidelines for Multinational Enterprises. The Codes of Ethics evoke the key principles set out both in the Supplier Code of Conduct and Group's policies, including the Anti-Corruption Policy, Environmental Policy, Human Rights Policy¹, the Occupational Health and Safety Policy, the tax policy and HR management policy, as well as the financial and asset protection policies.

The Codes of Ethics apply to all employees, suppliers, contractors, consultants, partners, and external collaborators of the two Brands, and apply in a consistent manner across all countries where Moncler and Stone Island operate. The documents are available in Italian and English, as well as in Romanian for the Moncler Code of Ethics, and set out the principles and guidelines that inspire the way in which the Brands operate every day and guide the behaviour of employees and others who work with them in various ways in performing their activities and responsibilities. The Codes are brought to the attention of employees in the most appropriate manner, in accordance with local customs. The documents can be freely downloaded from the company's intranet and internet sites. An online training programme on the contents of the Code of Ethics is regularly provided for all Moncler employees, including temporary and part-time employees, in order to ensure a proper understanding and virtuous behaviour consistent with the requirements of the Code of Ethics, while Italian Stone Island employees are trained on these issues through a specific module dedicated to the Code within the 231 Model course.

Together with the Anti-Corruption Model, the Codes of Ethics are a fundamental and integral part of the **Organisation, Management and Control Models** adopted by Moncler and Stone Island pursuant to Legislative Decree 231/2001. Both Models take the form of a set of principles and rules of conduct, operating proce-

* S&P Global is a leading global rating, benchmark and analytics company, according to economic, social and environmental responsibility criteria.

** CDP is a non-profit organisation that manages the main environmental reporting platform and assesses companies on a scale from A to E.

*** MSCI ESG Research provides in-depth research, assessment and analysis on business practices related to environmental, social and governance issues to offer institutional investors insights to identify risks and opportunities that traditional methods of investment may overlook. The rating scale ranges from AAA (leader) to CCC (laggard).

1 Adopted in February 2023.

dures and disciplinary codes, aimed at preventing the commission of offences and ensuring ethical conduct by those who operate on behalf of Group companies, in compliance with the principles of legitimacy, fairness and transparency.

Compliance with the Codes of Ethics and the Model is monitored by the appropriate **supervisory and control bodies** of the two Brands, through specific audits and investigations, launched on the basis of reports of conduct not in compliance with the principles of conduct required by Moncler and Stone Island. The results of verifications may lead to disciplinary actions which, depending on the severity of violation, may lead to the termination of the professional or business relationship.

The **Supervisory Body**, which is the entity responsible for supervising the adequacy and compliance of the Organisation, Management and Control Model and its inspiring principles in Italy, is a collegial body consisting of three members of a mixed composition of professionals, both internal and external to the company, two of whom have accounting and legal expertise, and by the head of the Group Internal Audit function. This body is placed at the top of the Company's organisation, reporting directly to the Board of Directors of the Company to which it belongs, in order to guarantee autonomy from all forms of potential interference.

The Moncler and Stone Island Organisation, Management and Control Models are periodically updated in the light of regulatory and organisational changes. In particular, in 2022 a risk assessment was carried out to update the models, incorporating new offences such as offences involving payment instruments other than cash and offences against cultural heritage.

In the control activities carried out by the **Internal Audit** function, which operates at Group level, in 2022 with regard to the Italian companies of Moncler and Stone Island, checks were carried out on significant corporate processes (payments, purchases, services and consultancy, missing products, quality control, charge-backs to suppliers, sales, receipts, credit management, recruiting, etc.), as well as on the main areas identified as "sensitive" within the Model. With regard to the Group's foreign subsidiaries, in 2022 the Internal Audit function carried out checks and tests on the adequacy of the internal control system and financial reporting procedures for companies operating in Korea, Japan, the United States and Türkiye, including to identify and/or prevent potential fraudulent conduct.

As part of management of store operations (management of receipts and sales, management of stock, protection of company assets and prevention of theft), the Internal Audit department draws up a thorough annual plan of audits at stores. Stores are generally selected according to criteria of significance of revenues, risk indicators and geographical diversification. During the year, the function continuously monitored the inventories, missing products detected during product handling and at the warehouses and compliance with the sales procedure. In particular, for Stone Island stores in Italy and the United States, *ad hoc* audits were carried out in 2022 on the correct implementation of store procedures following the migration of the sales management system already implemented at Moncler stores.

In addition, in order to ensure compliance with the principles and rules of conduct set out in the Code of Ethics, there are various compliance audits, including, for example, ethical and social audits along the supply chain, periodic checks carried out to obtain social and environmental certification, third-party audits on information systems and analyses by external laboratories qualified to verify the chemical compliance of products with Company standards and applicable legislation.

For both Moncler and Stone Island, a **whistleblowing system** is in place at the Group level, with the aim of accurately manage and quickly detect any illegal and disrespectful conduct – reported by employees or external parties – with regard to internal rules, regulations, procedures and values, and take appropriate steps, while ensuring the anonymity of the whistleblower. Any employee who, in good faith, reports an alleged or actual anomalous violation of the Code is protected from retaliation, discrimination or penalisation. The platform makes it possible for the whistleblower to choose anonymity: in this case, communications through the platform between the whistleblower and the Group, via Web or dedicated telephone lines, take place solely through a unique code identifying the report.

However, this is without prejudice to the legal obligations and the protection of the rights of the Companies or of people accused wrongly and/or in bad faith. The Moncler Group has provided whistleblowers with an ad hoc web platform and telephone lines – managed by a specialised third party and available at all times at the global level – for recording and managing reports from employees, suppliers, clients and counterparties of all the Group companies. The Web platform is available in Italian, English, Chinese, Japanese, Korean, French, German, Turkish, Arabic and Romanian, while the telephone operators speak the language of all the countries where the Group is present through its network of stores. The platform ensures, inter alia, full compliance with international privacy regulations (processing of sensitive and personal data). In early 2023, the Group planned a timely update of the rules for whistleblowing management in light of the changes occurred in Italian legislation transposing the European Directive aimed at providing greater protection of whistleblowers against retaliatory behaviour.

The whistleblowing procedure was circulated to all employees and is available on the two Brands' company intranet. All Group employees, through an ad hoc email, and human resources managers of the Moncler Regions, through one-to-one meetings or video conferences, were made aware of the importance of whistleblowing and reporting methods.

Management of the Group's whistleblowing channels was entrusted to the head of Internal Audit, who was responsible for reporting what was tracked and monitored through these channels directly to the Board of Directors at least every six months.

In particular, once a report has been received through whistleblowing channels the Head of Internal Audit receives and promptly analyses all the information; if the issue raised is very serious or complex, the Head of Internal Audit has the task of starting an immediate investigation, also requesting the support of other corporate functions, including Legal, Human Resources, ICT and Sustainability, as well as competent external consultants, in order to conduct investigations and controls aimed at understanding what happened. Where appropriate in relation to the seriousness of the incident, immediate measures are put in place, up to termination of the contract with the employee.

During the year, although no significant reports were received through the whistleblowing system, 13 reports² were received through communications addressed to the Human Resources department regarding potential violations of the Code of Ethics that upon investigation were determined to be actual violations of the Code of Ethics: three cases of internal theft of certain products from stores, nine cases of inappropriate behaviour towards colleagues or customers and one of discriminatory behaviour. In five cases, the employment relationship was terminated and in the others disciplinary actions were implemented.

ANTI-CORRUPTION MODEL

In 2021 a Group-wide **Anti-Corruption Model** was adopted, approved by the Board of Directors and based on a targeted risk assessment and a regulatory analysis of corruption offences in the countries in which the Group operates, selected on the basis of the sales revenues and Corruption Perception Index of the country. This resulted in the identification of areas of theoretical corruption risk, of the existing internal controls and those to be enhanced, and in the formulation of a Group Anti-Corruption Policy setting out the guiding principles and controls that Group employees, partners and other counterparts are required to implement to prevent corruption incidents.

In particular, the Policy lays down: (i) regulatory monitoring responsibilities; (ii) management and reporting of cases of non-compliance; and (iii) specific measures to control corruption risk.

The Company updates this risk assessment annually to review the corruption risk profiles identified. On this basis, the following areas have been identified as potentially exposed to corruption risk:

- relations with the public administration
- relations with suppliers and external consultants
- relations with agents and intermediaries
- relations with business partners for joint ventures and directors
- management of donations/sponsorships/gifts and samples
- human resources management.

² The 2022 Consolidated Non-Financial Statement sets out all the cases that led to a report of violations in all areas of the Code of Ethics, including human rights violations.

For each of the above-mentioned areas, principles of conduct and operating rules have been formulated in both the Anti-Corruption Policy and in the Group's Codes of Ethics, as well as in the policies governing behaviour to be held when carrying out activities relating to the areas mentioned above. The policies and procedures of the Group's Anti-Corruption Model have been circulated and shared globally. An ad hoc training is also regularly provided to all employees in Italy through the e-learning platform.

The Internal Audit function periodically carries out on-site audits at Group companies in order to verify the adoption of controls to mitigate corruption risk in the areas identified as most at risk. In particular, annual audits are carried out on sponsorships, donations and gifts, management of consultants and professional assignments, acquisition and management of public grants and financing, employee recruitment, supplier management, payments, expenses and entertainment costs.

During these audits, the various departments involved are made aware of the importance of complying with the established control protocols. Audit results are shared with the Control, Risk and Sustainability Committee and the Supervisory Bodies of the Moncler brand and Stone Island brand. At least every six months, the Board of Directors receives and assesses the results of the audit activities carried out by the Group Internal Audit function. No cases of corruption were reported during 2022.

SUPPLIER CODE OF CONDUCT

The Supplier Code of Conduct, adopted at Group level, outlines the Company's expectations in relation to the main areas of the responsible sourcing process and is composed of six sections that establish binding rules for: Labour and Human Rights, Health and Safety, Environment, Animal Welfare, Quality and Safety of Products and Services, Business Ethics and Protection of Intellectual Property. Moncler requires its suppliers and sub-contractors to strictly comply with the principles set forth in the Code of Conduct and also commits to train and raise awareness of these provisions, both within its internal departments and among suppliers, through meetings at corporate sites or at suppliers' premises. The Group also regularly conducts third-party audits throughout the supply chain to verify compliance with the principles contained in the Code of Conduct. See also pages 134-138.

Since 2017 Moncler has also been publishing an annual **Modern Slavery Statement** in order to transparently communicate its approach to the management of human rights. In particular, the document describes the measures taken to ensure, as required by the laws of the United Kingdom and the California "Modern Slavery Act 2015 - Section 54", the absence of all forms of "modern slavery, forced labour and human trafficking" within its direct scope and along its supply chain.

ENTERPRISE RISK MANAGEMENT MODEL

The Group has an integrated Enterprise Risk Management (ERM) model inspired by international best practices, involving the entire corporate organisation and governance bodies, each within its sphere of competence. According to the field's guidelines and best practices, the main objective of ERM activities is to ensure optimal identification, measurement, management and monitoring of company risks.

The ERM model considers the main types of risk that may compromise the achievement of strategic objectives, harm the company's assets and compromise the value of the Moncler and Stone Island brands or the companies' reputation. It is integrated in, and functional to, the relevant decision-making processes.

The risks identified may be internal or external to the Group. In particular, external risks of this latter kind are linked to the industry and market context, as well as to the perception of all stakeholders of the Group's way of operating. The enterprise risk management model classifies risks into four categories:

- Strategic Risk
- Business Risk
- Compliance Risk
- Financial Risks.

Strategic risks may refer to changes in the business or the inadequate response to changes in the competitive scenario and the Company's business development activities. Sustainability risks may also be included in this category.

Business risks are those related to the sector in which the Group's operate, the business operations, the organisational structure, information systems and Group's control and reporting processes.

Compliance risks, in general, are those related to non-compliance, in the conduct of the business, with applicable national and international laws and regulations, to business activity, as well as to the Code of Ethics and internal procedures.

Financial risks are those related to the Group's financial management, specifically related to the risk of: liquidity, currencies, rates and financial counterparties for financial and commercial transactions.

In the case of internal risks, the aim of the ERM model is to manage risk through specific prevention and control systems incorporated into the corporate processes, aimed at avoiding or transferring the risk, reducing the probability of occurrence or, in the event of occurrence, containing its impact. In the case of external risks, the aim of the ERM model is to monitor risks and mitigate the impact if such risks occur, for example through insurance policies on which the Group relies for risks that have a significant impact on operating processes.

The main risks are identified following an analysis of the context in which the Group operates and the results of the materiality analysis. Risk assessment considers four dimensions: the impact that a risk could have on the organisation if it materialises; the likelihood that the risk occurs; the speed at which a risk could spread across the organisation if it occurs; and the interconnection of a risk with other risks. The analyses are conducted using quantitative and qualitative methods according to the type of event. The assessment makes it possible to estimate the likelihood of occurrence and impact. Risks are then classified on a four-level scale and thus prioritised on the basis of the risk appetite. In particular, the procedures governing the risk management system include a description of the Group's risk appetite for each macro-category. Lastly, the Risk Register contains a description of the mitigation actions formulated by the Group to limit the possible impacts of each risk identified and assessed.

The quantitative analysis performed on the most significant risks (of both a financial and non-financial nature) considers multiple scenarios in terms of potential lost revenue and reduced margins and assesses the potential effects for each of the scenarios considered using stress tests and sensitivity analyses. The scenarios are then placed on likelihood curves and combined using statistical and mathematical models. These analyses provide an initial quantification of the Group's exposure to certain risk scenarios, including pandemic events, catastrophic natural events, credit risk and production stop.

During the risk assessment activity, conducted at least every six months, all risks and risk owners responsible for managing the risk and the related control system, as well as the implementation or improvement of mitigation actions, are identified, in line with the Group's risk appetite, approved by the Board of Directors. The risks, the assessment of the internal control system covering them and the related mitigation actions are included in the **Risk Register**, which is periodically updated with the risk owners on the basis of an annual plan approved by the Board of Directors with the support of the Control, Risks and Sustainability Committee. The proposed plan is periodically updated to include any new elements of risk and/or to reflect a possible increase in the likelihood or impact of occurrence.

In 2022 the methodology underlying the ERM was updated to ensure better alignment of the risk portfolio with the Strategic Plan and an update of the assessment scale for the risk appetite, along with the introduction of a quantitative multi-scenario methodology to measure the main risks reported.

In addition, during the year, it continued the integration of the ERM model with climate change risks according to the areas defined by the recommendations of the *Financial Stability Board Task Force on Climate-related Financial Disclosures* (TCFD).

The results of ERM activities and risk management processes in general are presented to the Control, Risks and Sustainability Committee and the Board of Directors at least every six months, as an integral part of the report by the Head of Internal Audit on the functioning and adequacy of the internal control and risk management system.

The Moncler Group's ERM model involves the following bodies:

- the Board of Directors, which sets the guidelines and assesses the adequacy of the internal control and risk management system
- the Control, Risks and Sustainability Committee, which supports the assessments and decisions of the Board of Directors relating to the risk management system with adequate investigations and proposals
- the Director in charge for the Internal Control and Risk Management System, responsible for establishing and maintaining an effective internal control and risk management system and implementing the guidelines set by the Board of Directors together with the Control, Risks and Sustainability Committee
- the head of the Group Internal Audit, responsible for verifying that the internal control and risk management system is functional and adequate and for coordinating the ERM process
- the Risk Manager, responsible for coordinating the enterprise risk management activities
- the Board of Statutory Auditors, which monitors the effectiveness of the internal control and risk management system.

SOCIAL RISKS

Concerning people, among the main risks relating to human resources management the Group has identified the potential risks of reliance on key people and the difficulty in retaining and developing talent. To address these risks, a performance evaluation system has been implemented, covering the entire corporate population and taking into account both soft skills and technical skills. This system allows to enhance and develop individual skills in the medium-to-long term, to define succession plans and nurture the best talents. In addition, the Group has developed a medium-to-long-term incentive plan specifically aimed at managers and key roles in order to promote their retention. See also pages 101-104; 105-106; 107.

The risk of **human rights** violation against employees of Group companies is considered at the theoretical risk level, due to the protections provided by the various laws and/or collective labour agreements, the working standards set out in the Moncler and Stone Island Codes of Ethics, the Human Rights Policy issued in early 2023 as an integral part of the Code of Ethics and of the Supplier Code of Conduct and, above all, the oversight activities carried out at corporate sites. In 2022, to continue to ensure equal opportunities in the personnel selection and recruitment and to promote diversity and an environment that is increasingly inclusive right from the candidate experience phase, the Group updated the Personnel search and selection Policy. See also pages 99; 110-112. In addition, the Group has always been encouraging to report on witnessed or suffered misconduct to their superiors or Human Resources team. The Group has thus implemented a system of rules and a whistleblowing process for reporting irregularities, also in anonymous form, offences and violations of the Code of Ethics and internal regulations, including alleged human rights violations.

The Group's business model entails for its products to be manufactured at the production site owned by Moncler in Romania, the "smart factory" in Trebaseleghe (Padua) as well as through façon manufacturers and finished-products suppliers operating in Italy and abroad. Moncler and Stone Island also purchase raw materials and services from a large number of suppliers worldwide. The diversity of partners and the geographical location of the Group's operations have led to significant investments in **preventing and monitoring the existence of any risks related to human rights violations along the supply chain**, with a particular focus on façon manufacturers, specialised workshops and major logistics operators. With the help of certified specialist firms, Moncler and Stone Island regularly verify that their supply chain complies with applicable laws and the principles set forth in the Code of Ethics and Suppliers Code of Conduct. The latter, in particular, lays down the standards of conduct with which suppliers must comply with, failing which the collaboration relationship may be terminated. The Group is also committed to raising awareness among its partners, through training, on the importance of responsible sourcing principles. Following the verifications concluded in 2022, some limited situations of non-compliance with specific regulatory elements were identified, including certain aspects of remuneration, such as overtime pay for overtime hours worked, and of health and safety, such as on certification on fire prevention, inadequate management of training at plants, safety exits and extinguishers that do not meet regulatory requirements. The resolution of these aspects is the subject of follow-up activities on the basis of predefined time-scales according to the severity of the irregularities detected. See also pages 134-138; 141.

ENVIRONMENTAL RISKS

Environmental issues and the related risks are also subject to assessment and formulation of mitigation plans.

With reference to the environmental risks linked to **climate change**, since 2021 the Group voluntarily reports company risks related to climate change in both its 2022 Non-Financial Statement and the *CDP Climate Change Questionnaire*, as required by the European Securities and Market Authority (ESMA) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board: Governance, Strategy, Risk Management, Metrics and Targets.

The potential and actual risks analysed concern the intensification of extreme climatic events, the increase in the cost of certain types of raw materials, the introduction of regulations aimed

at containing climate change and possible changes in clients purchasing dynamics.

In addition to the risks associated with climate change, the Group also identifies among potential **environmental risks** the failure to comply or incomplete compliance with relevant laws and regulations which could result in possible criminal penalties and/or financial outlays; environmental pollution phenomena related, for example, to uncontrolled emissions, inadequate disposal of waste and wastewater or spills of dangerous substances into the ground.

The Group is committed to preventing and mitigating any environmental risks through various initiatives and projects.

In 2020 Moncler joined the Science-Based Targets initiative (SBTi), setting targets for reducing greenhouse gas emissions in line with the United Nations' commitment to limiting the maximum increase in global temperatures from pre-industrial levels.

The Group defined rules, processes and control activities to prevent and manage any environmental risks from its processing and raw materials suppliers, through the adoption of the Code of Ethics, the Supplier Code of Conduct and the Environmental Policy, updated in July 2022. Compliance with the binding provisions contained in these documents is verified through environmental audits carried out by specialised third-parties.

The Group also manages risks arising from the temporary disruption of operations deriving from external events or natural events through various initiatives, including business continuity plans, as well as insurance policies covering the loss of the integrity of company assets and damages arising from the disruption of business.

Lastly, the focus on **animal welfare** is an area of particular commitment for the Moncler Group. Both Brands thus require their suppliers to comply with the animal welfare requirements set forth in the Supplier Code of Conduct. In particular, Moncler requires and verifies that its down supply chains comply with stringent requirements set out in its proprietary *Down Integrity System & Traceability* (DIST) Protocol. The Group continuously carries out audits, with the support of a specialised third party, to ensure adequate treatment of animals. Stone Island only purchases down certified according to the RDS (Responsible Down Standard). See also pages 136; 138-140; 146-147; 163.

Moncler will phase out fur from all its collections. The Company stopped sourcing fur in 2022 and the last collection featuring fur will be Fall/Winter 2023. This decision reflects Moncler's ongoing commitment to increasingly responsible business practices and is consistent with the constructive dialogue that has long been established with the Italian animal welfare association LAV as a representative of the Fur Free Alliance. Stone Island has not used fur since 2018 and has also joined the Fur Free Retailer Policy. See also page 140.

COMPLIANCE AND OTHER RISKS

In terms of non-compliance risks, a Group-wide **Compliance** Procedure has also been adopted in order to: circulate the definition of compliance, determine the scope of its applicability, set general compliance principles, identify employee roles and responsibilities and provide guidelines based on the pillars of the Group Compliance Programme, regularly updated.

The activities carried out by the Group Compliance function aim to strengthen the system for monitoring and managing non-compliance risks, starting from the areas considered most sensitive, such as health and safety, privacy, anti-corruption and product compliance.

The Group regards the protection and promotion of employees **health, safety** and **wellbeing** as a key value and a priority principle of its way of doing business. For this reason, an effective management system has been implemented at the global level in compliance with the international ISO 45001 standard in all offices, direct stores and logistics and production sites. In addition, in order to ensure the protection and promotion of health and safety at corporate sites, uniform management rules are applied, as detailed in the Health and Safety Management Policy adopted at Group level, and periodic audits are carried out at all sites where Moncler and Stone Island employees work. The management system, supported by important training and awareness-raising activities for both Group personnel and suppliers, plays a fundamental role in reducing the risk of workplace accidents. See also pages 113-115.

Both Moncler and Stone Island monitor **privacy** issues. In their Codes, both Brands indicate their commitment to implementing appropriate measures of an organisational and technological nature to respond appropriately to the privacy protection needs of their employees, collaborators, clients and suppliers, in compliance with all applicable laws and regulations and in accordance with the best and most recent applicable practices. Accordingly, all the necessary steps were also adopted to promptly ensure compliance with all the measures required by Regulation (EU) 2016/679, the **General Data Protection Regulation (GDPR)**. See also pages 243-244.

Regarding corruption prevention measures Moncler adopts an Anti-Corruption Model, which provides, inter alia, for a regulatory review of corruption offences in the countries in which the Company operates, identifying the areas and corporate processes at greatest risk of corruption. An Anti-Corruption Policy is therefore in force and has been adopted by each company of the Moncler Group. It defines the responsibilities for monitoring changes in legislation, risk monitoring controls, training, audit activities, management and reporting of cases of non-compliance. See also pages 53; 54-55.

The main compliance risks identified by the Group include, as a priority, those for clients, related to **product safety** and counterfeiting. To protect the health and safety of its clients, the Group requires its suppliers to operate in accordance with the most restrictive international laws applicable to hazardous or potentially hazardous chemicals and constantly verifies the chemical composition and the physical and mechanical characteristics of its products. Suppliers are contractually bound to comply with the guidelines contained in the Group's *Product Restricted Substances List (PRSL)* and *Manufacturing Restricted Substances List (MRSL)* published in February 2022 on the corporate website. In particular, the PRSL applies to materials, treatments and products, and includes not only the requirements of the most restrictive regulations of the countries where production and sale take place, but also other, more stringent voluntary requirements, according to a precautionary approach. The proper implementation of these guidelines is verified through tests on the chemical composition of the raw materials carried out at specialised third-party laboratories by the supplier and/or Moncler and Stone Island. Both brands have established a completely dedicated internal function (Operations Compliance Department) to fully monitor this risk. See also pages 171-173.

With the aim of protecting the clients and the Brand the Group has been committed to fight **counterfeiting**. Both Brands have therefore put in place a series of management and prevention tools managed by the Group's Brand Protection and Intellectual Property department: from the formulation of detailed procedures to collaboration with law enforcement, customs and other luxury brands, training and audits of suppliers and use of anti-counterfeiting labels applied on all products. See also pages 145-146.

For an overview of the various types of risks to which Moncler is exposed, in addition to the above, see the Board of Directors' Report in the 2022 Annual Financial Report.

It is now clear that climate change is a complex and urgent challenge that will have a major impact on the future of the planet and society. Rising temperatures are at the base of extreme natural events such as floods, tornadoes, forest fires, rising sea levels, droughts, decreased productivity and altered agricultural ecosystems, etc. These events are resulting in significant changes as well as economic, environmental and social and costs. This scenario can also have substantial impacts and repercussions on various industries and companies.

Since 2021 the Moncler Group has been voluntarily reporting on business risks linked to climate change, assessed according to the recommendations of the Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD): Governance, Strategy, Risk Management, Metrics and Targets.

In particular, the Head of Internal Audit responsible for risk management and the Enterprise Risk Management (ERM) process, in collaboration with the Sustainability Unit, carries out a scenario analysis aimed at assessing the main climate change risks with potential impacts on the main operating sites located in Italy and Romania and on specific geographical areas of the Moncler and Stone Island supply chain.

In addition to “physical” risks, i.e. those related to the physical impact of climate events, “transition” risks, namely the ones related to the process of adjustment to a low-carbon economy, related to changes in public policies, regulations, technology and client choices, were also considered.

Regarding physical risks, an assessment was performed on the basis of the climate scenarios identified by the Intergovernmental Panel on Climate Change (IPCC) (RCP 2.6, 4.5 and RCP 8.5)³. In particular, the RCP 4.5 and RCP 8.5 scenarios present an intermediate emissions scenario, aligned with the Paris Agreement, and a business-as-usual scenario with increasing greenhouse gas emissions and limited climate policies, respectively. The analysis was performed over two different time horizons: medium term (2030) and long term (2050), to assess how climate events can evolve and affect the business.

Also with regard to transition risks an analysis was carried out on the basis of the two scenarios identified by the International Energy Agency (IEA), which sets out two main paths of the energy system evolution: a scenario that reflects existing and planned government policies, without achieving the objective of containing the temperature increase within 2°C, and a decarbonised scenario (Sustainable Development Scenario - SDS), which pursues the main energy objectives of sustainable development, including full access to energy and the containment of the temperature increase well-below 2°C and which calls for developed economies to achieve net-zero emissions by 2050. Accordingly, in line with what has been done for physical risks, the analysis of transition risks was also performed over two different time horizons: medium term (2030) and long term (2050), in order to assess how climate events can evolve and affect the business.

In 2022 the risks and opportunities identified were quantified in terms of their financial implications. The financial impact assessment was carried out through a tool of an internationally recognised provider, whose methodology and results are aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

The results of the climate scenario analysis were integrated into the quantitative assessment of the ERM, which estimates the likelihood of occurrence and impact and classifies risks by level of importance based on financial impact. The most significant risks are monitored by the Control, Risks and Sustainability Committee.

The Group is committed to periodically repeat these analyses and assessments and to enrich the list of risks and opportunities, where necessary.⁴

The Group is committed to continuing to align itself with the TCFD recommendations with the goal of continuing to integrate the metrics and targets used to measure the climate-related financial impact on the basis of the risks and opportunities analysed.

³ Representative Concentration Pathway.

⁴ Further details on the climate scenario analysis methodology and results of the financial impact assessment are accessible and can be downloaded from the website at the following link: <https://d2jb2t40p81ydg.cloudfront.net/wp-content/uploads/2017/08/TCFD-Disclosure-v.13.pdf> and reported on the Group's CDP Climate Questionnaire 2022 (<https://d2jb2t40p81ydg.cloudfront.net/wp-content/uploads/2023/01/Moncler-CDP-2022.pdf>).

RISK	DESCRIPTION AND IMPACT	MITIGATION ACTIONS
Intensification of extreme and chronic climatic phenomena	The progressive intensification of extreme and chronic climatic phenomena (heavy rainfall, tornadoes, heat or cold waves, storms, fires, drought phenomena, etc.) could potentially impact the physical operational sites of the Group and its supply chain, resulting in possible disruption or reduction of production levels (business continuity).	<ul style="list-style-type: none"> – The Group has adopted insurance cover aimed at limiting the economic impact of any damage caused by extreme climatic events. – For new corporate sites, the Group carried out a detailed assessment of physical climate related risks (e.g. the area's exposure to hydrogeological and geomorphological risks). Based on the results of the risk assessment, the Group adjust the project design to minimise its exposure to the identified risks. – The Group has defined specific action plans to deal quickly and effectively with any emergency situations relating to its logistics services or its supply chain in order to guarantee business continuity. – The Group has adopted a procurement strategy aimed at diversifying its supply chain as much as possible both in geographical terms and in terms of independence from individual suppliers.
Increase in the cost/decrease in the availability of raw materials	Climate change such as rising temperatures and droughts could impact the production capacity of some natural raw materials. This could affect both availability and purchase price.	<ul style="list-style-type: none"> – The Group has adopted a strategy to diversify its supply chain so that it can effectively manage any fluctuations in the price/availability of raw materials in certain geographic areas, while establishing long-term relationships and agreements that result in beneficial business relationships. – The Group has set strategic objectives on lower-impact materials, considering that those deriving from organic or regenerative agriculture are more resilient to climate change and their cultivation has a lower environmental impact: <ul style="list-style-type: none"> – 50% cotton from organic/regenerative agriculture by 2025; – 70% wool certified Responsible Wool Standard (RWS) by 2025. – The Group is always looking for new and innovative solutions on materials.
Introduction of legislation to curb climate change	The adoption of energy and climate policies to limit emissions could have an impact on business in terms of taxation on generated emissions.	<ul style="list-style-type: none"> – As recommended by the guidelines of the Science Based Target initiative, the Group committed to reduce by 2030: <ul style="list-style-type: none"> – absolute scope 1 and scope 2 CO₂e emissions by 70% from a 2021 base year; – scope 3 CO₂e emissions per unit of product sold by 52% from a 2021 base year. – Lastly, the Group is committed to achieving net zero emissions by 2050. – In line with the Science Based Targets commitment, the Group has formulated a strategy and has already invested in operating activities: <ul style="list-style-type: none"> – 100% renewable energy (e.g. through the purchase of energy from renewable sources, renewable energy certificates (RECs) and guarantees of origin (GOs)) at corporate sites worldwide by 2023 (approximately 90% in 2022); – 90% of low environmental impact vehicles in the Group's company car fleet worldwide by 2024 (63% in 2022); – Efficiency initiatives: <ul style="list-style-type: none"> – over the years, traditional lighting systems have been replaced with LED lights and thermal insulation systems have been adopted to ensure greater energy efficiency; – application of Building Management System (BMS) at Moncler stores for more efficient management of energy consumption; – progressive replacement of air conditioning and gas heating systems with more efficient systems; – where necessary, replacement of obsolete office windows to ensure thermal insulation. – The Group is working with its supply chain to promote certification of energy/environmental management system, the use of energy from renewable sources and the production of materials with lower impact. Among the main objectives: at least 55% of nylon production scrap recycled by 2023; 50% of nylon used in the collections from recycled materials by 2025; 50% of cotton from organic or regenerative agriculture by 2025; 70% wool certified Responsible Wool Standard (RWS) by 2025.

RISK	DESCRIPTION AND IMPACT	MITIGATION ACTIONS
Change in client purchasing dynamics	<p>The increasing sensitivity of end and wholesale clients towards companies with strong social and environmental commitments, as well as products with lower environmental impact, could directly reflect on purchasing preferences.</p> <p>The impact of rising mean temperatures in relation to direct sales of Moncler's core products (down jackets) is not currently quantifiable. In fact, despite the increase in average seasonal temperatures and the potentially shorter winter seasons forecasted by 2050, there is also evidence of the increase in extreme weather events, as demonstrated by studies by the NOAA (National Oceanic and Atmospheric Administration), MIT (Massachusetts Institute of Technology) and Stanford University. When combined, these factors appear to be difficult to evaluate in terms of potential impact.</p>	<ul style="list-style-type: none"> – The Group has already been working for some time to integrate lower-impact materials into its collections: <ul style="list-style-type: none"> – In 2021, Moncler launched Born To Protect range of jackets made from lower-impact materials. In 2022 the project was expanded into a collection. – The Group is committed to introduce 50% yarns and fabrics made from lower-impact materials across all collections by 2025: <ul style="list-style-type: none"> – 50% of the nylon used in collections will be from recycled materials by 2025; – 50% lower-impact cotton (organic/regenerative) by 2025; – 70% wool certified Responsible Wool Standard (RWS) by 2025; – The Group pays particular attention to create value for its clients and establish relationship of trust; to this end, a Strategic Sustainability Plan has been defined and achievement of its objectives is periodically and transparently reported in the Group's public documentation, which describes the Group's commitment to sustainable development and underlines how environmental and social responsibility are increasingly an integral part of the business model, focusing on five strategic priorities: climate change and biodiversity, the circular economy, responsible sourcing, valuing diversity and supporting local communities. – Over the years, Moncler's product range has been expanded to include, in addition to other categories, such as t-shirts, sweatshirts, knitwear, shoes and other accessories, also light jackets (100 grams) that can be used at warmer temperatures.

OPPORTUNITY	DESCRIPTION AND IMPACT	ADAPTATION AND MITIGATION ACTIONS TO REALISE THE OPPORTUNITY
Increase in resource efficiency	The efficient use of resources, such as electricity, at the Group's sites and operations may lead to a reduction in the energy used and the emissions generated, with a consequent reduction in operating costs.	<ul style="list-style-type: none"> – The Group has implemented, and continues to implement, various efficiency measures: <ul style="list-style-type: none"> – Environmental certifications: all Moncler and Stone Island corporate sites are ISO 14001 certified; the Castel San Giovanni (Piacenza) logistics hub is BREEAM certified. In addition, all new corporate sites will be LEED certified. Compliance with certification and standard criteria results in increased efficiency of the buildings and of continuous improvement. – Efficiency initiatives: Over the years, traditional lighting systems have been replaced with LED lights and thermal insulation systems have been adopted to ensure greater energy. The latest generation LEDs ensure an estimated energy savings of up to 80% compared to conventional lighting systems, while also generating less residual heat. To date, 99%⁵ of Moncler stores worldwide (100% in the United States, Korea, Japan and Europe) have LED lighting systems. In addition, Moncler extended the use of Building Management System (BMS) to stores for more efficient management of energy consumption.
Change in client purchasing dynamics	Increasing awareness of clients with respect to climate change topics has been registered, especially among younger generations. Clients are paying increasing attention to the environmental impact of the fashion industry and showing growing interest in lower impact products and more responsible companies.	<ul style="list-style-type: none"> – The Group has already been working for some time to integrate lower-impact materials into its collections: <ul style="list-style-type: none"> – In 2021, Moncler launched Born To Protect range of jackets made from lower-impact materials. In 2022 the project was expanded into a collection. – The Group is committed to introduce 50% yarns and fabrics made from lower-impact materials across all collections by 2025: <ul style="list-style-type: none"> – 50% of the nylon used in collections will be from recycled materials by 2025; – 50% lower-impact cotton (organic/regenerative) by 2025; – 70% wool certified Responsible Wool Standard (RWS) by 2025.

5 Excluding the shop-in-shops (13 at global level) where lighting systems are provided by the host department stores and on which Moncler cannot take action. However, at 2022 year closing these shop-in-shops had LED lighting systems.

The increasing integration between economic decisions and the assessment of their social and environmental impacts are the basis for the Group's ability to create long-term value for all stakeholders.

MATERIALITY ANALYSIS

For the Moncler Group, the materiality analysis has always been an important tool for identifying the most significant environmental and social priorities for its stakeholders in line with its business strategy and business impacts, identifying and managing risks and opportunities and defining the contents of the Consolidated Non-Financial Statement according to the Global Reporting Initiative (GRI) international reporting standard.

In keeping with the update to the most recent 2021 GRI Universal Standards, the Group adopted a new methodological approach in conducting the materiality analysis, which includes the concept of due diligence and strengthens that of impact, to offer a complete picture of business risks and creation of long-term value. In particular, the new GRI 3 – Material Topics 2021 emphasises the need for organisations to identify the effects that the organisation has or could have on the economy, environment and people, including on human rights, which in turn may indicate their (negative or positive) contribution to sustainable development.

The materiality analysis takes into account both the areas provided for in Legislative Decree 254/2016 and the characteristic aspects of the industry in which the Group operates, to the extent necessary to ensure an understanding of the Group's activities, performance, results and impact generated by the Company itself.

According to this new approach, the Moncler Group's context, activities and business relationships 18 material⁶ topics have been identified. These topics reflect the organisation's most significant actual and potential impacts on aspects such as the economy, environment and individuals, including impacts on human rights ("**impact materiality**").

The analysis, which since 2015 has been carried out regularly by the Sustainability Unit with the support of a specialised firm, also in 2022 consisted in a structured process involving the management of both Brands and the Sustainability Unit team as experts in the various areas of competence assessed. The materiality analysis process was divided into four phases, as defined by GRI 3 – Material Topics 2021:

- **understanding the context** through an analysis of the Group's activities, business relationships, the sustainability context in which they take place and the relevant stakeholders, with the aim of collecting the information necessary to identify actual and potential impacts. In addition to the internal documentation, a comparison with the reference sector was made
- **identification of the nature of actual and potential impacts**, negative and positive, short- and long-term, predictable and unpredictable, reversible and irreversible, on the economy, environment and individuals, including impacts on human rights, arising from the organisation's activities and business relationships analysed in the previous phase (inside-out perspective). The impacts were identified through the analysis of corporate documentation (Code of Ethics, Annual Financial Report, Strategic Plan, as well as the results of the risk assessment carried out by the Internal Audit function), external literature on scenario changes⁷, questionnaires by sustainability rating companies, comparison with the sector, media and internet research and multi-stakeholder standards/initiatives and dialogue with stakeholders⁸, including investors
- **assessment of the significance of the impacts identified** through a quantitative and qualitative analysis through one-to-one interviews with the top management of both Brands, who were asked to assess the combination of the severity of the potential impact and the likelihood of occurrence of the residual risk, i.e. net of the activities implemented or planned by the Group to manage the impacts.

The most significant impacts and the related material topics were subsequently **submitted to the Board of Directors**, following the assessment by the Control, Risks and Sustainability Committee, for approval for reporting purposes.

⁶ In the analysis, governance, legal compliance, economic performance and brand reputation aspects were considered as prerequisites and were therefore not individually included in the process, but are still reported in this Statement.

⁷ Report by the World Economic Forum, the Sustainability Manifesto for Italian Fashion, The State of Fashion 2022, reports and studies of the Ellen MacArthur Foundation and Vogue Business.

⁸ Global Compact, AA1000, GRI and SASB standards, OECD Guidelines for Multinational Enterprises, Recommendations of the Task Force on Climate-related Financial Disclosures, The Fashion Pact and DIST forum.



ACT ON CLIMATE & NATURE

- Water
- Biodiversity
- Climate change
- Waste & garments end of life



THINK CIRCULAR & BOLD

- Innovation, circular economy and lower impact materials
- Packaging
- Product quality and safety



BE FAIR

- Animal welfare
- Responsible sourcing
- Traceability



NURTURE UNIQUENESS

- Diversity, equity and inclusion
- Employee experience
- Employee performance and development
- Health, safety and wellbeing



GIVE BACK

- Client experience and community engagement
- Give back for social development
- Partnership for sustainable development

With respect to the list of issues reported in the 2021 Consolidated Non-Financial Statement a new topic relating to **waste and garments end of life** has been included. This new topic has long been the subject of discussion in the fashion industry and in recent years it has led the entire system to take action for a change both in production systems, with an increasing focus on products' environmental impact, intrinsic value and reuse at the end of life, and in clients choices. The Moncler Group has launched several initiatives and activities, including: projects to recycle production scraps at own production sites and at those of suppliers; membership in Re.Crea, a consortium aimed at responsibly managing end-of-life of textile products tackling the European directives on Extended Producer Responsibility (EPR) and the national legislation implementing this issue, and at promoting the research and development of innovative recycling solutions; and the widespread use of lower-impact materials.

For the correlation between material topics and GRI indicators please see the table in the Appendix.

DIALOGUE WITH STAKEHOLDERS

The Moncler Group considers it very important to maintain a constant and solid relationship with all its stakeholders. A relationship based on continuous dialogue and active involvement is the expression of the Group's responsibility towards the social context with which it interacts.

Stakeholders represent a wide range of different interests: establishing and maintaining stable, long-lasting relationships is crucial for the creation of shared, long-term value.

Understanding specific needs and priorities allows Moncler and Stone Island to manage in advance potential challenges and refine their actions in response to stakeholder interests. Precisely identifying their stakeholders and organising the most effective channels, constantly monitoring their expectations, needs and opinions, are the starting point for setting up an effective engagement process.

Through dedicated functions, the Group pursues a proactive approach to the many stakeholders with which it constantly interacts around the world, promoting constant dialogue and embracing their needs. Both Brands are aware that these occasions for dialogue are mutual opportunities for growth and enrichment. In recent years the Group has been committed to redesigning new approaches to dialogue with the aim of interacting with its community in an increasingly digital native way.

The following table, which maps the stakeholders, along with their expectations, is updated periodically through internal surveys with the company departments responsible for daily management of relations with each specific category.

STAKEHOLDER	INTERACTION TOOLS AND CHANNELS	STAKEHOLDER EXPECTATIONS
EMPLOYEES	People satisfaction survey, <i>MONVoice</i>	Information on the Group's strategies and results
	Ongoing dialogue with the Human Resources Department	Responsible business management
	Annual meetings to discuss growth path, set individual goals and discuss performance assessment	Clear objectives and reward system
	Meetings with the corporate population to circulate results and future objectives	Training and professional development
	Meetings to raise awareness and provide information on health and well-being	Stimulating, safe working environment
	Training meetings and digital courses, <i>Make</i>	Equal opportunities. Diversity and inclusion
	Company intranet and newsletter plan	Engagement in company life
	<i>MONCamp</i>	Promotion of well-being, health and safety
	Corporate social media, <i>#monclertogether</i>	
	Onboarding programs for new employees	
	Volunteering programmes	
TRADE UNION ORGANISATIONS, EMPLOYEE REPRESENTATIVES	Meetings with trade union representatives	Responsible business management
		Involvement and timely information on issues relevant to the company population
		Update on the progress of in-company training
END CLIENT	Direct, ongoing relationship with sales personnel	Product quality, safety and durability
	Client service	Products manufactured respecting the environment, people and animals
	Interactions via phone, mail, email and social media	Style, uniqueness, innovation and a complete product range
	Creation of customised initiatives and experiences	High level of service during and after sales
	Market research and focus groups	Competent, professional and empathetic sales personnel
	Systematic collection of client feedback (VIBE)	Personalised shopping and interaction experiences
WHOLESALE CLIENTS	Training meetings	Product quality and innovation
	Ongoing dialogue via phone or email	Safety and transparency in environmental, social and animal welfare aspects throughout the supply chain
	Visits to stores	Brand reputation
	University testimonials	
SUPPLIERS AND BUSINESS PARTNERS	Daily interactions	Continuity of supply
	Institutional meetings	Compliance with contractual conditions
	Setting and sharing of standards	Involvement in the definition of supply standards, including social and environmental criteria, and timeliness in announcing new requirements
	Seasonal and annual training	
	Dedicated portal	Collaboration and support in managing any production issues
LOCAL COMMUNITIES	Meetings with representatives of associations, organisations and local communities	Support or funding initiatives
	Identification of initiatives or projects managed directly or in collaboration	Support for awareness-raising activities
INVESTORS AND ANALYSTS (TRADITIONAL AND SUSTAINABILITY)	Shareholders' Meeting	Consolidation and strengthening of knowledge of the Group and its business model
	Conference calls or periodic meetings following significant communications	Value creation (return on investment and business sustainability)
	Price-sensitive communications and information	Transparent, accountable management
	Seminars, industry conferences, roadshows and meetings	Timeliness and open dialogue
	Daily dialogue (meetings, telephone and email)	Adequate management of risks, including social and environmental risks
	Institutional website	
	Dedicate investor app	
	Questionnaires on sustainability performance	

STAKEHOLDER	INTERACTION TOOLS AND CHANNELS	STAKEHOLDER EXPECTATIONS
MEDIA	<i>Press days</i>	Availability, timeliness and accuracy of information
	Interviews with top management	Information on trends in future seasons
	Press conferences	
	Media plan	
	Ongoing dialogue	
	Fashion shows/events	
	Ad-hoc meetings and events	
	Institutional website	
LOCAL AUTHORITIES, PUBLIC AUTHORITIES, REGULATORS, TRADE ASSOCIATIONS AND NON-GOVERNMENTAL ORGANISATIONS	Ad-hoc meetings	Participation in publicly beneficial projects
	Participation in working groups	Inclusion of environmental, social and animal welfare aspects in the company's strategies and procurement system
	Identification and development of joint projects	Communication of corporate objectives relating to environmental, social and animal welfare aspects
		Active participation in discussion roundtables
		Efficient use of raw materials
		Sustainability elements in new stores

RELATIONS WITH ORGANISATIONS, INSTITUTIONS AND ASSOCIATIONS

The Moncler Group believes in dialogue and participation and takes part in multiple organisations, associations and discussion tables both at national and international level with a contribution of about 530,000 euros (480,000 in 2021). There are various areas of activity, from the promotion of Italian fashion and its sustainability performances to the fight against counterfeiting, to the protection of the brand, the promotion of female talent, support for innovation and support in formulating changes in national and international regulations. Here below are the main associations in which the Group participates:

- **AIR (Associazione Italiana Investor Relations):** a non-profit association that aims to promote the professional role of the Investor Relations Officer and the quality of financial communication between companies and the financial community.
- **Anti-Counterfeiting Group (ACG):** a non-profit association that aims to protect consumers from counterfeiting through training programmes and the establishment of a collaborative environment between companies and the main local authorities (approximately 3,400 euros).
- **ECCK (European Chamber of Commerce in Korea):** a Korean association dedicated to protecting and promoting the interests and companies based in the countries of the European Union (EU) and the European Free Trade Association (EFTA) active in South Korea. The association focuses on: facilitating dialogue with local governments; collecting and sharing information on business, economic and regulatory developments; and lobbying to strengthen and reaffirm the local government's commitment to combating counterfeiting in physical and online markets.
- **Assonime:** an association of Italian joint-stock companies that works to improve industrial, commercial, administrative and tax legislation in Italy, with particular regard to company regulations, conducts studies and publications, and represents the point of view of businesses in relations with Italian, European and international institutions.
- **Camera Nazionale della Moda Italiana:** an association that aims to promote and coordinate the Italian fashion sector and train young Italian designers.
- **Club 231:** an initiative aimed at fostering the discussion of new legislation on Legislative Decree 231/2001, favouring the exchange of knowledge and skills gained in the business and law sector as well as in the academic field.
- **Fondazione Altgamma:** a foundation that brings together companies from Italy's cultural and creative industries, recognised as true ambassadors of Italian style to the world. Its mission is to contribute to their growth and competitiveness.
- **INDICAM:** the Centromarca institute for the fight against counterfeiting, active on several fronts, including the spread of a culture of anti-counterfeiting among operators, public authorities and the general public; the improvement of anti-counterfeiting legislation; and collective investigations among its members in cooperation with Italian diplomatic authorities for the protection of brands abroad (5,800 euros).
- **PREVILINE ASSISTANCE (Intercompany Welfare Fund for companies that are clients of the Assicurazioni Generali S.p.A. Group):** a national association open to companies, which pursues welfare purposes for its members, through the provision of benefits in both the form of mutual aid and insurance policy, by signing agreements with insurance companies.
- **SNB-REACT (Coöperatieve Vereniging SNB-REACT):** a non-profit association that promotes measures against counterfeiting.
- **Union des Fabricants (Unifab):** a French association active in the protection of intellectual property rights. The association, which is also present in Tokyo and Beijing, supports its members in combating counterfeiting in Asia and in managing relations with local authorities.
- **Unione degli industriali della provincia di Padova:** a national association aimed at improving the competitiveness of the local manufacturing system through the development of infrastructures, the promotion of the transfer of knowledge and

a modern work culture, a strong spirit of individual and collective initiative, innovation and applied research.

- **Valore D:** an Italian association of large companies committed to supporting and promoting women's leadership and talent as a valuable contribution to business growth (8,000 euros).

By participating in the aforementioned associations and others, the Group commits to support some particularly important topics for the business and the industry, such as industrial and production topics in the fashion industry (through various associations, the Group provides a contribution of over 96,000 euros) and ESG topics in the fashion industry (through various associations the Group provides a contribution of approximately 300,000 euros).

Furthermore, since 2019, Moncler has been a member of **The Fashion Pact**, a coalition of leading global companies of the fashion and textile industry that, together with suppliers and distributors, are committed to achieving shared goals focused on three main areas: fighting global warming, restoring biodiversity and protecting oceans. Within The Fashion Pact, Moncler is present both in the Steering Committee, a committee of various CEOs of member brands, aimed at maintaining an open dialogue between company executives and openly sharing ideas, guidelines and progress, and in the Operations Committee, the body that identifies the actions, working groups and awareness-raising activities to be implemented in order to achieve the priorities set by the Steering Committee.

Relations between the Moncler Group and political parties and their representatives are guided by the highest principles of transparency and ethics, as stated in the Codes of Ethics of both Brands.

In 2022 the Moncler Group did not make contributions to political parties, lobbying activities or any other activities beyond those with associative purposes. The political commitments and contributions made by the Group's employees are understood to be personal and entirely voluntary.

MONCLER IN SUPPORT OF ASSOCIATIONS TO FIGHT AGAINST CLIMATE CHANGE

The Group is aware of the importance of building partnerships and collaborations with academia, civil society, institutions and businesses with the aim of joining forces, creating new synergies and increasing opportunities to fight climate change. In this regard, over the last few years the Group has joined associations committed on this front, including: the **The Fashion Pact**, a coalition that includes among its main objectives the fight against climate change and that is committed to train and inform, and support its member companies in the processes of transformation and innovation required to reduce their environmental impacts; **Camera Nazionale della Moda Italiana**, which is engaged in advocacy activities with all Italian brands to promote a responsible and sustainable fashion that is based on, among other things, principles for reducing the environmental impact of business activities; **Fondazione Altagamma**, which promotes reduction of environmental impact among its members; and **Re.Crea**, a consortium founded to responsibly organise the management of textile and fashion products end-of-life and to promote the research and development of innovative recycling solutions, also with the purpose of reducing the environmental impact of such processes.

By joining these associations in all the countries in which it operates, the Moncler Group takes a position aligned with the principles set out in its Environmental Policy, which is inspired by the 2015 Paris Agreement, the United Nations Environment Programme (UNEP), the European Green Deal, the Global Compact and the objectives described in the UN Sustainable Development Goals (SDGs).

The Chief Corporate Strategy and Communications Officer is responsible for effective application of these principles and periodically updates, together with the Sustainability Unit, the Control, Risks and Sustainability Committee. The Sustainability Unit also has to monitor, on a constant basis, the alignment of the commitments of these associations with those of the Group. Moncler believes this alignment is essential to the collective achievement of the challenging goals that these associations set themselves and is committed to proactively promote its environmental ambitions in the event of any misalignment with the associations of which it is a member may emerge.

SUSTAINABILITY PLAN

The 2020-2025 Strategic Sustainability Plan confirms the Group's commitment to sustainable development and how environmental and social responsibility are an increasingly integral part of the business model. The Plan focuses on five strategic priorities: climate change and biodiversity, circular economy, responsible sourcing, valuing diversity and supporting local communities.



ACT ON CLIMATE & NATURE

Reducing emission. Embracing clean energy. Safeguarding biodiversity



THINK CIRCULAR & BOLD

Designing to last. Using low-impact materials. Cutting waste



BE FAIR

Ensuring trust. Tracing and sourcing responsibility



NURTURE UNIQUENESS

Welcoming everyone. Celebrating diversity everywhere. Expressing ourselves always



GIVE BACK

Supporting local communities. Donating time and value. Sharing warmth

For each strategic priority, the Group has defined a set of commitments based on an analysis of the areas where the Group can maximise positive and minimise negative impacts, also taking into consideration the challenges posed by the sector as well as the expectations of the financial community and clients.

The Group's Sustainability Plan, which includes Net Zero target by 2050 and an intermediate commitment to reduce CO₂ emissions by 2030, sets ambitious targets that require important choices by the Moncler Group, ranging from the use of 100% renewable energy for direct consumption to a challenging work on its products and supply chain, where the greatest impacts are generated. Another goal linked to reducing environmental impact is to have over 50% of lower-impact yarns and fabrics. The Plan also involves the ongoing work to be carried out with the supply chain on raw materials traceability and on social standards, with the emerging topic of the living wage. Awareness-raising initiatives are also planned to promote and enhance diversity and strengthen an increasingly in-

clusive culture. This is why training and awareness-raising commitments were established for diversity, equity and inclusion and for obtaining the Equal Pay certification. The Group is also committed to support local communities with high social value projects, and to protect children and families in difficult situations from the cold. For details of all the targets of the Plan, see the following pages.

In identifying the Plan's strategic drivers and relative commitments, the priorities set in the 2030 Agenda for Sustainable Development (*Sustainable Development Goals - SDGs*) were also taken into account, thereby contributing to achieving them.

Of the 17 macro goals described in the SDGs (such as combating inequality and fighting climate change), the Group contributes to 11 of them directly or through organisations with which it collaborates.

THE SUSTAINABILITY PLAN PROCESS

The Sustainability Unit, in collaboration with the heads of the relevant departments, identifies areas for improvement and the relevant projects and, on this basis, formulates a draft for the Sustainability Plan (planning phase).

The Plan is then submitted to the Strategic Committee of Moncler and Stone Island, which analyse its content and feasibility. In the final stage, the Plan is evaluated by the Control, Risks and Sustainability Committee, which verifies its consistency with the Group's strategy and expresses its opinion to the Board of Directors, responsible for formal approval.

Responsibility for achieving the objectives set out in the Sustainability Plan lies with the officers of the departments involved, who have the resources, tools and know-how necessary for its implementation (management phase). Within the MBO (Management By Objectives) system, social and environmental targets related to the achievement of the Sustainability Plan are set for everyone involved in the implementation of the Plan itself. With regard to medium-/long-term incentive plans, the share plan performance indicators, starting from the "2020 Performance Shares Plan", also include an ESG Performance Indicator, linked to the achievement of specific objectives of the Sustainability Plan.

To ensure compliance with the commitments made, the Sustainability Unit requests regular progress reports on the projects and, in turn, informs the Control, Risks and Sustainability Committee (control phase).

The Plan is then updated annually in order to report on the state of implementation of the projects and to set new objectives with a view to continuous improvement, in the awareness that sustainability is not a destination, but a process of continuous improvement.

ACT ON CLIMATE & NATURE

REDUCE CO₂ EMISSIONS [SDG 7; 13]

2030 NEW	Reduction of 70% in absolute scope 1 and 2 CO ₂ e emissions vs 2021 (in line with the Science-Based Targets “1.5°” ambition)	● -17% vs 2021 scope 1 and 2 emissions CO ₂ e (-21% vs 2021 assuming Stone Island consolidated from 1 January 2021)
2030 NEW	Reduction of 52% in scope 3 CO ₂ e emissions per product unit sold vs 2021 (in line with the Science Based Targets “Well-Below 2°” ambition)	
2050 NEW	Net zero	
ONGOING	100% carbon neutral at all directly managed corporate sites worldwide (offices, stores, production sites and logistics hub)	● Carbon neutrality maintained at all directly managed corporate sites worldwide (offices, stores, production sites and logistics hub)
2023	100% renewable energy at all directly managed corporate sites worldwide (offices, stores, production sites and logistics hub)	● Approximately 90% of electricity used at directly managed corporate sites worldwide from renewable sources
2024*	90% of low environmental impact vehicles in the Group’s corporate car fleet worldwide <small>* Target anticipated by one year.</small>	● 63% hybrid and electric vehicles in the Group’s corporate car fleet worldwide
2022	LEED certification for all new corporate buildings	○ No new corporate building was built in 2022
2023 NEW	LEED certification for all new stores* <small>* Excluding shop-in-shops.</small>	● Continued the LEED certification process at the Group’s stores worldwide
		● Neutralised unavoidable residual emissions through two projects certified on the voluntary market and focusing respectively on circular economy and renewable energy
2022	Promotion of renewable energy along the supply chain	● Initiated the energy assessment process along the supply chain to identify concrete actions to reduce energy consumption and related CO ₂ emissions

SAFEGUARDING BIODIVERSITY [SDG 6; 12; 14; 15]

2022	Definition of the biodiversity strategy and launch of its implementation	● Biodiversity strategy defined in line with AR ³ T framework and identified the first projects, to invest in during 2023, along the supply chain of specific raw materials such as cotton and wool
2025	Support for initiatives of Zero Deforestation and sustainable forest management	● All paper and cardboard used by the Group are from responsibly managed forests
2022	Calculation of water footprint and definition of specific projects	● Calculated the Group’s water footprint and identified a number of regenerative agriculture projects in the cotton supply chain to reduce water consumption and avoid potential spills into the soil and groundwater

- Target achieved
- Target on time
- Target delayed

THINK CIRCULAR & BOLD

USE LOWER ENVIRONMENTAL IMPACT MATERIALS [SDG 12]

2025	50% of lower impact nylon used	● More than 15% of the nylon used in the SS and FW 2022 collections made of recycled material (e.g., Global Recycled Standard - GRS)
2025 NEW	50% lower impact cotton	
2025	Over 50% of yarns and fabrics will be from lower impact materials	● ~ 8% lower impact yarns and fabrics (e.g. GRS, GOTS, RWS) used in SS and FW 2022 collections
2025 NEW	100% merino wool used in the 2025 collections will be mulesing free certified	
2025 NEW	70% wool certified Responsible Wool Standard (RWS)	

EXTEND PRODUCTS LIFE [SDG 12]

2023	At least 55% of nylon production scraps (Group's direct production sites and Moncler's outerwear suppliers) recycled* <small>* The original target was changed because in some countries no suitable nylon recycling operators were found and transport outside the country of production is subject to customs restrictions.</small>	● 100% of nylon scraps from Group's direct production sites recycled
2022	Extra-Life "advanced" repair service developed at global level	● Extra-Life "advanced" repair service for Moncler garments extended to all Regions
2022	Launch of an upcycling project for cotton waste at global level (Stone Island)	● Launched a Stone Island capsule made from cotton waste

ADOPT LOWER IMPACT PACKAGING [SDG 14]

2022	100% lower-impact packaging for Stone Island end clients	● 100% of packaging for Moncler and Stone Island end clients made from materials with a lower impact than conventional ones
2023	Zero single-use virgin plastic	● Almost all single-use virgin plastic eliminated ● 97% of single-use plastic used by the Group made of recycled plastic (+10 percentage points vs 2021)
2023	100% lower-impact packaging in logistics processes	● 97% of plastic (single-use and multiuse) in the Group's logistics process packaging made of recycled plastic (+9 percentage points vs 2021) ● All paper used in the Group's logistics process packaging coming from responsibly managed sources, and 87% of paper from recycled paper (+3 percentage points vs 2021)

- Target achieved
- Target on time
- Target delayed

THINK CIRCULAR & BOLD

SPREAD A SUSTAINABILITY CULTURE

2024	100% of employees involved in an environmental training programme worldwide	● Sales assistants trained on the Moncler Born to Protect (BTP) collection
2023	100% of the sales personnel worldwide involved in training programme on sustainability and on sustainable materials and components used in collections	● 100% of sales assistants trained on fabrics and accessories with lower environmental impact used in the third Moncler Born to Protect collection

BE FAIR

STRENGTHEN TRACEABILITY SYSTEMS OF RAW MATERIALS [SDG 12]

2023	100% of down suppliers also compliant with the new human rights and environmental modules included in the DIST Protocol (Stone Island will adopt the same environmental and social modules in its <i>Responsible Down Standard - RDS</i> certified supply chain)	● Pilot audits carried out to test the human rights and environmental module checklist on 100% of Moncler down suppliers
2023	Key raw materials traced	● Traceability process tested
2024	Key raw materials in line with the <i>Responsible Raw Materials Manual</i>	
2024	Moncler fur-free collections	● Stone Island, that has not used fur since 2018, has pledged not to use it also in the future

PROMOTE A FAIR AND SAFE WORKPLACE [SDG 8]

2025	At least 80% of critical suppliers* aligned with the highest levels of the Moncler Group's social compliance standard <small>*For the definition of critical suppliers, see the chapter Be Fair, at page 132.</small>	● 239 ethical and social audits carried out. 100% of suppliers of outerwear audited on ethical and social aspects in the three-year period 2020-2022* <small>* The figure also includes audits on ethical and social aspects carried out by Stone Island prior to its integration into the Moncler Group.</small>
		● 85% of critical suppliers aligned with the highest levels of the Moncler Group's social compliance standard
ONGOING	Prosecution of mapping of suppliers certified according to ISO 14001 and ISO 45001 standards and launch of an awareness-raising campaign	● Mapped and informed 100% of indirect suppliers on health, safety and environmental certifications
ONGOING	Promotion of health, safety and environmental certifications at supplier sites	● Continued awareness-raising activities on suppliers aimed at promoting the importance of certification processes
2025	100% of critical suppliers evaluated and involved in a living wage analysis* <small>*Living wage analyses are valid for three years.</small>	● 40% of critical suppliers evaluated and involved in a living wage analysis

- Target achieved
- ◐ Target on time
- Target delayed

NURTURE UNIQUENESS

PROMOTE AN INCLUSIVE CULTURE THROUGH TRAINING [SDG 4; 5]

2022	100% of employees involved in a three-year awareness-raising and education plan on different cultures	● 100% of employees involved in a three-year awareness and education plan on different cultures including the American, Korean, Japanese and Chinese ones
2022	100% of employees involved in the Unconscious Bias training course	● 100% of Group employees involved in the Unconscious Bias training course
2022	Expansion of engagement activities for the corporate population	<ul style="list-style-type: none"> ● 254 (190 in 2021) communications shared with employees to regularly and directly inform and update them about business decisions, results, initiatives and corporate activities ● In-company yoga sessions to promote physical and mental well-being at the Moncler corporate headquarters in Italy
2023	Townhall on diversity, equity and inclusion	
2023	Formulation of guidelines and implementation of inclusive leadership training programmes	● Defined the proposal for inclusive leadership guidelines to be shared with the top management
2022	Moncler Academy for Knowledge & Excellence (MAKE) training programme extended to 100% of Stone Island employees	● 100% of Stone Island employees involved in MAKE training programme

ENSURE REPRESENTATION [SDG 4; 5]

2023	Expansion of the Group's global pool of talents by involving new universities and schools with a view to increasing diversity	● Universities identified through 2023 QS Sustainability Rankings
2025	<ul style="list-style-type: none"> ≥ 50% women in total workforce ≥ 50% women in all management positions ≥ 50% women in junior management positions ≥ 50% women in top management positions ≥ 50% women in management positions of revenue-generating functions ≥ 50% of women in STEM*-related positions <p><small>* Science, technology, engineering, and mathematics.</small></p>	<ul style="list-style-type: none"> ● 69% women in total workforce ● 51% women in all management positions ● 55% women in junior management positions ● 37% women in top management positions ● 53% women in management positions of revenue-generating functions ● 58% of women in STEM-related positions

- Target achieved
- Target on time
- Target delayed

NURTURE UNIQUENESS

CREATE A SYSTEM OF PROCEDURES AND POLICIES TO SUPPORT DIVERSITY, EQUITY & INCLUSION (DE&I)

2022	Update of the selection process to further enhance and protect diversity	<ul style="list-style-type: none"> ● Selection procedure updated with a greater focus on diversity enhancement and protection, through the use of a more inclusive language ● Twenty colleagues from different business areas involved in a workshop to update job descriptions to be more inclusive ● Participation of the Talent Acquisition team in the Diversity Day in Italy, dedicated to integration of people with disabilities ● Introduction of blind hiring techniques
2022	Publishing of the <i>DE&I Manifesto</i> and policies on diversity, equity and inclusion	<ul style="list-style-type: none"> ● DE&I Manifesto defined ● Group Human Rights Policy defined ● Personnel Search and Recruitment Policy updated with a greater focus on enhancing and protecting diversity and promoting inclusion
2023	Applying a policy on parental leave worldwide	
2022	Strengthening employees protection systems	<ul style="list-style-type: none"> ● New internal communication campaign launched on the whistleblowing procedure ● Meetings held with the human resources managers of the production hub in Romania to raise awareness of the importance of whistleblowing and reporting methods
2025	Equal pay certification at global level (Moncler brand perimeter)	
2025	Publishing a DE&I report	<ul style="list-style-type: none"> ○ Launched the process of integrating DE&I performance indicators into the employees data reporting system

VALUE PEOPLE [SDG 3]

ONGOING	Annual repetition of the employee satisfaction survey at global level	<ul style="list-style-type: none"> ● Carried out the sixth internal employee satisfaction survey, MONVoice, with an 89% response rate and involving 4,578 people at Group level
2023	Inclusion of an objective linked to DE&I in the Management By Objectives (MBO) remuneration systems for the Group's top management	<ul style="list-style-type: none"> ● Included an objective linked to DE&I in the MBO remuneration systems for the Group's top management

- Target achieved
- Target on time
- Target delayed

NURTURE UNIQUENESS

PROMOTE NEW WAYS OF WORKING

2022	Increasing networking opportunities	<ul style="list-style-type: none"> ● <i>Thank Boss It's Friday!</i> initiative to get to know better and offer suggestions and ask questions to top management extended to Stone Island employees. Simultaneously, launched an international format involving the Moncler brand's Regions ● Lead Accelerator initiative to involve employees from different corporate areas and functions in order to strengthen collaboration within the Group
2023	Development of new initiatives to be included in onboarding programmes	
2023	Implementation of a new corporate organisational model based on cross-functional and cross-cultural working groups	
2023	Creation of a Diverse Steering Committee for strategic projects	
2024	Creation of groups of employees active in diversity, equity and inclusion topics (Employee Resource Group - ERG) in each Region of the Group	

GIVE BACK

PROTECT PEOPLE FROM THE COLD

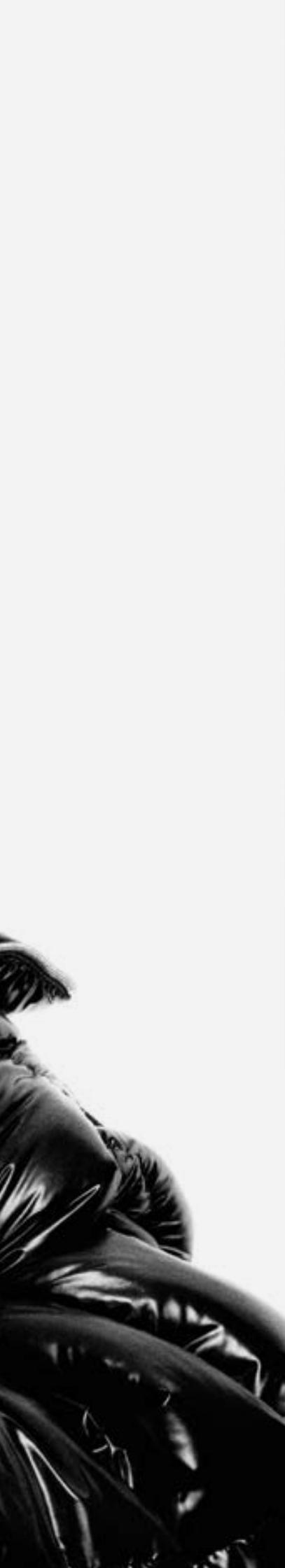
2025	150,000 people in need protected from the cold (2020-2025)	<ul style="list-style-type: none"> ● Over the last six years, approximately 108,000 children and families protected from the cold through the <i>Warmly Moncler</i> project, with necessities, neonatal kits, blankets and Moncler garments
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CREATE SHARED VALUE [SDG 11]

2022	Nursery for employees' children at the production site in Romania	<ul style="list-style-type: none"> ● Built the nursery for employees' children at the production site in Romania
2024	Implementation of a high social value project every two years	
2022	100% of eligible employees volunteering	<ul style="list-style-type: none"> ● 100% of eligible employees volunteering

- Target achieved
- Target on time
- Target delayed







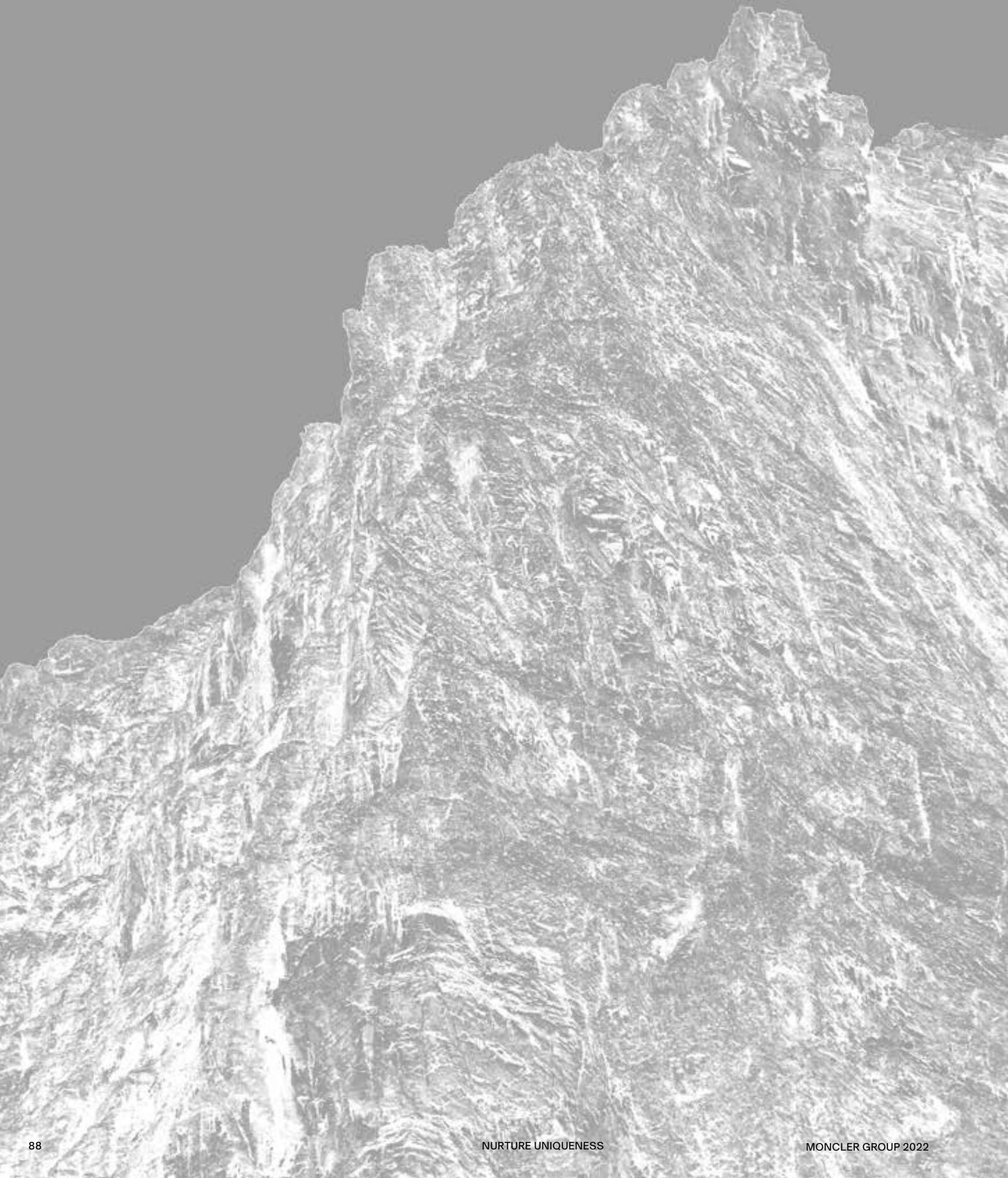










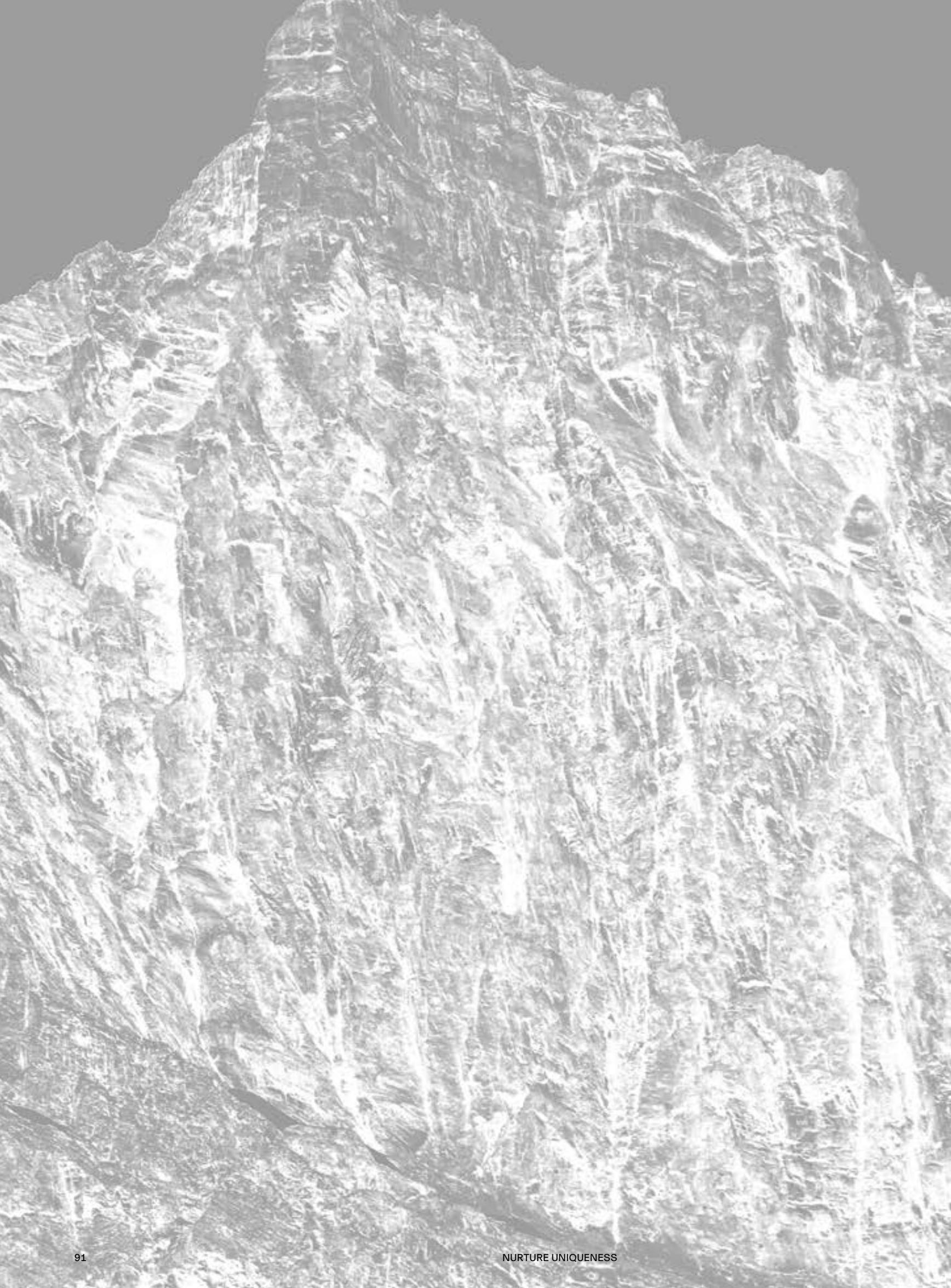


3 Nurture uniqueness

EMPLOYEES IN NUMBERS
MANAGEMENT AND DEVELOPMENT
DIVERSITY, EQUITY AND EQUAL OPPORTUNITIES
OCCUPATIONAL HEALTH AND SAFETY
INDUSTRIAL RELATIONS

P. 92
P. 99
P. 110
P. 113
P. 116

The Moncler Group seeks the best talent and invests in their professional growth and promotion of their **well-being**.
It provides a safe, meritocratic and stimulating workplace, where **diversity** is valued and where each person is empowered to best express their capabilities, potential, **talent and uniqueness**.



EMPLOYEES IN NUMBERS

At 31 December 2022 the Moncler Group had a total of 6,310 employees, up on 2021 (+19%, equal to 1,020 more people).

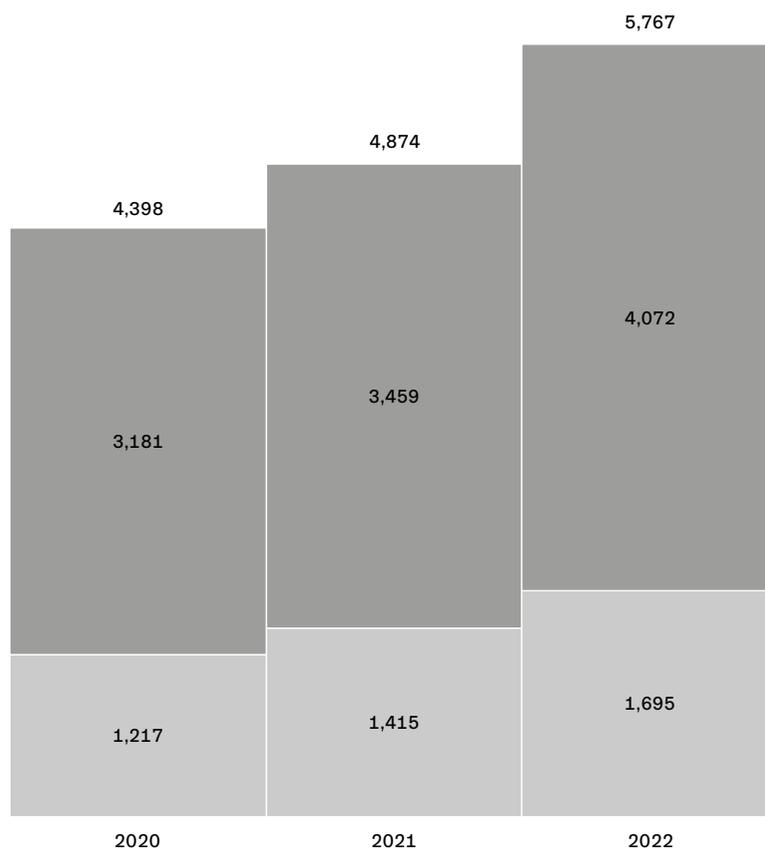
This growth was mainly driven by the increase in headcount at the production site in Romania, the strengthening of the corporate structure and the opening of the Stone Island direct stores. See also pages 232-233.

NUMBER OF EMPLOYEES

MONCLER BRAND

Women

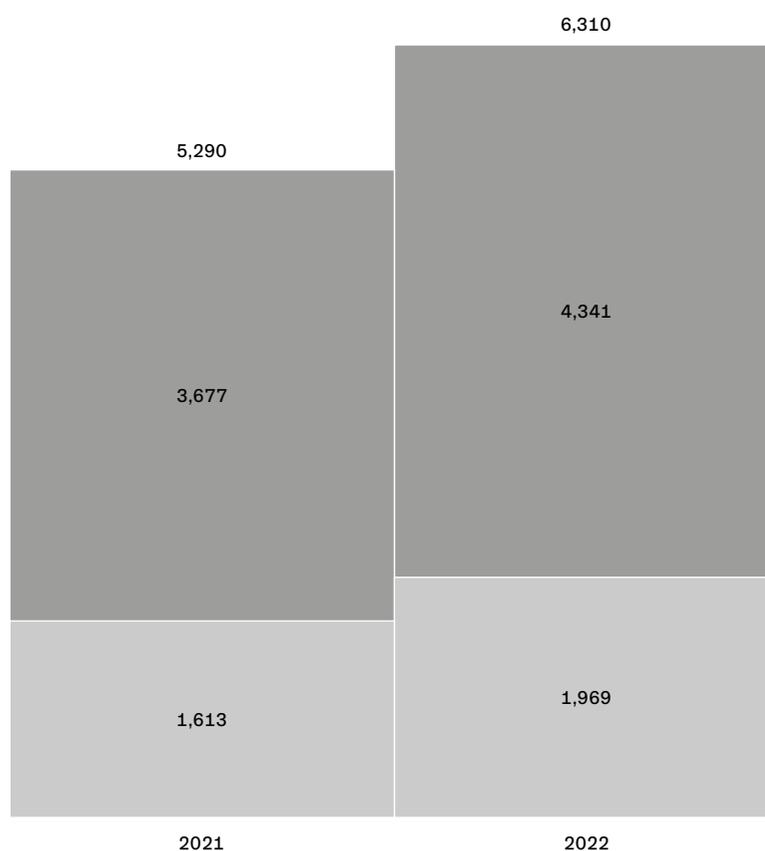
Men



MONCLER GROUP

Women

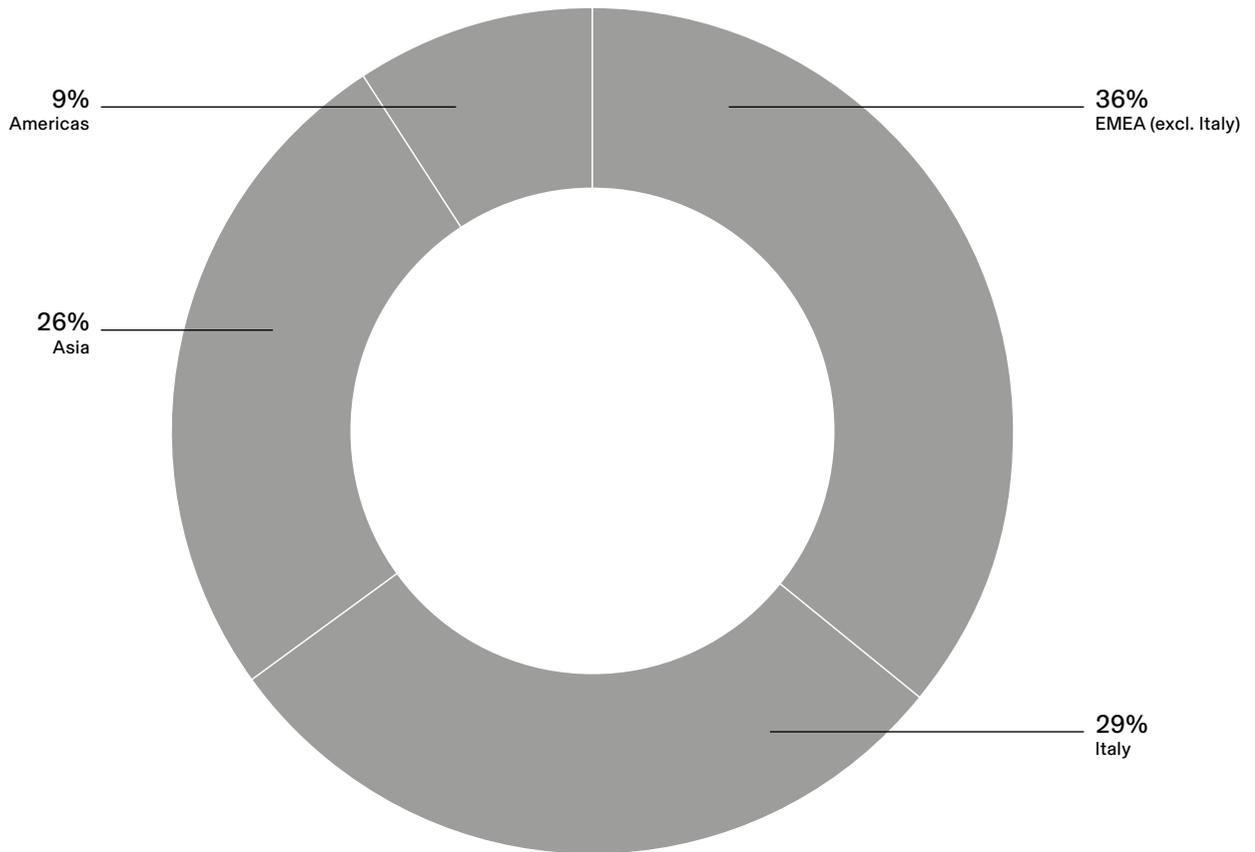
Men

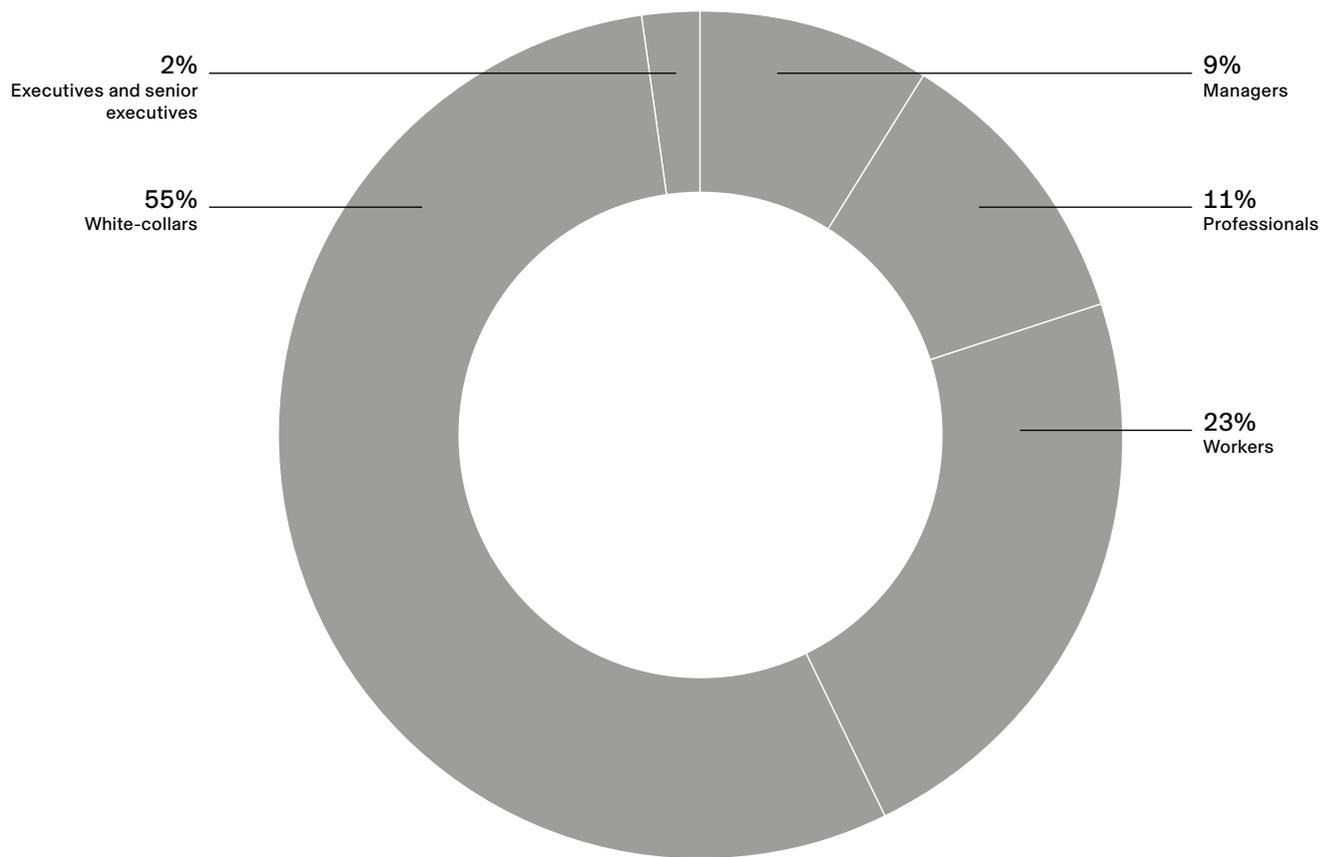


GEOGRAPHICAL AREAS AND PROFESSIONAL CATEGORIES
The majority of the Moncler Group's workforce is concentrated in the EMEA Region (36%), where Moncler and Stone Island corporate sites are located, as well as the Moncler's production site in Romania, accounting for 57% of the entire Region's population.

At the individual country level, the countries where most employees are based, in addition to Italy (29%), are: Romania (21%), China and Japan (10%) and the United States (7%).

EMPLOYEES BY GEOGRAPHICAL AREA





The professional category with the highest number of employees is white-collars, with a 19% increase compared to 2021. The professional category that grew the most was managers (+24%), followed by professionals (+21%). See also page 232.

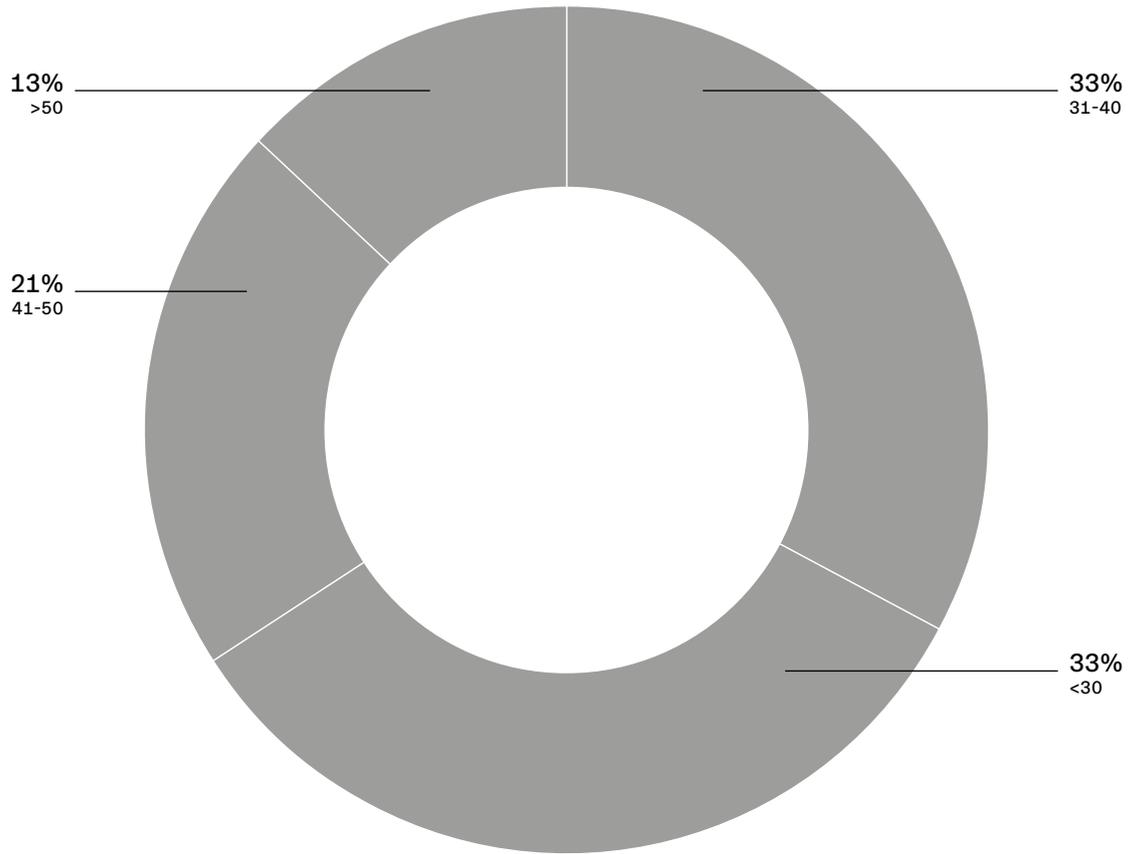
AGE, LENGTH OF SERVICE AND EDUCATION

The greatest concentration of employees continues to be in the “31-40” and “under 30” age groups. In particular, the latter registered an increase of 31% compared to 2021, in line with the Group’s commitment to providing professional opportunities to young people. The average age is 36.8 years.

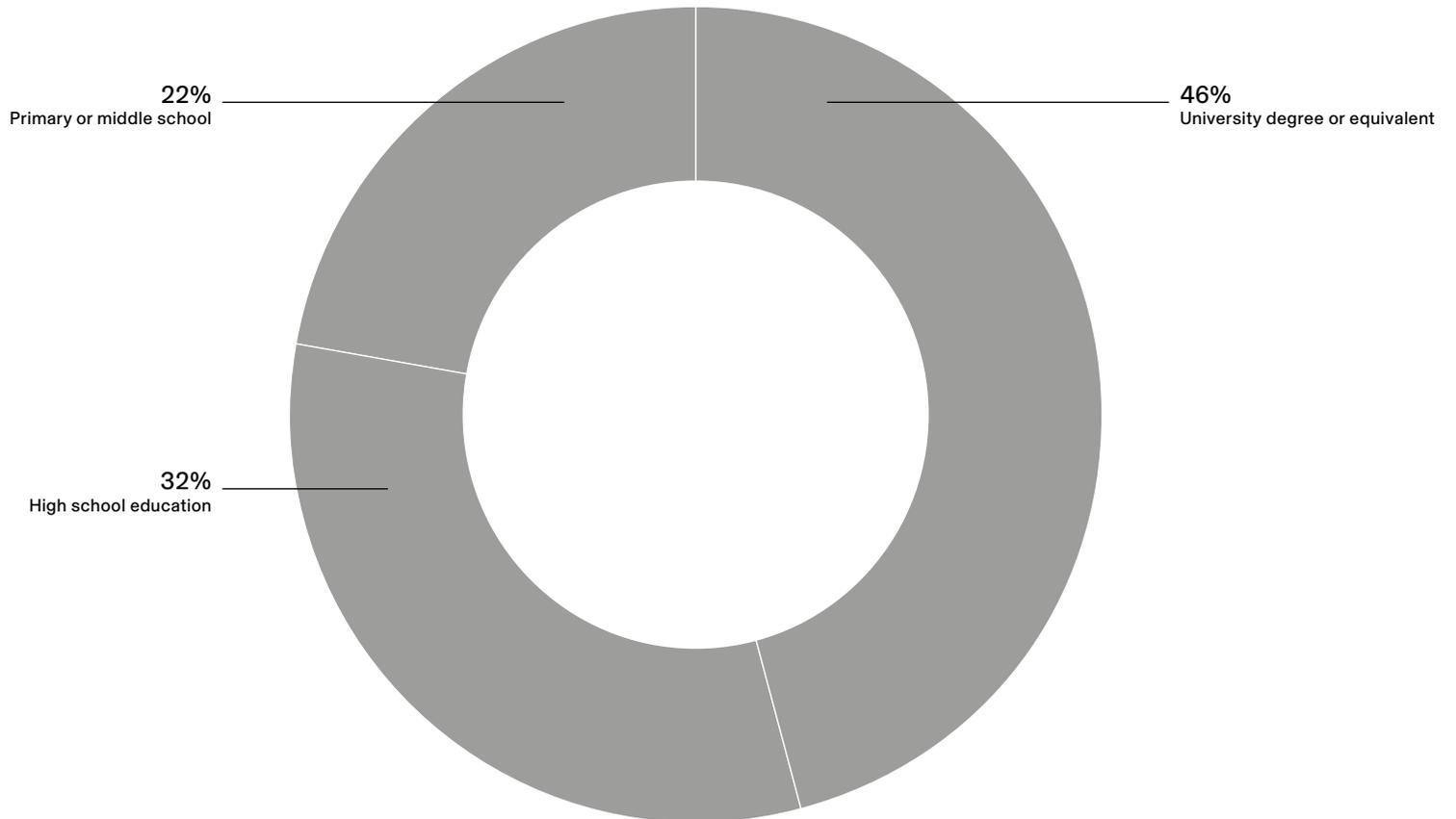
In terms of length of service, the largest concentration continues to be in the “Up to 5 years” group, which represents 78% of the Group’s population. The group that increased the most compared to the previous year is the “6-10 years” one, up 51%. Lastly, with regard to educational level, most employees (78%) have a medium-to-high level of education (46% have a university degree or equivalent and 32% have a high school diploma). See also page 232.

¹ Employees are divided into five general categories: workers, white-collars, professionals, managers, executives and senior executives.
 Executives and senior executives: these include executives who are the highest and second-highest level in a company function/business unit and who therefore contribute to formulating the business or functional strategy, with a direct impact on their performance.
 Managers: these include those who are responsible for implementing certain operational activities and processes, generally through direct management of a group of people. This category also includes senior managers, who are responsible for implementing the corporate or functional strategy, leading and managing people.
 Professionals: these are those who possess specialist skills and manage activities or parts of processes relevant to the organisation. They may be responsible for coordinating a group of experts.
 White-collars: these are those who perform specialised operating duties and/or tasks generally assigned by the officer of reference.
 Workers: these include workers with operational duties within the Group.

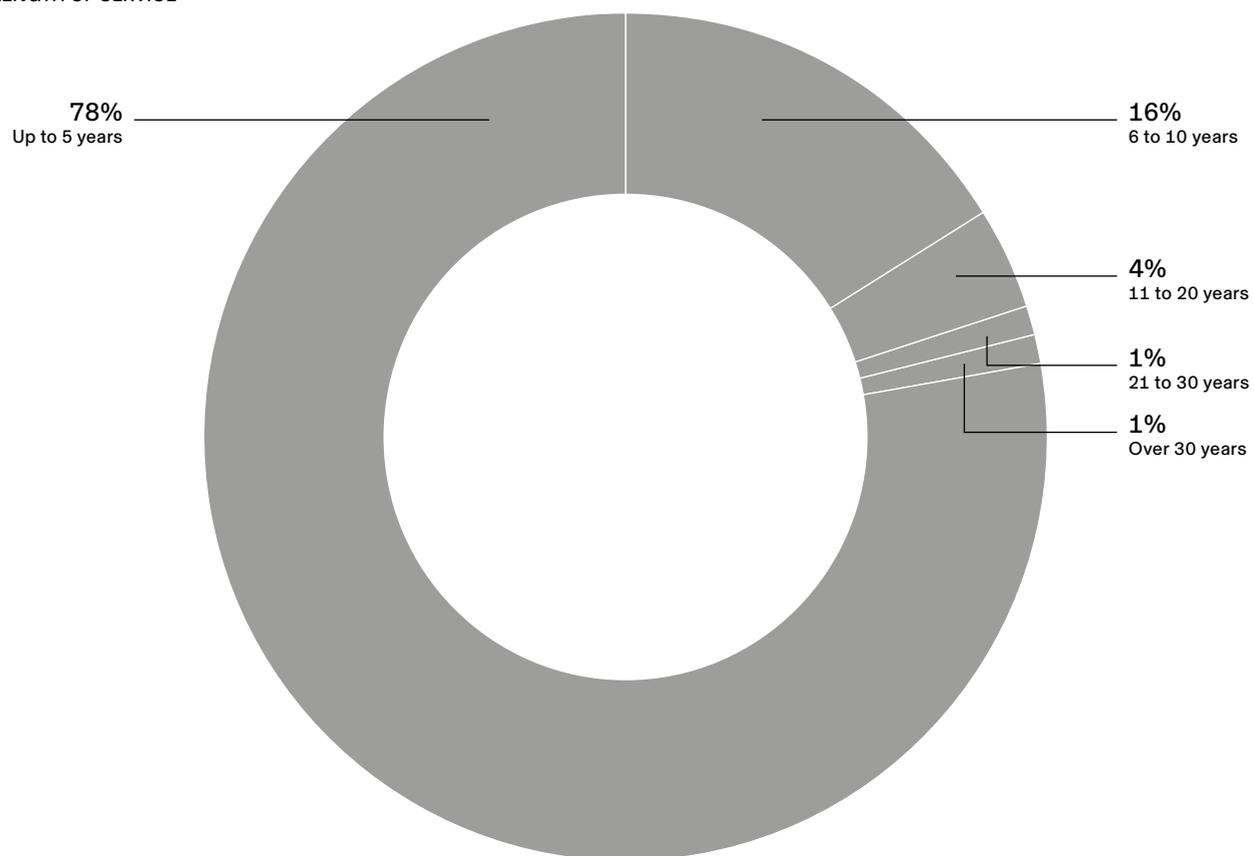
EMPLOYEES BY AGE GROUP



EMPLOYEES BY LEVEL OF EDUCATION²



² In 2022, the level of education of 1,191 employees could not be mapped as the information was not available.



NATIONALITY OF LOCAL MANAGEMENT

The Moncler Group directly operates in more than 70 countries, with five regional structures, through local offices, where a senior management team, in collaboration and synergy with the corporate offices, manages the areas of competence.

The Group has always implemented a policy aimed at valuing local professionals where they possess the appropriate skills and characteristics. At the same time, over the past few years, international profiles have been recruited at the headquarters and are providing significant contribution to shaping the global strategy.

Senior managers in the various Regions, without any substantial differences between genders, are 98% (+12% compared to 2021) hired from the local community.

LOCAL SENIOR MANAGERS

PERCENTAGE	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
EMEA (including Italy)	100%	98%	100%	96%	100%
Americas	92%	92%	89%	88%	100%
Asia	97%	97%	97%	97%	97%

EMPLOYMENT CONTRACT

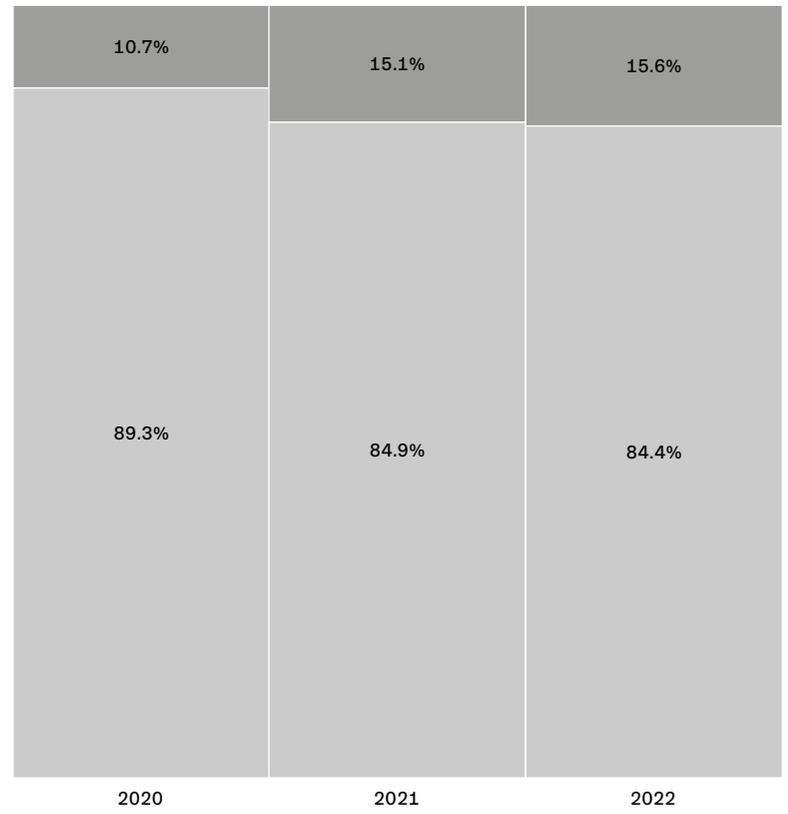
In 2022, 84% employees had permanent contracts, of which 94% full-time.

FIXED-TERM AND PERMANENT CONTRACTS

MONCLER BRAND

Fixed-term

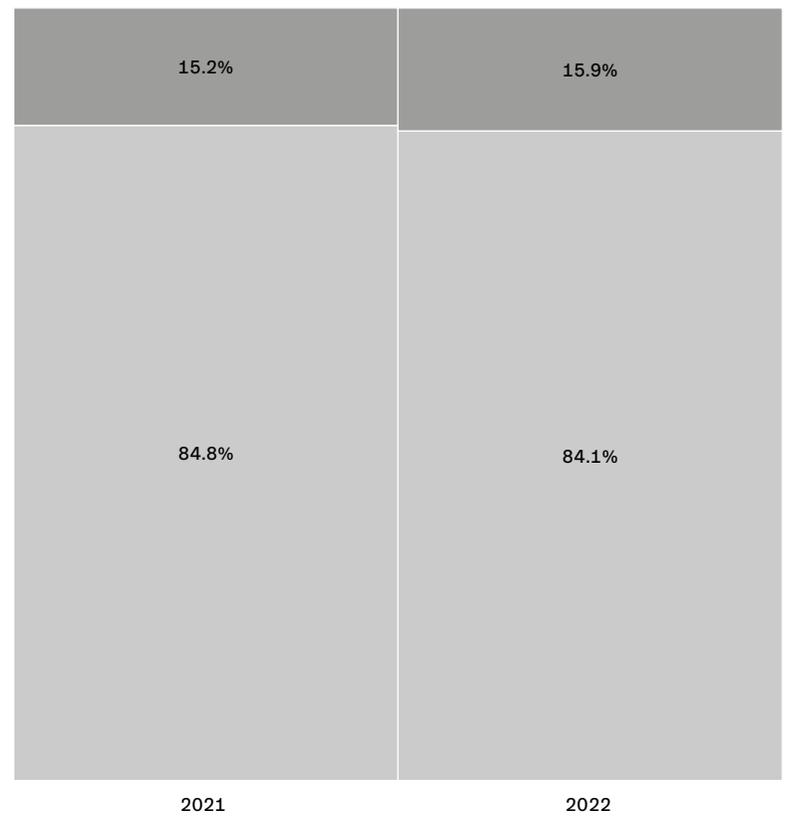
Permanent



MONCLER GROUP

Fixed-term

Permanent



Fixed-term contracts represent around 16% of the total and are mainly linked to the seasonality of some business and retail activities. In 2022, 185 fixed-term contracts were transformed into permanent contracts, demonstrating the Group's commitment to consolidating and retaining people.

At the end of 2022, 547 people were employed under other forms of collaboration (internships, temporary work, etc.) in accordance with the law and in relation to business needs. Around 76% of these are temporary-work contracts with a view towards a progressive integration, while 24% are internships, considered an important source of the Group's future talent. See also page 233.

TURNOVER

In 2022, the Group's negative turnover was 20%³, in line with 2021. This figure, considered to be the norm, depends on the typical dynamics of retail personnel, a phenomenon considered to be expected given the nature of the competitive context of the sector, and is also influenced by post-pandemic trends experienced by all sectors.

During the year over 3,100 people were hired under permanent or fixed-term contracts, of whom over 65% were women and 56% younger than 30.

About 2,100 people left the Group. See also pages 233-235.

NUMBER	2022
Employees at 31/12/2021	5,290
New hires ⁴	3,187
Departures ⁵	(2,167)
Employees at 31/12/2022	6,310

3 Negative turnover is calculated as the ratio between permanent employees who left the Group (1,085) during 2022 to the total of permanent employees (5,307) in force at 31 December 2022. In 2022, Moncler's voluntary turnover was 13.4% (12.5% in 2021, 10.5% in 2020 and 10.8% in 2019).

4 Both fixed-term and permanent employees.

5 Including 99 departing employees with contracts terminated on 31 December 2021 and not including 132 departing employees with contract terminated on 31 December 2022.

The recruitment and selection process, along with the evaluation and employees engagement, are of great importance to the Moncler Group, aware of the importance of people's contribution to the creation of long-term value.

RECRUITMENT

The current constantly changing and evolving scenario requires new skills, professionalism and flexibility. The Group's ambition is to foster an international working environment; an ongoing exchange of ideas, knowledge and experience as important factors to ensure creativity and innovation; people's empowerment, engaging and motivating them to express their full potential and providing them with opportunities for personal and professional growth to support the achievement of the Group's strategic objectives.

Selection and hiring processes therefore play a key role in implementing recruitment campaigns based on objectivity, competence and professionalism, while also conveying the value of equal opportunity ensuring, whenever possible, gender representation as well as the inclusion of all other forms of diversity within the panel of candidates, so as to ensure a fair and impartial selection process.

Recruitment and selection processes are governed by a specific policy and procedures developed at global and local level. In 2022, this policy was updated to strengthen the Group's commitment to implement processes that are transparent, inclusive, and careful, to ensure the retention and development of personnel. The Internal Job Posting is also part of this process. Through the dedicated area on the company intranet, all employees can apply for open positions that best align with their profile, level of experience and aspirations ten days before they are placed on external recruitment channels. In 2022, at Moncler the positions filled via the Internal Job Posting accounted for 15% at global level, in particular they accounted for about 20% in Europe, 24% in America and 22% in Asia. At Stone Island seven employees benefited from the Internal Job Posting in 2022.

The Group's attractiveness has been confirmed by the significant number of applications received also in 2022. During the year more than 30,000 **curricula** (+17% compared to 2021) were submitted via the corporate website, in line with the trend of previous years.

COLLABORATION WITH ACADEMIA

Of particular importance are the collaborations with leading professional schools, universities and business schools, with which Moncler has longstanding relationships, including internship programmes for students and new graduates, project development, participation in working groups and visits to corporate sites. Employer branding activities are an excellent opportunity to raise awareness on the Company's ongoing evolution, increase its attractiveness and reach out to a large number of talented individuals. To ensure access to the most diverse talent pool possible, the company has identified a group of universities known for their ability to attract students from diverse backgrounds.

Each year, Moncler and Stone Island offer various internship opportunities, giving high-potential young people the chance to learn about the business and participate in a training experience. In 2022, over 210 internships, both curricular and extra-curricular, were offered at the Group. In particular, young interns from 12 different countries were hosted at Moncler's Italian corporate offices in 2022. With regard to these two latter categories, 34% of internships that took place in 2022 led to employment contracts.

During 2022, Moncler continued to organise meetings with students from partner schools via digital channels and, only where possible, through physical meetings. Workshops, business cases and recruitment sessions were designed for these occasions, based on ad hoc programmes designed for each school.

The main schools Moncler partnered with in 2022 were: Cattolica University of Milan, Bocconi University of Milan, Ca' Foscari University of Venice, University of Padua, Politecnico of Milan, Istituto Secoli and IED of Milan, Domus Academy of Milan, Istituto Marangoni and NABA of Milan, Milan Fashion Institute, Luiss of Rome, London Business School and H-FARM, a digital platform that helps young people launch innovative initiatives and supports companies in the digital transformation.

MONCLER AND THE COLLABORATIONS WITH THE MOST IMPORTANT UNIVERSITIES AND BUSINESS SCHOOLS

In 2022 Moncler's attention on attract, identify and invest in talented young people with a strategic view to develop the next generation of business leaders led to the establishment of numerous partnerships with major Italian and international universities and business schools, as well as with professional and academic institutions.

The partnership with the **Cattolica University of Milan** continued for the master's degree in Luxury Goods Management (EMLUX). Also in 2022 Moncler made part of the Group's management available to teach the omnichannel and digital module of the master's degree and proposed business case and project activities. In particular, the activity carried out in 2022 involved a class of students of various nationalities, with the aim of developing a project on digital communications strategy for a new product category, to be presented directly to Moncler's management. Following this project, six students were selected for an internship giving them the opportunity to continue their experience within the Group.

Together with the **Ca' Foscari University of Venice**, a Meet Up event was organised at the Moncler corporate site in Trebaseleghe (Padua). A selected group of students had the opportunity to get to know several corporate teams, including *Finance & Controlling*, *IT* and *Sales Administration*. Each team presented their activities and skills, providing visibility on their professions with the aim of supporting career orientation. Among the 35 students who participated in the event, nine were involved in internships at the company.

Alongside the research group at **LUISS University**, Moncler participated in a project in collaboration with Meta to explore the impact of applying the metaverse in collaborative and active learning contexts. The experiment was also useful for providing insights linked to Gen Z's consumer behaviour in the use of the metaverse in the fashion industry.

The longstanding partnership with the **Bocconi University of Milan** continued, particularly within the master's degree programme in Science in Management - Major in Fashion & Luxury. Master's degree students were asked to perform a merchandising analysis relating to the positioning of certain product categories in the fashion industry. The groups that provided the most comprehensive and innovative response presented their work to a jury composed of representatives of Moncler's management.

In addition, together with **Bocconi University of Milan** lectures were given by the Group's management both during the Summer School (a programme hosting students aged 17 to 19 from 15 different countries) and in **Memit – the Master's degree programme in Economics and Management of Transport, Infrastructure and the Supply Chain**.

Also in 2022 it continued the collaboration with the **Ca' Foscari University of Venice** and **H-Farm** as part of the undergraduate Digital Management programme. This collaboration led to courses being offered to students to help them experience daily business life.

In Korea, partnerships with Woosong College and Jangan University continued, and internships for six students were activated. In addition, in 2022 the MONCareer programme was launched, involving students from the Sookmyung Women's University in a four-month internship.

In Japan, the collaboration with major universities and business schools was strengthened, including with the Kwansei Gakuin University and the Rikyo University in Tokyo. Collaboration mainly concerned activities in fashion retail courses and were aimed at launching an internship programme at the main Moncler boutiques. In 2022, 20 internships were activated at the Aoyama boutique and Ginza flagship store.

In Europe, the activity launched in 2021 with the Paris Institut Français de la Mode continued. It involved 14 students in the *Printed Brand Magazine* aimed at creating content for a Moncler magazine under the guidance of the PR & Communication team. In collaboration with the Glion Institute of Higher Education, the Les Roches International School of Hotel Management and the Ecole Hôtelière de Lausanne, digital career days were organised with the aim of identifying new resources to be included at the Moncler Ski Resorts.

TRAINING

Training plays a key role in the process of people's development and enhancement. It is a fundamental tool for increasing and consolidating individual skills, for fostering constant upskilling of key knowledge needed to support the continuous evolutions of the business, and, lastly, for spreading the Group's values and strategy, supporting its growth as well as cultural and organisational development. The processes are based on the professional growth of all people, to enable all employees to reach their full potential through opportunities based exclusively on skills, experience and potential.

In 2022 more than 1,708,000 euros were invested in training and 170,843 hours of training were delivered (+44% hours compared to 2021) to the benefit of more than 5,400 employees. In-person courses resumed during the year (+51% in-person hours vs 2021) following the reduction of restrictions related to the pandemic, the greater involvement of employees of the Moncler retail channel through the new corporate e-learning platform MINE and the continuous updating of digital contents in the MAKE platform, existing since 2020 and extended to the entire Stone Island population. Among the employees involved in training, white-collar made up 51.2%, followed by workers (25.4%), professionals (11.7%), managers (9.9%) and executives and senior executives (1.8%). Average hours per capita were 27 (around 33 for women and 14 for men).

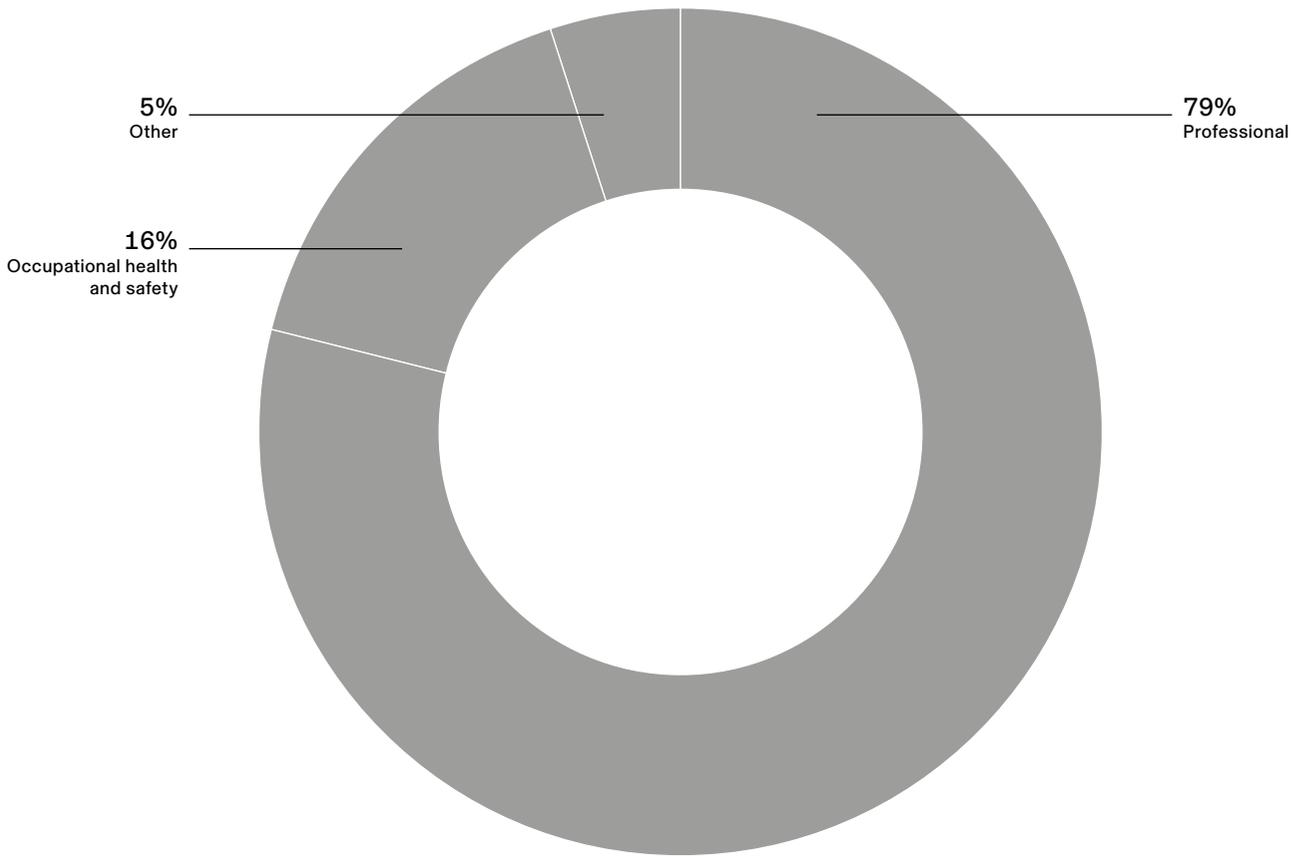
In 2022 the largest investment related to technical and professional training, which represents 79% of the courses delivered both to the sales force and to employees at corporate sites. In addition, a high level of commitment in the health and safety training was maintained, accounting for 16% of hours delivered.

TRAINING INVESTMENTS

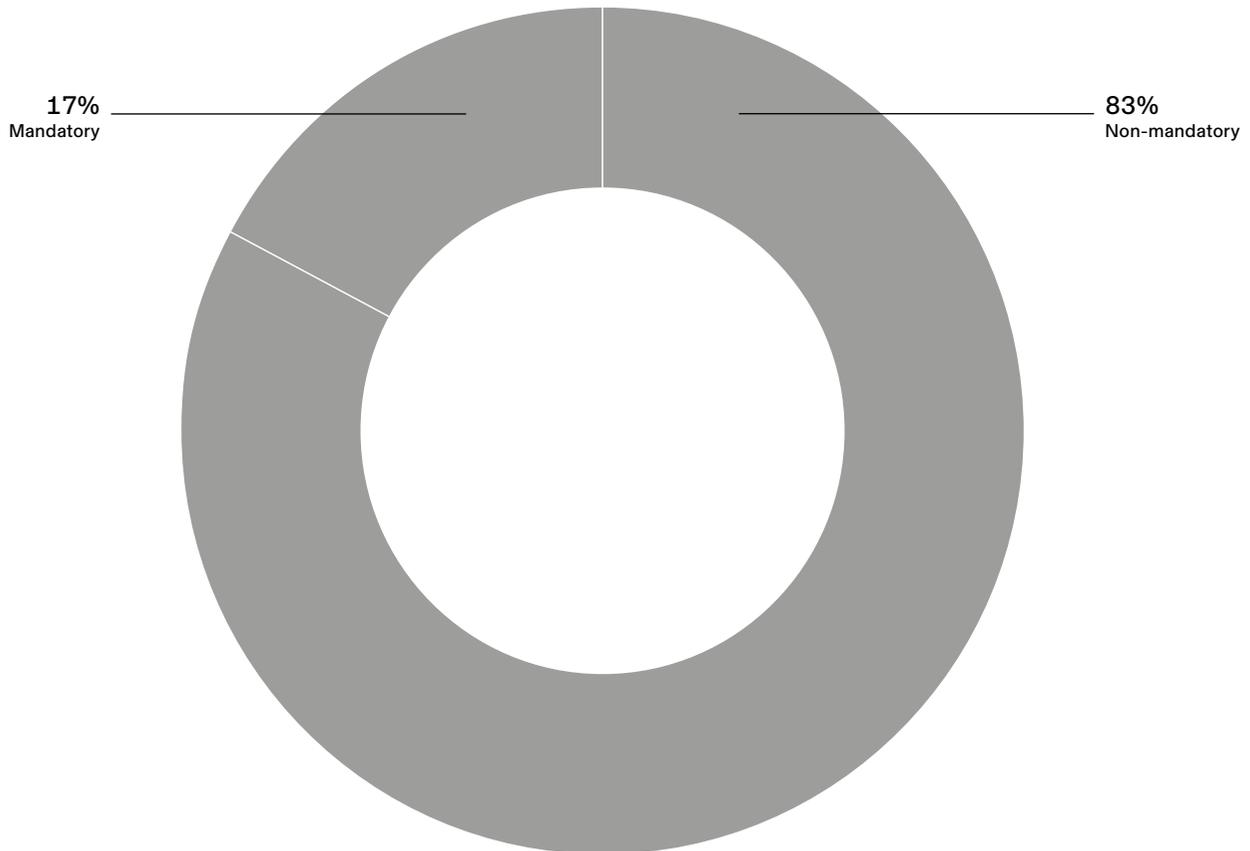
	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Training expenses (euros)	1,708,966	923,801	1,636,210	907,410	537,856
Hours of training (No.)	170,843	118,299	169,661	116,753	121,795
Employees involved (No.) ⁶	5,466	5,086	5,258	4,800	4,830

6 Refers to all employees, including those who left the Group during the year who benefited from at least one training course in 2022.

TYPE OF TRAINING



TYPE OF TRAINING



MAKEPlatform is the platform accessible to all employees, where people can find not only training contents, e-learning courses, articles and webinars, but also interact with their global community at all times. On the MAKEPlatform, new courses have been launched and the already-existing ones have been enriched with a specific editorial plan to provide contents that are always new and consistent, focused on training paths linked to four main pillars: Remote Working, Management, Leadership and Personal Effectiveness. A language training portal was also added, allowing to choose from seven languages to learn (English, French, German, Italian, Spanish, Portuguese and Chinese) through grammar exercises, listening, vocabulary and the participation in virtual classrooms to improve conversation-related aspects.

In 2022 **MINE**, a new platform created as a tool for sharing information and facilitating networking between colleagues, was launched. It is an app that updates all employees on Company initiatives and news through training activities, news and games. Through MINE, employees can connect with all the colleagues worldwide and share their experiences at the company. The objective is to extend the platform to Stone Island employees.

Mandatory training remains an important element of the training area. In Italy, all the Group's employees are trained on the Legislative Decree 231 Model. A major module focuses on the Code of Ethics to understand and share the Company's guiding principles and values with a focus on human rights. Globally, General Data Protection Regulation (GDPR) e-learning courses continued.

During the year the Moncler Group also continued, both at the Italian corporate sites and at the production site in Romania, to promote training programmes aimed at strengthening the **culture of personal health and safety**, create awareness of risks in the workplace and provide information necessary for their proper identification and management.

With regard to the legally-required courses on Legislative Decree 81/2008 on Health and Safety, among the others, during the year 27,238 hours were delivered. In particular, 166 accounts were activated for the general training, and 24 new Fire Fighting team members as well as 33 new First Aid team members were trained at corporate sites. See also pages 115; 238-239.

More than 2,353 hours of human rights training were delivered in 2022. In particular, the *Unconscious Bias* training course, which aims to promote an informed, inclusive organisation, was extended to the entire Group population through e-learning and delivered through workshops to 745 managers worldwide for a total of 1,155 hours of training.

In the Americas Region and in Japan, e-learning modules on workplace harassment were delivered.

In the context of the efforts to promote diversity, the programme on cultural awareness continued. The aim of the programme is to foster respect for cultural diversity and offer guidance regarding the most appropriate and effective behaviour and communication methods to be adopted with colleagues, partners, clients and individuals from different cultures. After the first session on Chinese culture launched at the end of 2019 for employees at corporate sites in Italy, digital sessions on American, Korean and Japanese culture were provided in 2020 for the benefit of the entire company population. In 2021, the various modules were extended to the people of Stone Island and the session on Italian culture was designed; this latter was delivered in 2022 at global level, along with a new session on Chinese culture.

All these courses are accessible through MAKE, *Moncler Academy for Knowledge and Excellence*.

MAKE: MONCLER ACADEMY FOR KNOWLEDGE AND EXCELLENCE

MAKE, Moncler Academy for Knowledge and Excellence, is a learning ecosystem for personal development of Moncler and Stone Island people in terms of knowledge and skills, but also of mental approach, working methods and organisational awareness.

Starting from the needs of the business, the *MAKE* architecture was designed to build a learning culture in which people are, with the sponsorship of their supervisors, aware of their own growth and able to identify their own needs, while also developing the ability to learn from daily work.

The philosophy underlying *MAKE* training plans are tailored on the basis of the professional family and in support of the development of knowledge and skills of people at all stages of their professional careers.

In 2022, various programmes have been delivered through *MAKE*:

MONCAMPUS

The *MONCampus Talent Programme* is a development programme dedicated to high-potential Group's people. It is a knowledge-sharing journey, designed to facilitate and accelerate the personal and professional growth of talented young people at Moncler and Stone Island. The one-year programme aims to provide a comprehensive vision of the Group and its operations, increase the knowledge of the technical aspects relating to each function and develop managerial and project skills through an interactive and experiential method.

The second edition of *MONCampus* ended in July 2022. The 30 participants were asked to develop various projects with the support of internal tutors with the aim of acquiring tools and knowledge related to the project themselves. In October, another 24 participants were involved in the launch of the third edition of *MONCampus*.

BUILDING LEADERSHIP

The *Building Leadership Training Programme* is a training programme of more than 740 hours for the development and enhancement of leadership skills within the organisation. In 2022 the initiative involved 42 employees from corporate sites with diverse skills and backgrounds and was divided into six workshops focusing on topics such as leadership, importance of feedback, ability to delegate, stress management, conflict management and effective communication. Participants were also invited to understand and reflect on inclusive leadership by deepening the topic of diversity and inclusion within the company. An individual coaching programme was also offered to participants in order to reinforce the ability to apply the concepts learned. In 2022 the programme was extended to 13 employees in the EMEA Region.

LEAD ACCELERATOR

Lead Accelerator is a programme for executives and senior managers designed in 2021 and delivered in 2022. It supports participants in developing the ability to operate in complex environments, with a visible impact on a broad organisational scope. The 14 participants involved in 2022 took part in various thought-provoking activities and experiences aimed at placing them in new situations that required to act on their habits and mental patterns to gain new skills and a new vision of themselves and their role within the Group. The aim was to improve cross-functional leadership and become agents of change within the organisation.

MAKERS LAB

To ensure that areas of training are firmly tied to business needs, top management plays a key role in identifying training needs and identifying **Makers**, i.e. internal Subject Matter Experts who can spread knowledge and best practices on specific topics. During the year, the **Makers Lab** involved 14 internal experts, the **Makers**, who shared their knowledge on specific activities, processes and tools with their colleagues. This programme was consolidated in 2022, with 35 training sessions for a total of over 741 hours. In 2022 the **Makers Lab** was extended to include employees in other countries where the Group operates.

MONCLER ACADEMY FOR TECHNICAL EXCELLENCE (MATE) AND STONE ISLAND ATELIER PROJECT

MATE is a specialist training course, launched at the beginning of 2022, dedicated to the recent graduates of technical and professional schools. *MATE* aims to train professionals to operate in the production of samples, prototyping and quality control, with a complete vision of the process of creation of a down jacket. The art of the outerwear is the focus of the training programme: from the strict quality and sustainability requirements for the raw materials to the final control of the finished product, to the know-how relating to manufacturing and the down-filling techniques. In 2022 the programme involved 24 young people.

The same programme, renamed *Stone Island Atelier Project*, has been launched for Stone Island.

The **Pattern Making School** was set up in 2018 at the production site in Romania, with the aim of increasing skills among Moncler's personnel and thus strengthening certain departments such as modelling, CAD, development and placements through the training and recruitment of local students.

Moncler also continued its partnership with the Italian association Valore D, providing opportunities for some employees at the corporate sites in Italy to attend inter-company courses and workshops aimed at promoting organisational models and develop a corporate culture that supports collaboration and dialogue between different generations, genders and cultures, while also facilitating the use of innovative, flexible tools to increase the degree of well-being and motivation of the employees involved. In 2022 Moncler employees were involved in training on various subjects, such as the development of the entrepreneurial spirit of young people, awareness of their role in the company, the importance of effective communication and the development of managerial skills.

REMUNERATION

The Moncler Group's remuneration system is designed to attract, motivate and retain people with the professional skills required by the perspective of business growth. It is based on principles of transparency, equity and equal opportunity and on criteria such as individual merit, abilities, skills and performance, while also taking into account the organisational role performed and the responsibilities assigned, in addition to comparison with the external market. This is the context for the Group' commitment to obtain the equal pay certification by 2025.

As a listed company, the Remuneration Policy for Group directors and strategic managers is set in accordance with the recommendations of the Corporate Governance Code, with the involvement of the People & Organisation function, the Nomination and Remuneration Committee, the Board of Directors and the Ordinary Shareholders' Meeting (see the Remuneration Report www.monclergroup.com, "Governance" section).

In the countries in which it operates, the Group offers, without differences between men and women, entry level salaries equal to or above the minimum required by law or collective bargaining, as confirmed by the analysis carried out annually on the entire corporate population, including the production site in Romania. Moreover, the Group values the results achieved by personnel also through the annual salary review. This process is based on individual merit, contribution to the creation of value for the Group, internal equity and competitiveness in relation to the market.

In addition, the Group has a *Global Mobility Policy*, which sets out the guidelines at a global level to ensure that employees working abroad receive fair, competitive, incentivising and consistent economic treatment. This Policy is a fundamental tool for regulating international mobility, a pillar of individual development and business success.

More than 80% of the eligible population of professionals, managers, executives and senior executives has a remuneration structure made up of a fixed and a variable component appropriately balanced according to their contributions to the company's strategic objectives. The **variable component** may be **short-term** (Management By Objectives) for the store managers and corporate population; a sales commission for retail staff, at both team and individual level; or **long-term** (Long Term Incentive). For the Italian corporate sites population, up to the managers category, a bonus linked to corporate performance indicators has been defined.

The **Management By Objective** (MBO) system is based on annual objectives, mainly quantitative, relating to financial performance achieved by the Group (primarily Group consolidated EBIT) and qualitative objectives of significant strategic and operational importance, including those linked to the achievement of the objectives of the Strategic Sustainability Plan. The system, which applies to executives, managers and professionals for corporate sites employees and to the store management team, is intended to encourage the achievement of distinctive results through mechanisms that reward over-performance by increasing the value of the bonus that can be awarded, over a certain threshold, where the assigned objectives are exceeded.

In the MBO system, for all those involved in the implementation of the Sustainability Plan are assigned social or environmental objectives as well as internal population engagement objectives. All members of the Strategic Committee, including the Chairman and the Chief Executive Officer⁷, have a percentage of their MBO linked to the achievement of the Group's strategic sustainability objectives and a target relating to the DE&I topic.

Lastly, the MBO system provides for alignment between performance objectives and the management of the risks identified by ERM to spread a culture of risk assessment and management in the employees decision-making process.

As a long-term incentive system, the Moncler Group currently uses **Performance Share** plans for key positions within the management population. These systems allow the incentive process for managers and key resources of the Group to be linked to actual company's results, steer people towards strategies aimed at pursuing sustainable medium-/long-term results, align the interests of beneficiaries with those of shareholders and investors and develop policies aimed at attracting and retaining talented professionals.

Starting from the 2020 Performance Share Plan, an *ESG Performance Indicator* focused on carbon neutrality was introduced for all corporate sites (offices, stores, logistics hub, production sites), on the reduction of single-use virgin plastic and on the recycling of nylon production scraps, and which, as an over-performance criterion, takes into account the Group's inclusion in the *Dow Jones Sustainability World or Europe* indices over the three-year period 2020, 2021 and 2022. In 2022 the ESG indicator was achieved at the maximum percentage.

Lastly, store employees are provided with incentive systems based on individual and store performance that reward excellence and service quality, along with the contribution to business development.

See also the 2022 Remuneration Report, published in the "Governance" section of the corporate website.

BENEFITS

The remuneration package offered to employees includes a wide range of benefits, ranging from life insurance to pension schemes and prevention programmes aimed at improving individuals' well-being. The benefits offered by the Group to its employees are linked to the professional category to which they belong, regardless the type of contract (fixed/permanent; full time/part time) and follow guidelines applied internationally, with possible changes depending on the local policy of the country of reference.

MAIN BENEFITS

FINANCIAL BENEFITS	Eligible employees
Supplementary pension plans	48%
Supplementary health plans	51%
Life insurance	14%
Financial support for disability	42%
Company canteen or lunch voucher	50%
Company welfare ⁸	43%
Other ⁹	27%
SOCIAL BENEFITS	Eligible employees
Fitness/sports centres ¹⁰	23%
Wellness and nutritional programmes	69%

7 The ratio between the total remuneration received by the Chairman and Chief Executive Officer (including the fair value of the medium-/long-term incentive component) for 2022 to the overall median remuneration (including fixed and variable components) of Group employees is equal to 216:1.

8 Including in addition to the Moncler Corporate Welfare Plan, also the kindergarten and other child services.

9 Includes benefits such as company car, transport or accommodation allowances.

10 Includes free access to the gym, fitness classes and other initiatives.

To develop remuneration policies that not only reward work performance, but also respond in a timely manner to the non-financial needs of its people, Moncler has developed corporate welfare plans, currently in Italy, the United Kingdom and South Korea, to ensure greater care and attention to the well-being of people, who have always been Moncler's true strategic asset. In particular, for all Italian employees, these plans apply to categories up to the managers of the corporate sites employed under permanent or apprenticeship contracts, in force at 31 December of each year and provide a wide range of benefits and services, also offered in part to the employee's family, from reimbursement of school expenses to vouchers, from leisure solutions to wellness packages.

In Italy a portion of the welfare credit can also be paid supple-

mentary pension funds, and the Welfare Plan identifies an “access” condition linked to the Group’s profitability.

During the year, in the context of the corporate welfare system, employees at the corporate sites in Trebaseleghe (Padua) who took advantage of the **kindergarten** and **nursery school** received a full contribution from the Company: the selected schools welcomed up to 30 children of Moncler employees. In addition, in 2022 the nursery for the children of employees at the production site in Romania was also finalised.

In 2022 the Moncler Group decided to award a one-time extraordinary bonus to employees as a sign of care and support in the face of high inflation levels.

Lastly, Moncler and Stone Island adhere to Sanimoda, the supplementary health care fund for workers in the Italian fashion industry, which provides health care services supplementary to those of Italian’s National Health System. During the year 1,106 Italian employees signed up with the Fund.

DEVELOPMENT

Identifying and retaining best talent at the Company is a of crucial importance. To value and develop people, Moncler uses the *PIUMA Leadership Model*, an annual **performance evaluation system** that measures the skills people use to achieve the assigned targets. Based on a robust methodology it measures performance by assessing the level of knowledge, problem-solving ability and impact on the business and leadership, then comparing it with the standard expected for the specific role. This allows to verify the level of adherence of the individual to their role, defining potential training and development plans.

The assessment is based on values of which every employee must be an ambassador and promoter: integrity, passion, harmony with company culture, ability to build trust-based relationships, global vision and the drive towards innovation.

The evaluation system, which aims to improve business performance, has a medium-to-long-term perspective and is therefore one of the key processes for managing and developing people, defining succession plans and retaining the best talent laying the basis of the salary review process, ensuring equity, equal opportunities, meritocracy and market competitiveness. The employee self-assessment is an important step in the evaluation process. It enables employees to compare the perception of their performance with that of the Company, thereby making sharing between manager and staff more productive.

The evaluation process requires that each manager assess their staff using a digital platform. This assessment is subsequently circulated to and finalised within a committee of senior managers, with the aim of ensuring the comparison and calibration of the assessments, thus making them even fairer and more objective. The process ends with the sharing of the assessment between the manager and the employee, in a conversation, in which the areas for improvement identified are discussed, the results achieved are emphasised and an action plan to strengthen future performance is shared.

The assessment process is applied to all organisational roles, both corporate and retail, at a global level, including the worker population in Romania. In 2022 this process was extended to the Stone Island population.

During the year, 5,288 people were assessed at Group level, 25% more than the previous year, equal to 100%¹¹ of the eligible population.

PERFORMANCE EVALUATION

	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Employees involved (No.)	5,288	4,218	4,751	4,147	2,708
Eligible population coverage (%)	100%	94%	100%	100%	97%

11 The percentage was calculated on the 2022 workforce employed under permanent contract, the database on which the 2022 assessment process was implemented.

EMPLOYEE ENGAGEMENT

The Group believes that dialogue and employee engagement are essential to increase the motivation and satisfaction of its people and thus create strong long-term relationships. The Engagement & Internal Communication department within the People & Organisation function is tasked with the development of strategies, actions and tools for people engagement and promotion of corporate culture. Several initiatives were developed in 2022, all of which sharing some distinctive features: developing collaboration between people, creating opportunities for sharing and knowledge, facilitating the communication of information and creating a shared culture and vision in order to increase team spirit at the Moncler Group.

Also in 2022 the **annual people satisfaction survey, MONVoice**, was carried out, with the aim of capturing the company's positioning with respect to two aspects: employees engagement and enablement. By analysing the components of each of these two aspects, the Moncler Group identifies the strengths and areas on which to work on to increase and improve its overall positioning.

The sixth edition of *MONVoice* involved 4,578 people worldwide, with a questionnaire of 51 closed questions and an open question asking people for suggestions on the areas of improvement of the Moncler Group and the factors that motivate them.

The main areas of excellence turned out to be "quality and attention to the client", "the flexibility and availability of managers" and a sense of "pride in being part of the Group". "Collaboration and communication between departments", while improving, continues to be the area to be strengthened, together with the Group's ability to create "development opportunities" and the "reward system".

In order to begin a process of improvement for people, starting from people themselves, results are shared worldwide through newsletters dedicated to the corporate population and translated into the languages of the Regions in which the Group is present, as well as through dedicated meetings. Opportunities for sharing results are key to deepen the data that have emerged and then formulating action plans and improvement projects to meet the entire organisation's expectations and needs.

PEOPLE SATISFACTION SURVEY

	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Employees involved (No.)	4,578	4,286	4,201	3,913	3,741
Population coverage (%)	100	100	100	100	100
Engagement rate (%)	64	62	64	63	72
Response rate (%)	89	88	89	88	88
of which women (%)	89	70	88	72	73

Activities aimed at creating contact points between employees and the Group's top management continued. It continued the *Thank Boss It's Friday!*, an initiative launched in 2019 where employees share their curiosities and propose suggestions to top management with a view to open dialogue. In 2022 the format was extended to Stone Island and launched at global level, adapting it to local cultures. In APAC, for example, it became a tea break and involved primarily new employees.

In line with the objective of creating awareness of what is occurring within the Group and setting up opportunities for contact with top management, several meetings were held for all employees, during which they were informed of financial results. These were opportunities set up at the corporate level to explain and celebrate company results and update the entire corporate population on the most important projects. These initiatives have also been replicated periodically at local level, in order to deepen each Region's results and targets.

Convinced that **corporate volunteering** is not only a tool for social responsibility, but also a means of creating a culture of diversity and solidarity, Moncler since the launch of the first programme in 2018 has partnered with a number of non-profit organisations in activities ranging from environment to social. All employees at corporate sites worldwide can take **two days a year to volunteer**, choosing from different organisations, types of activities and days. Starting from 2022 also Stone Island employees have been involved in corporate volunteering, as well as the employees of the retail channel.

With **Legambiente** a project aimed to raise awareness of the environmental impact of the dispersion of waste in nature continued. In the project, Moncler volunteers actively participated in the campaign for parks and beaches conservation, which were cleaned mainly of plastic materials or invasive plants.

In 2022, in addition to providing economic support to UNHCR in collaboration with **Francesca Rava - N.P.H. Foundation**, the Group made its sites available as collection points for essential goods to be sent to support the Ukraine population during this time of emergency.

In 2022, 200 employees of the the Moncler Group participated as runners in two events for cancer research and prevention: the *Milano Pink Parade* organised by the **Umberto Veronesi Foundation** and the *Venice Marathon*, in collaboration with the **Piccoli Punti** association.

Moreover, since 2021 Moncler has invited its people to participate in the *Be Warm* project, developed together with **Officine Buone** to provide Italian hospitals, and above all the Istituto Nazionale dei Tumori (National Cancer Institute) in Milan, their artistic talent, encouraging employees to share their passion for art, painting, photography, digital art and music. In October, the most creative works selected became part of a travelling exhibition in hospitals. In addition, selected singers and musicians had the opportunity to perform in hospital wards, offering moments of fun and relaxation to doctors and patients. This first edition was expanded in 2022 at global level.

Over the course of the year, the Americas Region and Japan also engaged in volunteer activities involving cleaning parks, beaches and mountains.

The APAC Region organised initiatives to protect the poorest segments of society. In particular, Moncler employees offered their support in preparing meals for less fortunate people.

In early 2022 collaboration continued with the organisers of the vaccine campaign at the Palazzo delle Scintille hub, following supporting health care professionals to ensure that the vaccine cycle was as smooth as possible.

In 2022, 241 employees participated in these programmes worldwide, for a total of over 1,600 volunteer hours.

The Group operates in an international and multicultural context, and regards diversity as an asset to be valued, as well as a source of competitive advantage.

Welcoming everyone, valuing diversity and expressing ourselves always are core aspects of the corporate culture and crucial to its growth and way of doing business. The Group thrives in diversity and engages in dialogue with all generations and cultures, aware that diversity is a resource, an opportunity for enrichment and an asset that makes companies stronger in global challenges.

As stated in the Moncler and Stone Island Codes of Ethics, in the Human Rights Policy approved in February 2023, and in line with an inclusive approach, no form of discrimination on the basis of ethnicity, skin colour, gender, sexual orientation, religion, nationality, age, political opinion, trade union affiliation, marital status, physical or mental disability, or any other status or personal characteristic is tolerated. Respect for diversity and equal opportunities and the prevention of all types of discrimination are principles that the Group is committed to ensure at all stages of employment, from the recruitment process to the definition of remuneration, to opportunities for professional growth, through to the conclusion of the employment relationship.

Since 2020, the commitment to strengthen the culture of inclusion and diversity, both within and outside the Group, has led to embark in a Diversity, Equity & Inclusion (DE&I) journey.

Roles and responsibilities for the Diversity, Equity and Inclusion Committee were defined in 2021. This body, chaired by the Chief Corporate Strategy & Communication Officer and sponsored by the Chairman and Chief Executive Officer, is made up of the Chief Brand Officer, the Corporate HR Director, all the presidents of the Regions and the Art Director of Stone Island and pursues the mission of promoting all forms of inclusion and diversity. It reports to the Nomination and Remuneration Committee, with which it shares the strategy and reports on the actions taken. The DE&I Committee aims to assess current internal policies and initiatives, defining a clear vision that, in line and synergy with the business, enables the Group to achieve outstanding levels in DE&I, developing areas of improvement, launching new initiatives and projects on diversity and constantly monitoring and measuring the progress made, with particular regard to the peculiarities of the communities where the Group operates.

The DE&I Committee relies on an operational working group that put the strategy into practice, implement the action plan and monitor specific indicators and objectives, ensuring continuous and constructive dialogue between the Committee and the Group's Regions. Each Region has also established dedicated DE&I Councils, which are responsible for implementing the initiatives decided at Group level and also define others in line with local needs and culture.

Drivers of the activities that are underway involve the following areas:

- strengthening a culture of diversity, equity and inclusion through training and awareness-raising activities
- promotion of representation through various tools including partnerships with universities that have a very diverse pool of students, selection processes aimed at ensuring fair and impartial evaluations
- design of new ways of working through initiatives that foster exchange and sharing between people, such as the creation of interdisciplinary working groups, project committees representing company diversity by age, skills, gender, seniority, cultural background, etc.
- definition of processes and policies to support diversity, equity and inclusion and compliance with these principles, including a global parental policy, strengthening of internal protective mechanisms and reporting of misconduct, equal pay certification, etc.
- talent enhancement through various initiatives including job posting, extension of the performance evaluation system, celebration of individual achievements, etc..

With regard to training programmes, in 2021 the *Unconscious Bias* course was launched to help participants understand and recognise stereotypes and prejudices through practical exercises, to experience them on themselves and explore how they impact de-

cisions. The course immediately involved the Group's top management and executives from all Regions. In 2022, the programme was extended to the entire corporate population through various delivery methods. In addition, the three-year cultural awareness programme continued for all employees involved in an awareness and education plan for various cultures, including the American, Korean, Japanese and Chinese ones.

With regard to corporate policies and procedures, in 2022 the **Diversity, Equity Inclusion Manifesto** was defined; it was written in collaboration with employees to outline what DE&I represents for the Group and inspires choices and actions to promote inclusion and enhance diversity. The **Human Rights Policy** was also developed, setting out the principles underlying the Group's commitment to promoting responsible business management at all levels of its supply chain, while respecting and contributing to the protection of all individuals' rights. Lastly, the **Personnel search and selection Policy** was updated with a greater focus on enhancing and protecting diversity and promoting inclusion.

With respect to this latter aspect, during the year the Talent Acquisition team involved 20 colleagues from different business areas in a workshop to provide input on how to write job descriptions that are more inclusive and aligned with the corporate identity, in addition to participating in the *Diversity Day* in Italy dedicated to the recruitment of people with disabilities. Moreover, during the year, "blind hiring" techniques were used for various hirings, eliminating the personal information of candidates that could create cognitive biases and influence the quality of the selection.

To create **sharing** opportunities among colleagues, 254 employees communication moments were organised to regularly and directly inform and update them on corporate decisions, results, initiatives and activities. Various meeting moments were also held, including yoga sessions at the corporate sites to promote physical and mental well-being, table-football tournaments and a year-end company event at the corporate site in Italy.

FUTURE ACADEMY: THE INCUBATOR FOR CREATIVES

In 2020 Moncler began working with the English magazine **The Face** to launch **Future Academy**, a programme that provides paid training opportunities to young people who want to join the creative industry, enabling them to acquire new skills and building a series of contacts of great value for their future.

The search for candidates began in 2020 with Create Jobs, focusing on the backgrounds of under-represented young people with a view to inclusivity. The selection process involved trainees from under-represented categories in the creative industry, such as people of color, Asian and ethnic minorities, from the LGBTQI+ community, with disabilities or from under-privileged socio-economic backgrounds. In 2022, the search resulted in the selection of four talented young people who took part in the programme. The four young people were individually mentored by Moncler employees through programmes managed with *The Face*. After working on an editorial project for the magazine, they were hired to work full-time at *The Face*'s London office.

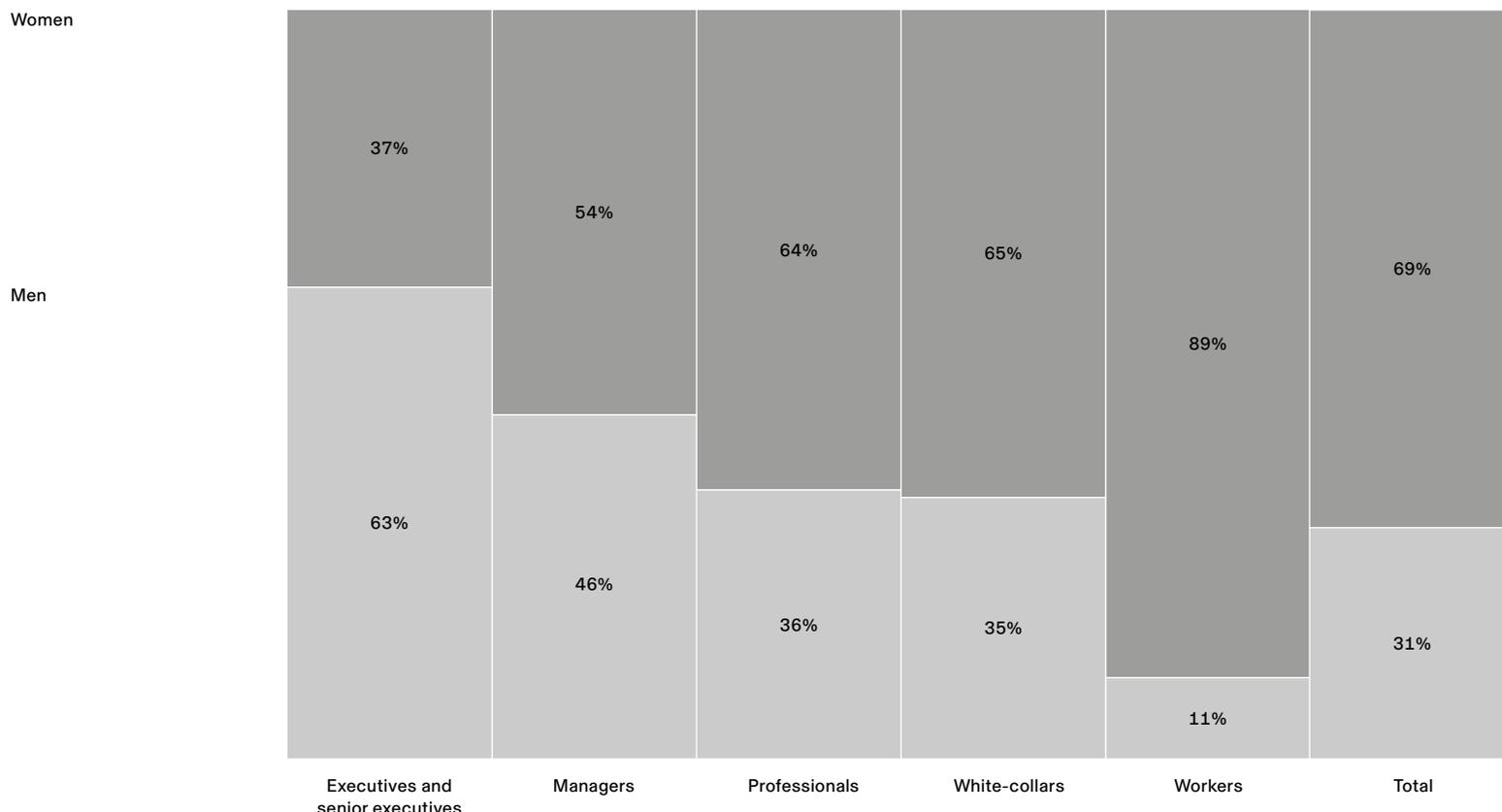
In addition, Future Academy involves around 50 young people from under-represented categories, providing free access to online masterclasses and virtual mentorship activities created by *The Face* and its network of creatives, to which Moncler has contributed through dedicated courses.

With regard to gender differences, the percentage of women on the total workforce is predominant. Women represent 69% of the total employees, in line with 2021.

The percentage of women is high across all geographical areas and within management positions (managers, executives and senior executives) is equal to 51%.

Women account for 70% of the employees with permanent contract and 60% of the employees with fixed-term contract. Women account for 70% of contracts transformed into permanent in 2022.

Analysing the gender breakdown in terms of length of service, distribution by age group and level of education, there are no differences compared to the general trend. See also pages 232-233; 236.



The Moncler Group is committed to offering a **fair level of remuneration** that reflects each individual’s level of competence, skills and professional experience, ensuring the application of the principle of equal opportunity and avoiding the risk of discretion. Except for managers category, where, on average, women’s pay levels are higher than men’s (+7), the differences in men’s and women’s salary level range between 5% and 15%. See also page 236.

The Group is committed to include **people with disabilities**. Moncler manages diversity in accordance with the rules and practices laid down by applicable laws and encourages the various company departments to employ people with disabilities. Each case is assessed so as to respect and reconcile the needs and abilities of each individual, providing the correct workstations and, where necessary, adapting working hours, by doing people are protected and empowered to give their best.

At 31 December 2022 there were 76 employees with disabilities in Italy, Romania, France, Germany, Japan and South Korea, with an increase of 3% compared to 2021. In the coming years, the Group will continue to plan to integrate additional people with varying degrees of disability, including through collaboration with institutions focused on targeted job placement.

The Moncler Group regards the promotion of health and safety as a key priority of its way of doing business in order to protect employees, clients, contractors and all those who enter its sphere of influence.

The Moncler Group operates in full compliance with the requirements of specific regulations applicable in the countries in which it operates, with an approach aimed at continuous improvement.

At the Moncler and Stone Island headquarters, a team of specialised personnel (Health and Safety Staff) is responsible, at global level, for ensuring workplaces that are safe and that comply with applicable legislation, setting health and safety guidelines, coordinating monitoring efforts and, where necessary, improving safety conditions, supervising the activities of designers and architects and maintaining relations with the safety representatives of Italian workers.

Every employee plays a key role. Spreading a **culture of safety** and individual responsibility, as well as creating risk awareness, are indeed pivotal to maintaining a safe working environment.

A great deal of attention is also paid to the safety of workers and contractors that work at Group sites. In Italy, all business relations with contractors require the signing of a document attesting the assessment of risks associated with conducting business at the company (interference risks) and the application of strict prevention in activities involving risks.

MANAGEMENT SYSTEM

Among the initiatives developed by the two Group brands for the protection and promotion of health and safety in the workplace is the implementation and application of an effective management system in compliance with the highest health and safety standards. In this regard, the Moncler Group's commitment is detailed in the **Occupational Health and Safety Management Policy**, reviewed and approved by the Group's Board of Directors and circulated to all employees worldwide. The Policy sets out the principles and guidelines to be applied in all the areas of activity and includes:

- a dynamic, preventive evaluation of activities, allowing risks to be eliminated at roots and, where this is not possible, to be reduced according to the best available techniques
- continuous improvement in all activities with a safety impact by defining and prioritising specific action plans
- enhancement of knowledge, competence and awareness of all employees through targeted training and practices.

The Group's health and safety management system is overseen by the Chief Corporate & Supply Officer, who is responsible for its implementation. In addition, the Group's Board of Directors receives quarterly updates on the management of health and safety issues from the managers in charge.

In 2022, Moncler obtained the renewal of ISO 45001 health and safety management system certification at global level for all offices, directly operated stores, logistics hubs and production site in Romania. During the year Stone Island also obtained the ISO 45001 certification for all offices and stores in Italy and worldwide. In 2023 the Moncler and Stone Island certificates will be unified at Group level.

FROM PREVENTION TO CONTROL

The Moncler Group devotes considerable attention and energy to managing occupational health and safety to limit accidents as much as possible.

Although there are no high-risk activities, the Group adopts a **preventive approach**. Before the opening of a new workplace, whether an office or store, a thorough **health and safety risk assessment** is carried out through specific inspections conducted with the support of specialised experts. Existing offices and stores are subject to various periodic **compliance checks**, through documentary analysis and inspections (verification of working environments and equipment). If necessary, an **improvement plan** is formulated, with actions prioritised to address the risks identified and the integration of the action plans with quantified objectives. Progresses made in the mitigation and prevention of health and safety issues and identified risks with regard to the goals of the improvement plan are periodically assessed and reported internally.

A specific, detailed emergency response plan with measures for preparedness and response to emergency situations is also provided for each Group site.

During 2022, occupational health and safety inspections continued at the Moncler and Stone Island corporate sites in Italy, the logistics hub in Castel San Giovanni (Piacenza) and the production site in Romania. These inspections were carried out by both internal and external staff.

All employees of the Moncler Group and service providers most exposed to workplace safety risk, such as security, cleaning, portage and maintenance companies, are covered by the company health and safety management system, which involves audits conducted by internal functions and external bodies.

In Italy, the Group organises periodic safety meetings, in which representatives of the two Brands participate, along with the company physicians, the officers of the prevention and protection service and workers' safety representatives. During the meetings, analyses and results are shared with regard to risk assessment, accident rate, training and the personal protective equipment used.

Lastly, the Group's health and safety management system also includes specific procedures for investigating accidents, occupational diseases, illness or accidents at work in order to identify the circumstances and possible causes and, if necessary, plan and prioritise actions and initiatives to prevent their recurrence in the future.

In 2022, various activities focused on health and safety prevention continued, including: careful management of workspaces, ongoing communication and awareness-raising activities, monitoring the correct application of improvement initiatives for employees and for those of the service provider that manages the logistics hub in Castel San Giovanni (Piacenza), and contractual sharing and adoption of high standards of health and safety management, in line with those set out in the Code of Ethics and the Group's Supplier Code of Conduct, as well as in the relevant legislation, by partners and suppliers.

Moncler's accident rate trend in the three-year period 2020-2022 is due to the partial operation that characterised many of the company functions with a higher accident risk profile in 2020 and 2021 due to the effects of the Covid-19 pandemic. In 2022 these functions resumed full operation, with accident rate returning to levels similar to pre-pandemic ones.

In 2022 Moncler continued its commitment to monitoring accident rates for the employees of the service provider that manages the logistics hub in Castel San Giovanni (Piacenza), which in 2020 received the SA8000 certification with the aim of ensuring optimal working conditions. The severity rate at the logistics hub was 0.15 in 2020, 0.27 in 2021 and 0.12 in 2022¹², whereas the frequency rate was 9.17 in 2020, 8.41 in 2021 and 10.38 in 2022. In addition, monitoring was extended to other service providers deemed most at risk of safety for whom no accident was recorded, with a total frequency rate for all monitored suppliers of 7.78 in 2020, 5.90 in 2021 and 7.90 in 2022.

No fatal incidents were recorded, either among employees or contractors.

WORKPLACE ACCIDENT INDICATORS

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Incidence rate ¹³	3.80	4.57	3.46	2.84	1.86	3.26	3.64	5.31	1.87	2.87	1.41	3.47	1.82	1.64	1.89
Severity rate ¹⁴	0.14	0.19	0.12	0.06	0.04	0.07	0.14	0.22	0.11	0.07	0.05	0.08	0.02	0.03	0.02
Frequency rate ¹⁵	2.45	3.07	2.19	1.79	1.22	2.03	2.34	3.52	1.87	1.79	0.91	2.14	1.07	0.95	1.11

12 Considering both commuting and workplace accidents, the severity rate was 0.91 in 2019, 0.93 in 2020, 0.50 in 2021 and 0.12 in 2022.

13 Incidence rate: (number of workplace accidents/total number of employees) x 1,000.

14 Severity rate: (number of days lost due to workplace accidents/total number of hours worked) x 1,000.

15 Frequency rate: (number of accidents/total number of hours worked) x 1,000,000.

Occupational diseases, i.e. diseases caused by a gradual and progressive harmful effect on the worker's body, in a direct causal relationship with the work carried out, are monitored by the Group in order to identify the conditions of working environments that may have facilitated them, check for any residual risks and take the necessary corrective actions, in order to prevent them from recurring. In addition, in Italy, personnel exposed to specific risk factors continued to undergo periodic health checks through specific health protocols, formulated on the basis of risk, along with any additional specialist visits as needed.

All indicators relating to accident indicators are constantly monitored and assessed. See also page 239.

Moncler and Stone Island take an inclusive approach to employee well-being, focusing attention on work-related stress issues. In 2022 Moncler renewed its assessment of **work-related stress** at corporate sites in Milan: for all offices, the results of this assessment showed a low risk. Despite the “low” risk obtained, in 2023 the Company will continue to implement a series of actions aimed at implementing a process of continuous improvement: the stress assessment was used as a basis for the planning and implementation of organisational or management measures aimed at preventing or minimising stress-related harm on worker health.

This assessment was also carried out at Moncler production site in Romania and at the Stone Island sites in Milan and Ravarino (Modena), also found to have a “low” risk level.

TRAINING AND INFORMATION

People training is part of the prevention activity promoted by the Moncler Group.

During 2022 more than 27,000 hours of health and safety training were delivered. Specific training courses, dedicated and customised on the basis of the various professional profiles and risk levels, were launched in order to transfer the appropriate knowledge, skills and values for “working safely”.

The majority of employees have received general workplace safety training in compliance with the law. For those at the Company who occupy positions of responsibility and coordination, additional training has been provided, specific to officers, to facilitate the monitoring and compliance of workers with conduct in line with the legal and company’s health and safety rules.

In addition, a health and safety course with content specific to store employees continued to be provided to all Group stores.

HEALTH AND WELL-BEING

The Moncler Group’s commitment to the promotion and protection of the health of its employees extends beyond the limits of its business activities and occupational risks. This is the meaning and purpose of the various initiatives relating to **training and information on prevention** organised during the year.

The Moncler Group is committed to sign agreements with local clinics to ensure employees have access to the best medical centres at the lowest rates. In 2022 a dedicated psychological consultation service was made available to employees at Moncler’s sites in Italy.

In addition, the Group participates in a supplementary health care fund for workers in the Italian fashion industry, which provides services supplementary to those of the Italian’s National Health System. During the year, 1,106 employees registered with the fund. See also pages 106-107.

In 2022, the traditional company welfare initiatives continued at the production site in Romania. Moncler has always put in place various activities to promote the health and well-being of employees in Romania: from offering annual blood tests directly on site, to conducting free eye tests, to helping to purchase eyeglasses. The evaluation on the **ergonomics** of some workstations in the ironing department, needed to formulate improvement plans to reduce staff fatigue and maximise productivity, was extended to the sewing department during the year. Lastly, new LED lighting systems, which are more environmentally efficient and contribute to improving working conditions, continued to be installed.

Another issue that Moncler and Stone Island regularly monitor is **noise** in workplaces, which can cause a range of health problems for workers. In particular, at all corporate offices and the production site in Romania, noise measurements are carried out annually to check compliance with the permitted limits in each area.

Air quality, temperature and humidity can also generate uncomfortable situations in the workplace, affecting both physical health and the psychological well-being of workers. Specifically, the Moncler Group, in order to ensure proper workplace ventilation at the corporate sites in Trebaseleghe (Padua) and Romania and at the Stone Island site in Ravarino (Modena), where there are various micro-climatic conditions due to different processing phases, continued to carry out efficiency upgrade projects involving the installation of latest-generation ventilation systems, which are periodically checked.

The Moncler Group's commitment to the well-being of its employees includes various programmes that promote work flexibility and the best work-life balance. In this regard, the Group helps men and women to reconcile their professional and private lives by offering flexible working hours adaptable to personal needs. Moncler also allows employees to work from home for up to four days until their children reach three years of age, where compatible with the position. Pregnant employees can even work from home full time.

The Moncler Group acknowledges and respects the right of its employees to be represented by trade unions and maintains relations with these bodies based on mutual recognition, dialogue and cooperation.

Trade union relations and negotiations are managed in accordance with the highest principles of **transparency** and **fairness** and in strict compliance with applicable laws.

In Italy, Romania, France, Belgium, Austria, the Netherlands, Spain and Brazil, all employees are covered by collective bargaining agreements, accounting for over 57% of the employees worldwide.

The Moncler Group bases its policy of industrial relations on constructive dialogue, which aims at involving employee representatives and maintaining a good work environment. The search for shared solutions translates into a total **absence of conflict**.

Thanks to the collaborative environment established over the years, also in 2022 no company strikes or trade union protests by workers directly employed by Group companies, nor any cases in which the freedoms of association and collective bargaining were violated or found to be at risk, were registered.

During 2022 **Moncler continued to hold periodic meetings with trade union representatives**, mainly concerning the extension of the agreement reached in 2021, the adoption of an extraordinary welfare plan, the management of the Covid-19 pandemic, as well as the circulation of the health, organisational, procedural and training measures that the Company has continued to implement. In particular, for Moncler, through the renewed trade union agreement, greater flexibility in the management of agile working by pregnant women was provided: the term of the agreement was extended to the three-year period 2022-2024, maintaining the important benefits to support parenthood, people and supplementary pensions and welfare already introduced previously.

At Stone Island regular meetings were held in 2022 with union representatives to define the renewal of the supplementary contract. In line with the principles adopted by Moncler, the negotiations will continue in 2023, with the aim of concluding the agreement in the first half of the year. Furthermore, in view of the particular high inflation scenario in 2022, Group's trade unions were periodically informed on the implementation of an extraordinary welfare plan to support employees' purchasing power.

The Group is aware that some strategic decisions may have repercussions on its employees and, in this regard, in case of significant organisational changes (e.g. reorganisation processes or other significant transactions), has always implemented, and commits to continue to do so, all procedures for prior information and consultation of employees provided for by law.

MONCLER'S NEW SUPPLEMENTARY COMPANY PLAN

Protection, well-being and listening to people are key to Moncler. Accordingly, in collaboration with trade unions, in 2021 new major new benefits were introduced to the supplementary agreement for Italian employees.

SUPPORT FOR PARENTS

Moncler's support for parents includes a range of opportunities for new parents to help take care of their children and return from leave. These opportunities include, for the first three years from the birth of a child, accepting requests for part-time work by new mothers and extending this working solution to fathers in specific cases, greater time flexibility in and out and systematic acceptance of requests for remote working up to a maximum of four days a week. In addition, since 2022, the Group has been committed to allowing pregnant women to work remotely. It also includes additional paid leave for paediatric care, day hospitals, vaccines or the illness of children, greater flexibility in the use of optional

maternity leave with the possibility of splitting up parental leave and the extension of paternity leave, also available in case of adoption.

SUPPORT FOR PEOPLE

Moncler's initiatives to support people include providing tools for attention in cases of serious illness, managing specialist visits, bereavement, and volunteering. Personal support relates to offering additional paid leave for medical examinations, extending the grace period for particularly serious cases with an extension of the job retention period to a total of 24 months, additional paid leave for family bereavement, support for serious illnesses and the inclusion of two days' paid leave for volunteering activities.

SUPPLEMENTARY PENSIONS AND WELFARE

Moncler also increased the percentage contribution to supplementary pension by the Company, while also changing the methods for calculating the annual welfare contribution, including two sustainability indicators, to complement the financial indicators.

The principles strengthened in the supplementary plan (including support for parents, people and supplementary pensions) will also be extended to the other regions where the Group operates and to Stone Island.



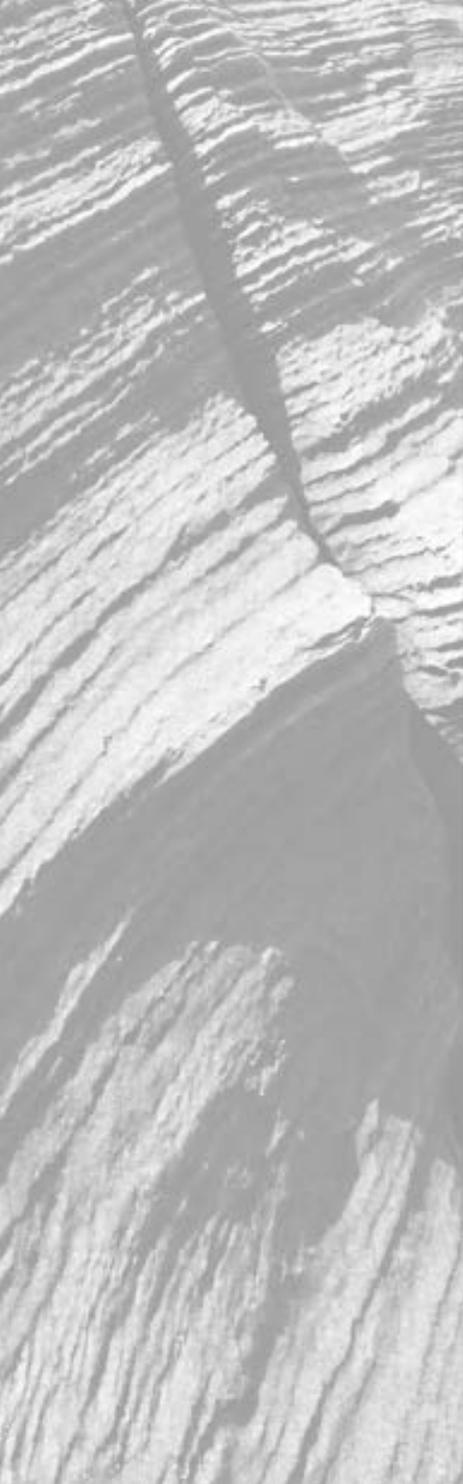




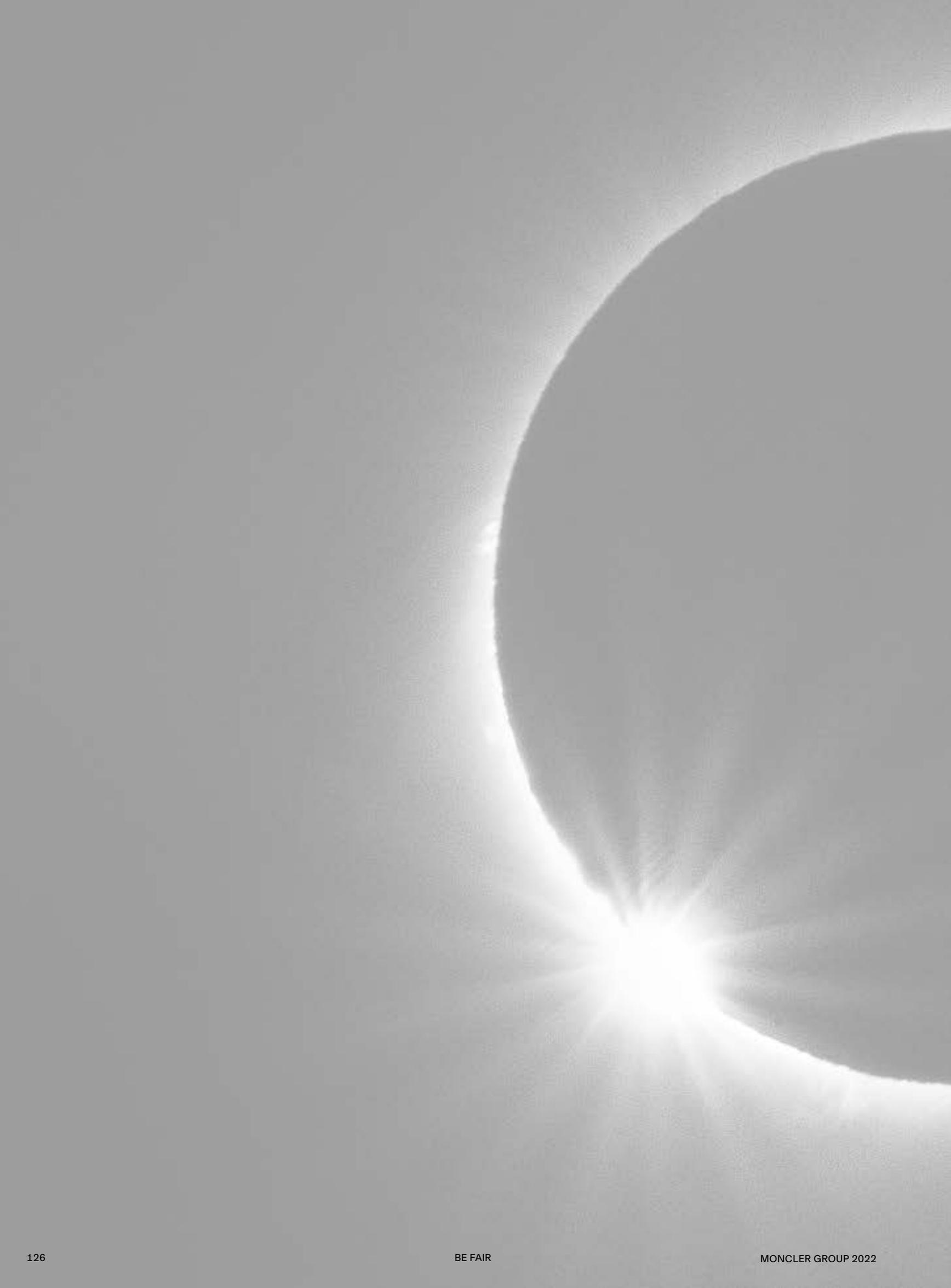










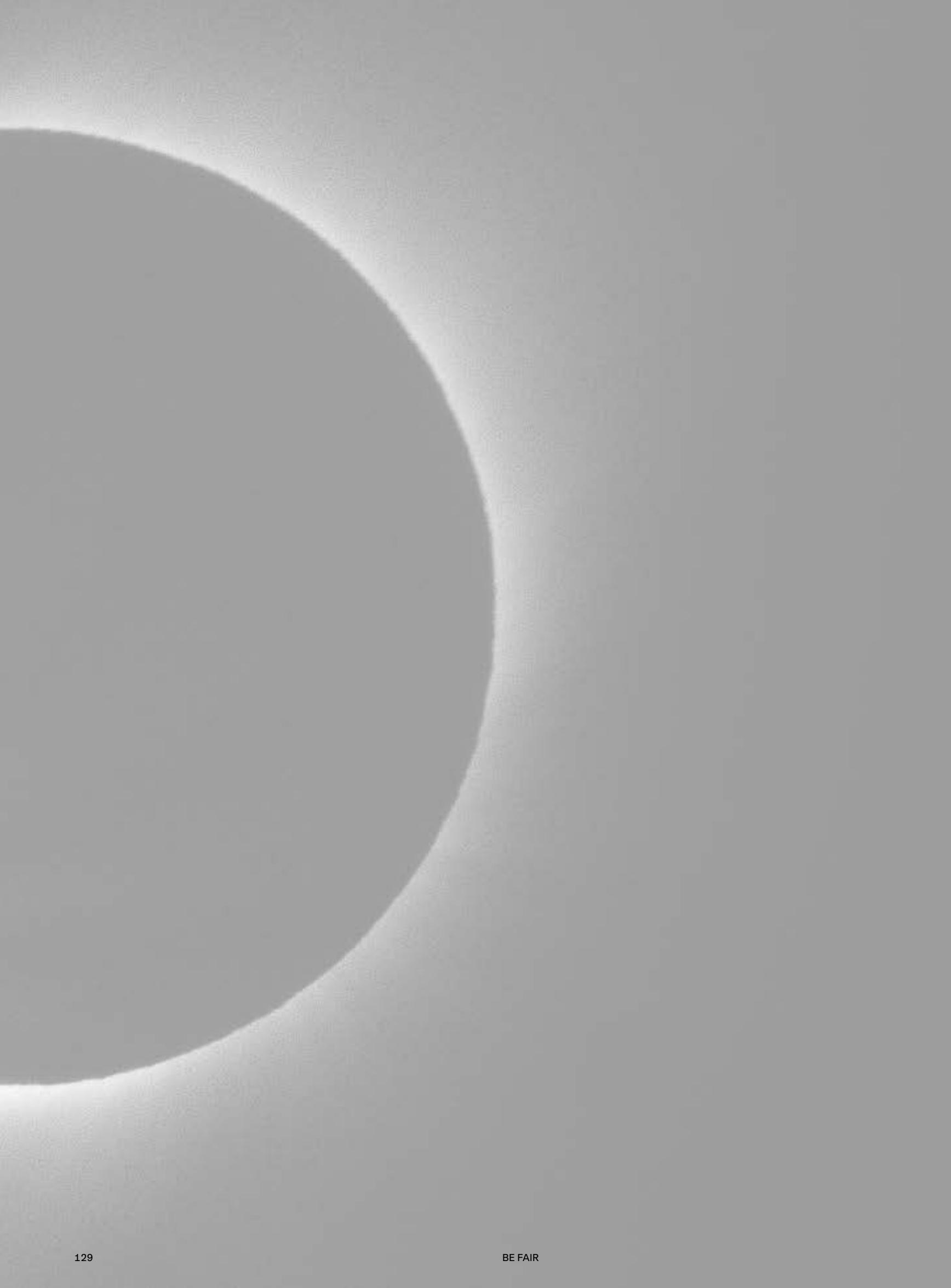


4 Be fair

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Responsibility and transparency in business decisions and relationships, particularly with **suppliers** and **clients**, are fundamental values to continuing build **long-term** relationships based on **trust and authenticity**.

Aware that a **quality product** is a product made with a focus on health and safety, respect for human and labour rights, the environment and animals, the Group is also committed to acting with transparency and authenticity in relations with its clients through direct, continuous dialogue across all contact channels.



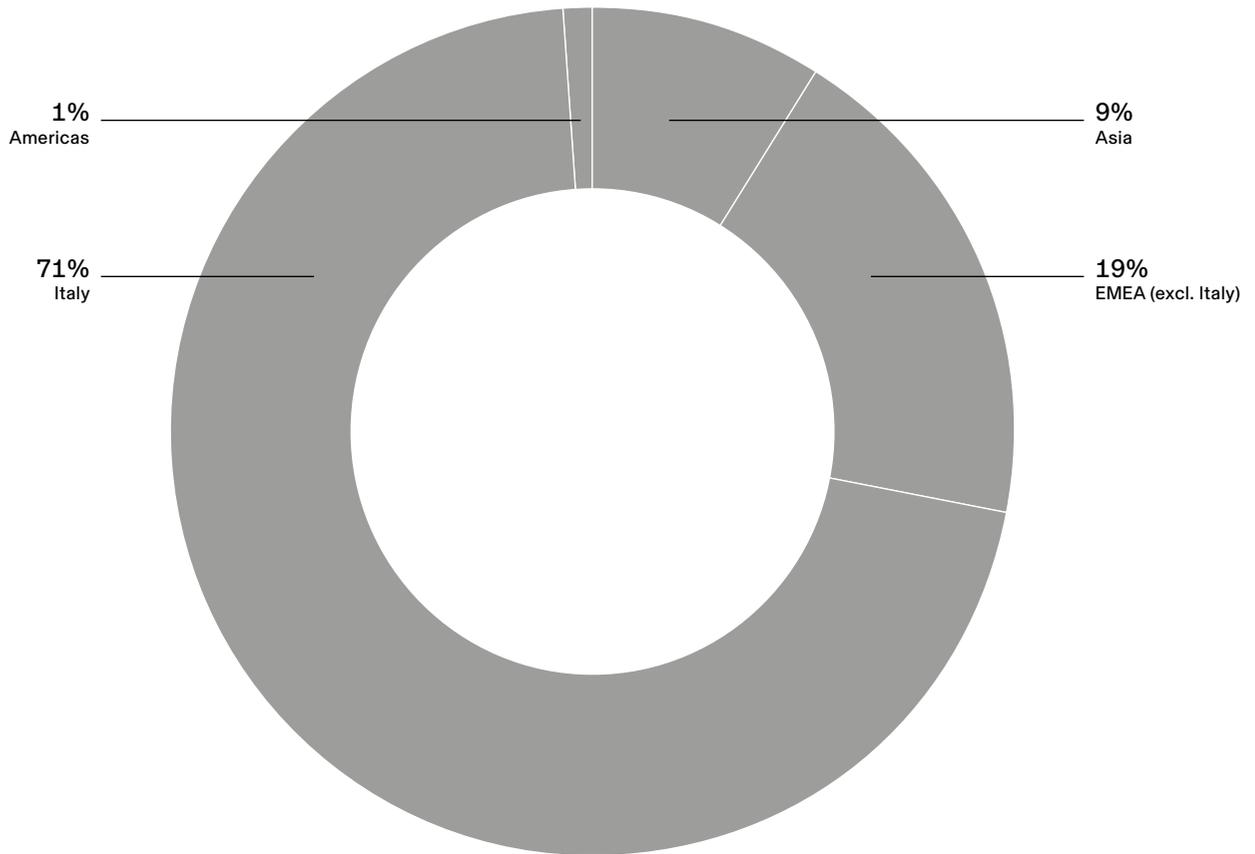
A quality product is the result of shared standards, cooperation, joint efforts and stable relationships based on trust with all supply chain partners. The Group believes in the importance of developing ever closer and more profitable synergies and partnerships with those who not only guarantee reliability in production performance, but also share the company's values and expectations in terms of ethical, environmental and social standards.

A total of 662¹ suppliers are involved in the manufacturing of Moncler and Stone Island products and are divided into four macro-categories: raw materials, façon manufacturers, finished products and services.

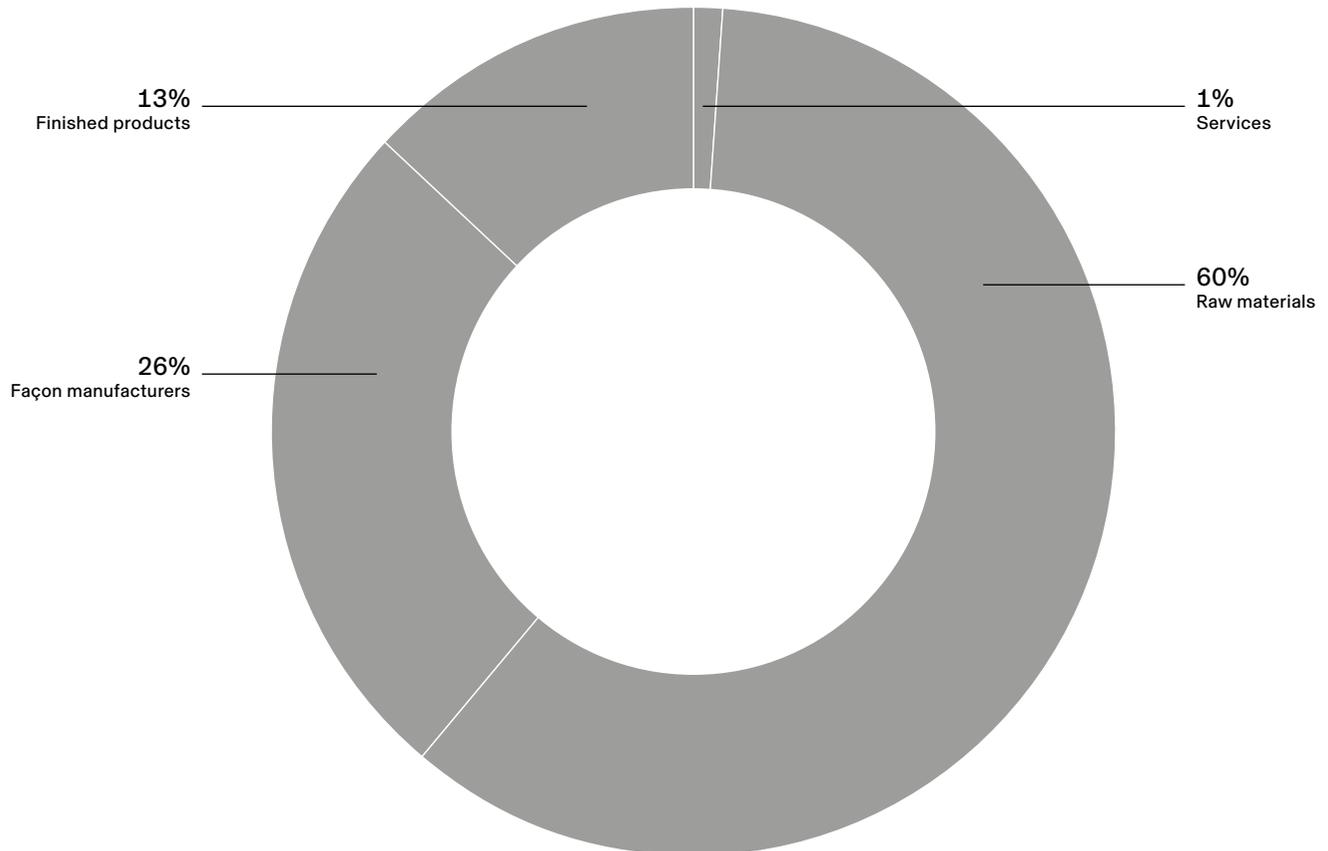
- **Raw material suppliers** mainly provide fabrics, yarns, down, leather and production accessories (buttons, zippers, ribbons, elastics, etc.). Fabrics are mainly sourced from Italy, Japan, Korea, China and France. Suppliers of yarn and production accessories are mainly Italian, while the down suppliers are European, North American and Asian.
- **Façon manufacturers** are suppliers with strong technical expertise to which the Group entrusts the production of finished products or intermediate phases of processing (dyeing, embroidery, etc.), while providing them with all the raw materials needed. In particular, this category includes dye houses that perform garment-dyeing to which Stone Island directly entrusts this process in Italy. The entire manufacturing process is carefully monitored by Group technicians who verify its compliance with the required standards through rigorous, ongoing field audits. In particular, through this process outerwear, trousers, skirts, dresses, all tricot knitwear and some cut-and-sew knitwear are produced. Façon manufacturers are mainly located in Italy and Eastern Europe, areas where long manufacturing tradition guarantees very strong technical expertise and adequate production capacity. In particular, Italy is characterised by a strong expertise in very complex and unusual processes.
- **Finished products suppliers** are those who, having received the technical design of the products, are responsible for the realisation of the garment, including the raw materials sourcing phase, according to the Group standards; in addition, Moncler directly provides its finished products suppliers with some strategic raw materials such as down, nylon and, of course, logoed materials. During garment production there is constant interaction between the supplier and the Group experts, who make on-site visits and scrupulously supervise the process, to ensure that the final product meets the expected high level of quality. Some cut-and-sew knitwear (mainly t-shirts and polo shirts), some soft accessories (such as hats and gloves), shoes and bags, and small leather goods are mainly produced in this way. In particular, suppliers of cut-and-sew knitwear are based in Europe and Türkiye while suppliers of soft accessories are mainly Turkish and Italian with a high degree of specific skills; shoes, bags and small leather goods are realised by European suppliers, most of them Italian.
- **Service providers** support the Moncler Group in its pattern making, prototyping and quality control processes and are mainly based near its corporate offices.

¹ Excluding suppliers with sales order of less than 1,000 euros per year.

SUPPLIERS BY GEOGRAPHICAL AREA²



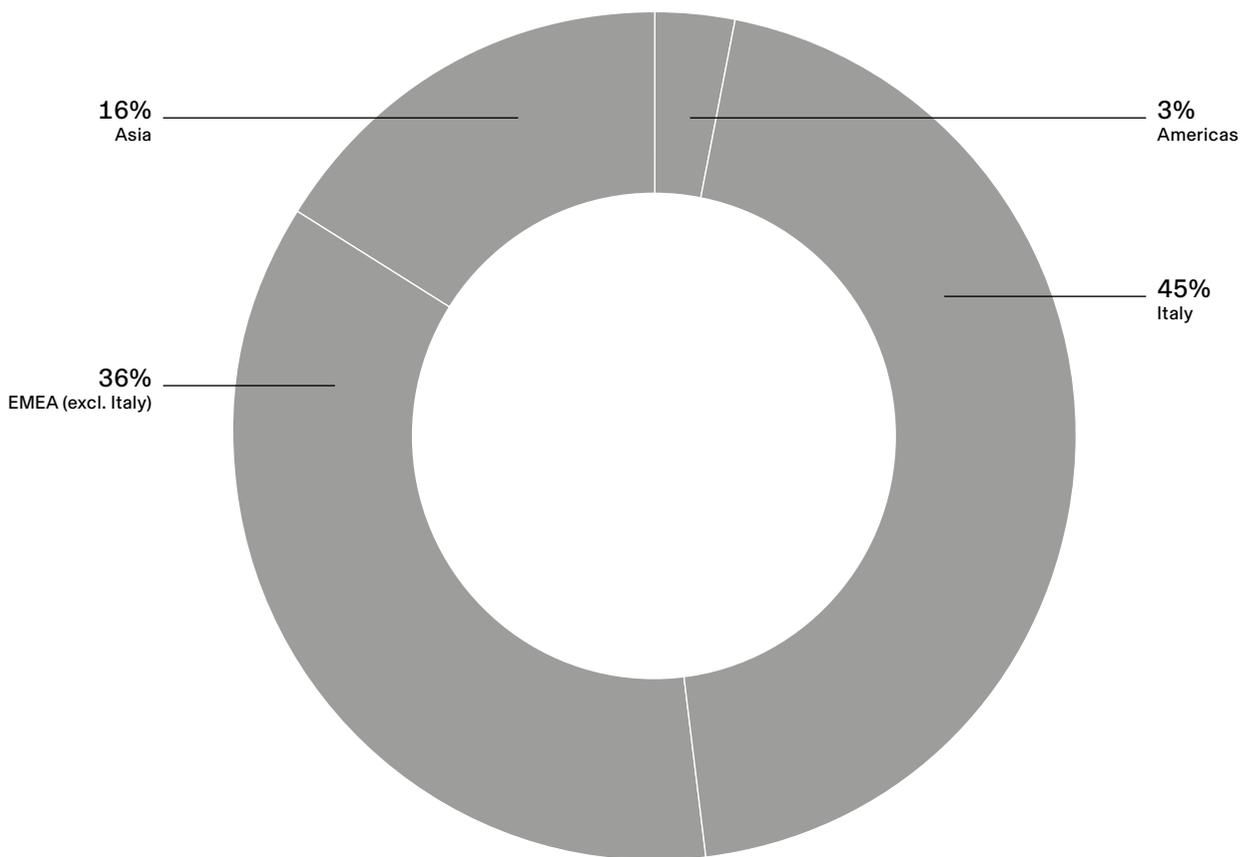
SUPPLIERS BY TYPE³



² For façon manufacturers and finished product suppliers, the geographic location is the country the product was "made in"; for service and raw material suppliers, it is the country where the supplier's head office is registered. Percentages calculated on the number of suppliers.

³ Percentages calculated on the number of suppliers.

VALUE OF ORDERS BY GEOGRAPHICAL AREA



Where possible, the Group employs local suppliers located near its main sites to benefit from logistical advantages, generate income and create employment opportunities in the communities where the Group operates.

Most suppliers (90%) are based² in the EMEA Region, primarily in Italy.

The Group distributes its purchasing expenditure, so as to avoid situations of dependence on its suppliers that could represent a risk for the business. With regard to concentration, the top 40 suppliers account for 50% of the value of orders. The Group is careful to promptly identify critical situations that could cause potential supply disruptions and mitigate the related risk.

The Group periodically identifies its *critical suppliers* to involve them in targeted actions and initiatives. This identification process is based on a *risk-based* approach that takes into account, in addition to their importance to the Group in terms of the economic value of the orders commissioned, quality, delivery times, financial dependence of the supplier, and the Group's ability to ensure the supply of goods and services if it has to replace a supplier quickly, and specific sustainability parameters, such as: the potential risk relating to human rights in the reference country, the sourcing of key raw materials with potential social and environmental impacts and the supply of strategic processes for the Group, with a particular focus on raw materials of animal origin and on the relevance to the business.

SUPPLY CHAIN EXCELLENCE

Moncler has been implementing its **Supply Chain Excellence** programme for years. It aims to bring the supply chain to a level of excellence by developing the operational and industrial area according to an advanced model functional to coping with a constantly changing market.

People and their contributions are the cornerstones of the entire programme. All company departments are involved in **working groups**. Today's critical factors of success were analysed, along with those needed for the future, and specific projects were therefore launched, all with the aim of **achieving operational excellence in terms of quality, time to market, sustainability, reliability, flexibility and efficiency**.

The main initiatives in 2022 included:

- **Collection Excellence:** the Product Lifecycle Management – PLM platform was extended to all product lines and categories. All information relating to the development of the collections is now in a single environment shared by all the functions involved in the process, increasing its sharing and efficiency. In 2022 the platform's operational functionalities were refined, and further developments are expected in 2023, including the expansion of data to include other company management softwares.
- **Supply Chain Collaboration:** the project aimed at creating a new collaboration platform that will allow Moncler to increase visibility and control of all production phases with consequent advantages in terms of reactivity and operational flexibility slowed in recent years due to changing economic and political context related to the Covid-19 health emergency, among other factors. The project was resumed in 2021 and will become fully operational in 2023. The new platform will be shared with façon manufacturers, who will have special applications to communicate with Moncler in real time, thereby improving their management of raw material warehouses, production planning, and incoming logistics.
- **Data-based scientific approach:** in order to constantly improve supply chain management processes, each month the management team meets to monitor operating performance based on a set of indicators that analyse the performances of the various operating areas of *Supply Chain & Operation* processes.
- **Continuous improvement of garment quality:** the process of honing internal technical skills continued to ensure constant oversight of the design, industrialisation, pre-production and production phases, whether performed internally or by suppliers. This approach entails a constantly increasing focus on the quality of upstream process execution that will help reduce possible non-conformities of finished products.
- **Shipment tracking:** in 2022 a project was launched for accurate tracking of shipments, from raw materials to distribution of the finished product, providing timely information on the progress of the various phases, including through an ad hoc report. In 2023 this system will also be extended to repair orders for the garments produced, and tracking of shipments will be integrated into the supplier portal.
- **3D Project:** In 2018 Moncler started to integrate 3D technology into its product development process. Digital design minimises the need for physical samples, reducing waste, development times and prototype production costs. This makes it possible to digitally adjust the fit, find the right proportion for each size and check the rendering of different fabrics, colours and patterns. On average, 30% of virtual garments are actually prototyped. In 2022 the Group launched the first 3D modelling course with the goal of gradually forming a multidisciplinary group capable of responding quickly to collection development needs.
- **Zero Waste Project:** all obsolete materials (fabrics, components, etc.) in the Moncler brand's main warehouse began to be classified and verified starting in 2021. This activity allowed to have a timely view of inventories, making them available for the production of new collections, thus reducing the generation of waste. Recovery activity intensified in 2022, thanks in part to the formation of a team dedicated to the continuous search for fabrics and accessories in the warehouse to be reused in the new collections.
- **Early Product Engineering Programme:** companies with a strong propensity for innovative design, such as Moncler, tend to experience issues of various kinds close to the launch of the sample collection into production, with a consequent significant negative impact at the level of economic performance, time, cost and waste. The Early Product Engineering Programme enables any critical issues to be identified and addressed in advance with all development teams so that the problem can be solved quickly: the so-called, design for manufacturing.

Lastly, in 2022, to promote the inclusion in the Company of technical personnel specialised in the fashion sector, Moncler launched the **MATE** (Moncler Academy for Technical Excellence) programme to create a school of craftsmanship aimed at training the technical personnel required to develop the business, such as prototypers, pattern makers and quality experts. In 2022 the programme involved 24 participants who, following the first basic training phase, are continuing with specialist training in Italy and abroad. The process will conclude at the end of 2023 with their inclusion in the company's production functions. In addition, in 2022 a training programme of three to six months was also launched in Romania to train new manufacturing personnel for the production site. Sixty new workstations were introduced as part of this programme. See also page 104.

RESPONSIBLE SOURCING

For the Moncler Group, talking about quality also means talking about health and safety, respect for human rights, environmental protection and, in general, ethics in business conduct along the entire value chain. Being a socially responsible company involves taking a commitment that extends well beyond its boundaries, embracing the entire supply chain.

Suppliers are strategic partners, this is why the Group's relationship with them goes beyond the economic and commercial sphere. For Moncler and Stone Island, excellence means quality, style, and innovation, but also a commitment to promote a supply chain that is attentive and respectful of workers' rights, of animal welfare, and of the environment.

The focus on ethical, social and environmental aspects along the supply chain starts with the supplier selection phase and continues with **systematic awareness-raising and monitoring activities**. Knowledge, traceability, sharing of best practices and verification are in fact fundamental, not only to limit situations of risk, but also, and above all, to generate culture and promote the responsible, sustainable development of the business for the benefit of the entire supply chain.

During the contracting phase, all suppliers⁴ must sign the **Code of Ethics** and the related policies (including the Environmental Policy and Human Rights Policy) outlining the principles and guidelines that inspire the Group's business and guide the behaviour and actions of all those with whom Moncler and Stone Island interact. By signing the Code, suppliers commit to comply with these principles and ensure that their subcontractors comply with them as well. Violation of the principles of the Code constitutes a breach of contract, with the right, depending on the severity of the situation, to immediately terminate the relationship. See also pages 52-53; 55; 58.

In order to better steer the actions of its partners, the Group has adopted a **Supplier Code of Conduct**. The Code is inspired by the Universal Declaration of Human Rights and the ILO Conventions, and sets out the Group's expectations for the main areas of responsible business. It consists of six sections (Labour and Human Rights, Health and Safety, the Environment, Animal Health and Welfare, Product and Service Safety and Quality and Business Ethics) and contains the mandatory requirements that suppliers must follow in order to begin or continue working with the Group.

The **Group procedure** that governs the **selection of all new suppliers** was updated in 2021. The assessment of a new supplier consists primarily of an on-site visit carried out by the Quality Team to evaluate the supplier's alignment with the Group's quality standards. After this technical analysis, the assessment process for new façon manufacturers and finished products suppliers involves an ethical, social and environmental audit by a third party. For raw material suppliers, it requires the completion of an environmental and social evaluation questionnaire supported by documentary evidence and then an audit that is carried out in line with the provisions of the audit plan. By doing so, the Group commits to not include in its supply chain companies that do not comply with the Group's quality standards and basic ethical, social and environmental principles.

The monitoring of the supply chain continues over the years with periodic and **systematic ethical, social and environmental audits** performed on suppliers with which the Group already has a collaborative relationship in order to verify compliance with applicable laws and principles contained in the aforementioned codes.

4 Over 85% of significant contracts include compliance with the Brands' Code of Ethics (95% for Moncler).

In order to ensure maximum impartiality, audits are regularly conducted by qualified, experienced third parties. The audits focus on verifying respect for fundamental human and worker rights, with particular attention to issues of forced labour, child labour, freedom of association, working hours, guaranteed minimum wage and health and safety. In addition, since 2020 the Group has required all members of its supply chain to comply with applicable national legislation, operating authorisations, decrees, regulations and health protection guidelines aimed at containing the spread of the Covid-19 pandemic. These aspects were monitored by the Group's technicians and the auditors during the audit.

The Group also has a plan aimed at ensuring to audit 100% of its façon manufacturers and finished product suppliers at least once every three years.

Although in 2022 the planning of the ethical and social audits continued to suffer from the effects of the Covid-19 pandemic – which in some periods of the year and in some countries prevented auditors from visiting suppliers – the Group was able to stick to the pre-established audit plan.

In 2020-2022, Moncler conducted **452 ethical and social audits** (on both suppliers and subcontractors), accounting for approximately **100%** of the volumes assigned to **outerwear façon manufacturers**, **90%** of the volumes assigned to **suppliers of other outerwear processes** (dye houses, printing works, embroideries, etc.), **99%** of **footwear and bag suppliers**, **83%** of **tanneries**, **96%** and **78%** of the volumes assigned respectively to **knitwear suppliers** and **soft accessories suppliers**, and **53%** of the 2022 turnover of **pattern making and prototyping suppliers**.

Stone Island, which has a three-year ethical and social audit plan aimed at ensuring the highest coverage of suppliers in its supply chain, also carried out **212 ethical and social audits** during the same three-year period (on both suppliers and subcontractors), equal to around **87%** of the value of orders assigned to **finished products suppliers** and **91%** of the value of **orders assigned to façon manufacturers**.

Notwithstanding the **zero-tolerance** approach for major breaches, for which the Group reserves the right to terminate immediately the existing contractual relationship with the supplier, both Brands are committed to **support their supply chain raising awareness and driving continuous improvement**, requiring the implementation of corrective actions where needed. Following each audit, an improvement plan is issued and its implementation is then verified. The Group undertakes to proactively support all suppliers in implementing the agreed corrective actions.

In order to verify that **corrective measures** are effectively implemented by the agreed deadline, the Group carries out both on-site and documentary **follow-up audits**.

With regard to the 239 suppliers audited in 2022, at year-end more than 86% of them were in line with the Group's social and environmental standards (85% of critical suppliers). Collaboration was ended with around 7% of them (17 suppliers), and the remaining 7% turned out to have non-compliances at the end of 2022, as the audit activity took place just before the last months of the year and not all the projects aimed at remediating the non-compliances had already been closed.

In 2022, with particular reference to social aspects, 76 of the 239 sites were found to have non-compliances and the relative improvement plan was issued. The main areas of non-compliance were related to workplace health and safety (70%) and, in 30% of cases, aspects related to management of work relationships, including non-compliances involving working hours (11%), salaries and remuneration (10%), and management of employment contracts (9%). In such cases, for the least critical non-compliances, it was agreed with suppliers to implement a resolution plan promptly, while in the most critical cases collaboration with the supplier was always ended.

Moreover, during 2022 both Brands also conducted ethical and social audits on major raw materials suppliers representing 66% of total material purchases for Moncler and Stone Island. In particular, with regard to the down supply chain, Moncler has set the target of having 100% of down suppliers compliant with the new human rights and environmental module included in the DIST Protocol by 2023. In 2021 the additional checklist was formulated and tested with the new module to be applied during DIST audits, while in 2022 preliminary assessments were carried out at all Mon-

cler down suppliers: 100% of suppliers turned out to be already in line with the requirements of the new checklist on human rights and environmental compliance. Stone Island has also begun to implement this process with its down suppliers.

Lastly, ethical and social audits also continued to be carried out on strategic service suppliers: logistic platforms, external quality control platforms, providers of services at Group offices and stores for which no significant non-compliances were identified.

The ethical and social audits carried out by both Group's brands include **environmental compliance** modules. In addition, in 2022 Stone Island conducted 24 environmental audits on a sample of fabric, finishing and dyeing suppliers, while Moncler examined the analyses of the waste water of 26 companies with wet processes on a sample of fabric, down, dyeing, weaving and tannery suppliers to identify impacts related to potential spills or cases of water contamination. From the activities no significant non-compliances emerged. It is the Group's goal to continue to monitor these activities in the upcoming years.

These audit activities were complemented by **audits on animal welfare and on down traceability** as per the DIST (*Down Integrity System & Traceability*) Protocol across the entire supply chain for Moncler and according to the *Responsible Down Standard* (RDS) for Stone Island. See also pages 138-140; 146-147; 163.

SUPPLY CHAIN AUDITS: ETHICAL, SOCIAL, ENVIRONMENTAL AND ANIMAL WELFARE

NUMBER	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Ethical, social and environmental audits	239	180	150	148	154
Animal welfare and traceability (DIST) audits - down supply chain	136	136	136	136	161
Total	375	316	286	284	315

Aware of the fact that promoting principles of responsibility among its suppliers is beneficial to mutual sustainable growth, in addition to constantly raising awareness of ethical, social, environmental and animal welfare issues, the Moncler Group **supports its supply chain in several ways**. In particular, Moncler supports some strategic suppliers, making **health and safety experts** available to give advice and develop knowledge of best practices (12 suppliers benefited in the three-year period 2020-2022) and providing **operational support** for investments in technologically advanced machinery for particular processes (16 suppliers in 2022). The programme was also extended to Stone Island suppliers in 2022.

Lastly, with the aim of providing an overall supplier assessment that also takes into account sustainability aspects, Moncler has implemented a **vendor rating** system. Each indicator is weighted and helps to assess a supplier based on the results achieved in each area. The vendor rating areas are:

- sustainability and compliance (working conditions and respect for human rights, chemical requirements, indicators relating to the results of compliance tests carried out on products, environmental practices, animal welfare, etc.)
- quality (rate of production defects, quality complaints reported to client service, etc.)
- delivery service level (flexibility, delivery punctuality, etc.)
- cost (price competitiveness, logistics costs, etc.)
- innovation (technological capacity, aptitude for innovation, etc.)
- financial sustainability (degree of economic resilience of the supplier).

With regard to **indirect suppliers**, i.e. suppliers of goods and services not related to products, since 2018 the mapping of suppliers' quality, social, environmental and health and safety certifications is continuously updated. In 2022 the vast majority of the approximately 800 Group's main indirect suppliers mapped have at least one certification, and around half of them already have ISO 45001 health and safety certification and/or ISO 14001 environmental certification (in line with the results emerged from the mapping activity carried out by Moncler on around 270 suppliers in 2019, 380 in 2020 and 600 in 2021). The Group also continued its awareness-raising activities to promote improvement objectives with suppliers relating to the

importance of certification processes. Lastly, in 2022 Moncler continued to verify the reliability of its partners, including by deepening information on the management of sustainability issues with the involvement of 14 suppliers for which the 2021 assessments were found to be not in line with the standards. These indirect suppliers, mainly manufacturers and maintenance and service providers, have been evaluated according to 28 criteria, divided into four categories: environmental, work and human rights, health and safety, and ethics. This tool – based on international principles, standards and guidelines such as the *Global Compact*, *Global Reporting Initiative*, ISO26000 and the OECD Guidelines – provided a series of parameters making it possible to assess and compare the social and environmental performance of indirect suppliers.

FAIR WAGE PRACTICES ALONG THE VALUE CHAIN

In its Supplier Code of Conduct and Human Rights Policy, the Group recognises the importance of ensuring wages that are compliant with the law or binding collective agreements and, in any case, adequate to the cost of living, the employee's basic needs, discretionary profit, market benchmarks and the type of professional performances.

Suppliers must provide a fair level of compensation and career development that reflects knowledge, skills, abilities, professional experience, benefits, salary and non-salary incentives.

Like the Group, suppliers are expected to provide all the benefits required by the law, including, but not limited to, social security, parental leave, annual holidays and calendar holidays, in addition to engage in regular social dialogue on compensation issues.

In 2021 the Group, with the support of a third party, began carrying out specific assessments on the living wage on both its corporate sites and suppliers, with the aim of covering 100% of the Group's critical suppliers by 2025.

In particular, Moncler partners with the Fair Wage Network, an independent organisation dedicated to progressing fair wage practices across global supply chains. The methodology adopted by Fair Wage focuses on partnership with companies and suppliers to assess wage practices through workers and managers questionnaires, identifying root causes and implementing improvement activities.

The Fair Wage Network assessment methodology is structured around 12 dimensions, covering the entire spectrum of wage indicators: the living wage is therefore only one of the dimensions analysed while other variables of the wages practices and pay systems are evaluated such as wage negotiation with workers' representatives through collective bargaining, the presence of grievance mechanisms for complaints on remuneration issues, etc.. Another area of the analysis involves comparing the results of the assessment with sector and country benchmarks.

The implementation of this analysis and the gradual extension to other Moncler suppliers have been assessed and prioritised on the basis of the risk profile associated with the geographical location of the supplier and other factors, such as the presence of collective labour agreements, which ensure dialogue and respect for social and environmental aspects. To this regard, approximately 70% of the Moncler Group's suppliers is located in Italy and is covered by collective bargaining agreements.

At December 2022, approximately 40% of strategic suppliers had been evaluated and engaged in a living wage assessment.

The 12 dimensions of analysis of the assessment carried out by the Fair Wage Network are:

DIMENSION	DEFINITION
1 Payment of salaries	A wage which is regularly and formally paid in full to the workers.
2 Living wage	A wage that ensures minimum acceptable living standards.
3 Minimum wage	A wage that complies with the regulations on legal minimum wage.
4 Prevailing salary	A wage that is comparable to wages in similar enterprises operating in the same sector in the same country.
5 Payment of hours worked	A wage based mainly on ordinary working hours without requiring to use excessive overtime.

DIMENSION	DEFINITION
6	<p>Remuneration system</p> <p>A balanced wage structure between base wage, additional bonuses and benefits. A wage that reflects different levels of education, skill and professional experience, and that remunerates individual and collective performance. A wage that complies with the regulations on social insurance payments and paid holidays and that does not include disciplinary wage sanctions.</p>
7	<p>Communication and social dialogue</p> <p>A wage on which workers receive sufficient information in advance (through an individual work contract), during the production process (through regular communication channels) and at the time of the wage payment (through a detailed payslip). A wage that is negotiated individually (with the employer only) and collectively – in particular through collective bargaining – between the employer and the workers' representatives who are freely accepted in the company.</p>
8	<p>Wage discrimination and wage disparity</p> <p>A system based on equal wages for equal work that does not lead to wage discrimination and does not generate unjustified, too high and too rapidly growing wage differentials within the company.</p>
9	<p>Real wages</p> <p>A wage that grows at least in proportion to rising prices.</p>
10	<p>Wage share</p> <p>A wage that grows in proportion to the company's sales and profits and does not lead to a fall in wage share compared to the company's performance growth.</p>
11	<p>Wage cost</p> <p>A wage whose progression does not lead to a dramatic reduction in wage costs within total production costs and as a percentage of employment.</p>
12	<p>Work intensity, technology and up-skilling</p> <p>A wage that progresses along with changes in intensity at work, technological contents and the evolving skills and tasks of the labour force.</p>

In general, the Group is committed to work with all players in its supply chain, specialised associations and other strategic partners to increase awareness and understanding of the issue of fair wages.

ANIMAL WELFARE E TRACEABILITY

Down is one of the most important raw materials for Moncler. For this reason, all suppliers are not only required to meet the highest quality standards, but also to act responsibly and with full respect of animal welfare.

To ensure animal welfare, Moncler demands and verifies that its down suppliers comply with the strict requirements laid down in the **Moncler technical DIST Protocol (Down Integrity System & Traceability)**, available on the page dist.moncler.com. The DIST protocol, first implemented in 2015, regulates farming standards, animal welfare, down traceability and technical quality. **Moncler only purchases down that is DIST-certified.**

Among the basic requirements that must be respected across the entire supply chain:

- down must be exclusively sourced from **farmed white geese** and as a by-product of the **food chain**
- **no form of live-plucking or forced feeding** is permitted.

The protocol, drafted taking into consideration the peculiarities of the Moncler's supply chain, is the result of open and constructive dialogue within the scope of a **multi-stakeholder forum** set up in 2014, which considered the expectations of the various stakeholders to ensure a scientific and holistic approach to the topic of animal welfare and product traceability. The forum, chaired by a professor of Management at the Ca' Foscari University of Venice with specific knowledge and expertise in sustainability issues, consists of Moncler people, experts from the Department of Veterinary Medicine of the University of Milan, the Polish National Institute of Animal Husbandry Koluda Wielka, Compassion in World Farming (a non-governmental organisation dedicated to the welfare of farm animals), representatives from certification and consulting companies (SGS, Control Union, IDFL and KPMG), and, starting in 2023, following the inclusion in the DIST protocol of the modules on human rights and environmental compliance, representatives of international organisations specialised in these issues. From the belief that dialogue is a source of improvement, Moncler organised the ninth multi-stakeholder forum in March 2023. At the forum, the new updates to the Protocol aimed at further developing the document were discussed, which also includes three specific modules on human rights, the environment and the DIST down recycling procedure.

The DIST Protocol assesses animal welfare from an **innovative perspective**. In addition to the traditional approach that focuses on the environment in which the animal lives (in terms of availability of food and water, adequate space for movement, etc.), the Protocol, in line with the European Commission guidelines, also assesses welfare by carefully observing the animal through the so-called **Animal-Based Measures (ABMs)**⁵. ABMs allow a direct assessment of an animal's condition, by observing how geese respond to the different factors of the environment in which they live (outcome approach). The DIST Protocol features nine ABMs including, among others, those designed to identify unusual behaviours or aspects such as plumophagia⁶, dislocated or broken wings, feather irregularities, abnormal beak colour.

These situations can be associated with environments in which welfare of geese is compromised by various factors, including high animal density, inadequate diet, lack of pasture or inappropriate animal management.

Another important, innovative indicator introduced in the Protocol is the evaluation of the human-animal interaction through the response to a specific test (the HAR test, Estep and Hetts, 1992).

All down suppliers must strictly comply with the Protocol's requirements to ensure raw material traceability, animal welfare and the highest quality at every link of the down supply chain. To verify compliance with the principles set out in the Protocol, Moncler constantly carries out strict **field audits** throughout its almost entirely vertically-integrated down supply chain. The down supply chain includes different types of entities: geese farms; slaughterhouses where animals are exclusively slaughtered for meat production and where down is subsequently collected; and companies responsible for washing, cleaning, sorting and processing the raw material. Façon manufacturers who realise the finished products downstream the down purchasing process also have to be taken into account.

To ensure the utmost **impartiality of audits**:

- audits are commissioned and paid directly by Moncler and not by the supplier
- the certification process is carried out by a qualified third-party entity, whose auditors are trained by veterinarians and zoo-technicians of the Department of Veterinary Medicine at the University of Milan
- the certification authority is in turn audited by another accredited external certification body.

In particular, in 2022 **136 third-party onsite audits** were carried out, verifying all entities in the supply chain. Where auditors found minor non-compliances, farms were required to take timely correc-

5 Animal-Based Measures are indicators that can be directly observed on animals and that assess their actual conditions in relation to their ability to adapt to specific farming environments. These measures include physiological, pathological and behavioural indicators.

6 Plumophagia is an abnormal behaviour in avian species that consists of pecking the feathers of another bird or tearing them with the beak.

tive action before obtaining certification. No cases of live-plucking of animals or forced-feeding were found during audits at any farm.

To transparently communicate the Company's commitment in this area, a tag indicating "DIST-certified down" is included in all Moncler's jackets. This important result was achieved by extending down traceability according to DIST Protocol across the entire supply chain, all the way through the finished product.

In order to **promote constant improvement** and therefore significantly impact animal welfare, Moncler is committed to involve and raise awareness throughout its supply chain, including through training activities. In this regard, in 2022 training on the traceability procedure continued for façon manufacturers of outerwear and knitwear, with four training courses totalling approximately 20 hours. In addition, several online training sessions were held in 2022 with the auditors of the third-party specialised firm that conducts on-site audits focusing on the requirements present in the new modules on human rights and environmental compliance.

The DIST Protocol is a stringent and innovative document and is intended to remain so. This is why it is constantly evolving and is subject to periodic review through the multi-stakeholder forum. However significant these results may be, Moncler has no intention to stop there. Rather, it is determined to continue to strive to promote increasingly ambitious standards, while welcoming the insights provided by stakeholders.

Stone Island is also committed to ensuring that the down used in its products is obtained in a manner respectful of animal welfare. The company purchases only duck down certified according to the *Responsible Down Standard* (RDS) protocol. From 2023 all Brand's suppliers must be compliant with the social and environmental requirements that will be verified through audits.

With regards to other materials of animal origin, the Moncler Group does not use rabbit, including angora rabbit, and any other material from species at risk of extinction included in the **CITES categories**. Furthermore, by 2025 the Group is committed to only use merino wool that is certified **mulesing free**.

MONCLER WILL STOP USING FUR

Moncler announced in January 2022 that it will phase out the use of fur in all its collections, adhering to the *Fur-Free Retailer Policy*. In 2022 the Company stopped buying fur from animals farmed or captured in the wild exclusively for this purpose. The last collection to feature fur will be Fall/Winter 2023.

This decision is consistent with Moncler's ongoing commitment to responsible business practices and builds on the Brand's constructive and long-term engagement with the Italian animal rights organisation LAV as a representative of the Fur Free Alliance.

Stone Island, that has not used fur since 2018, has pledged not to use it also in the future.

TRACEABILITY OF KEY RAW MATERIALS

The Moncler Group is aware of the growing importance of issues relating to the traceability of products and production processes – issues that are becoming key determinants in business strategies, with a view to both sustainability and operational choices linked to the visibility and monitoring of the supply chain. These issues are also becoming increasingly important to clients.

From this awareness, the Group's committed to trace its key raw materials, i.e. nylon, polyester, cotton and wool, by 2023, in addition to down, traced since 2015. A working group was thus launched, mainly involving collaboration between the Operation & Supply Chain, IT and Sustainability teams, to reconstruct the origin of strategic raw materials.

The project involved an initial phase of analysis and selection of the IT systems and tools necessary to collect and trace the data and information of the various supply chains. Then, a subsequent phase was launched, to define the process methods for tracing strategic raw materials and the required level of information detail according to their nature. The result of this phase led to the identification of an approach diversified according to the type of raw material, taking into account the technical and production peculiarities and the complexity of each supply chain.

In particular, raw materials of natural or animal origin are traced starting from the cultivation or breeding stages, while those of synthetic origin are traced starting from the spinning phase. The goal is

to trace at least 80% in volumes of yarns and fabrics for nylon, polyester, cotton and wool in addition to the 100%, already traced, for down.

Depending on the types of materials and the maturity of technical solutions on the market, activities and projects to verify the reconstructed information were then examined, also through laboratory tests and certificates.

DIALOGUE TO GROW TOGETHER

Transparent and constant dialogue is at the base of any relationship built on trust. It is a key element to foster shared growth, fruitful collaboration and mutual satisfaction.

The Group is attentive to dialogue with its suppliers and to share best practices both on technical aspects related to business activities and on aspects aimed at promoting responsible behaviour. Dialogue is established through various channels, ranging from **daily meetings to institutional events**.

Interactions with technicians and inspectors from Moncler and Stone Island to oversee various production activities take place daily. Meetings with company experts aim to provide specialised support at all stages of production processes to transfer technical knowledge and resolve any critical issues. The technical team for outerwear garments has been reinforced over the years to ensure a more extensive presence at façon manufacturers in Italy and abroad, increasing the already numerous checks on quality and progress of work across the line of production. Periodically, Group technicians attend company meetings in order to analyse the sample collection, share industrialization standards, results achieved in the previous season, and goals for the upcoming one.

To offer an additional tool for dialogue and to facilitate the exchange of information and documentation, a web portal entirely dedicated to suppliers has been active since 2017. Through the portal, the supplier can directly access communications and documents, including the Code of Ethics, Supplier Code of Conduct and related guidelines. In particular, a training course on the Code of Ethics was added to the portal in 2022. The training course includes an ad hoc section on human rights principles and must be completed by all suppliers who register on the portal. Given the importance of the issue, the Group has launched an important collaboration with the International Training Centre of the International Labour Organisation (ITC/ILCO) to develop ad hoc training and information courses on human rights issues for both suppliers and employees of Moncler and Stone Island. The course, whose contents were defined in 2022, will be launched in early 2023.

During 2022, awareness-raising activities on ethical, social and environmental issues continued with some suppliers and subcontractors (both façon manufacturers and raw materials suppliers), and the Company guidelines on compliance and sustainability continued to be spread by sharing technical, chemical and performance specifications, both during daily activity and through ad hoc video conferences.

CLIENT EXPERIENCE 2.0

Through an increasingly multichannel vision, the Group ensures clients a personalised, seamless and consistent brand experience across all channels.

The Moncler Group attributes a central role to the client. Every contact moment is an opportunity to welcome and get to know clients, but also share, engage, surprise and get feedback. Every project and initiative aim to improve the client shopping experience by involving them more and more into the Moncler and Stone Island world.

Over the last few years Moncler has developed the important **Retail Excellence** project, which has been pivotal for the development of a strong Direct-to-Customer (DTC) culture, and that involved different areas, from the redesign of the client experience to the organisation of stores and of sales personnel, to the redefinition of working processes and methods. The aim is to get to know and engage clients, increasing their loyalty and developing an increasingly omnichannel approach. The project, renamed **Omnichannel Excellence**, was launched in 2021 for Stone Island with a first test and expanded globally in 2022.

Digitalisation of stores has played an important role in the project since its inception, helping to turn stores into places for

even more unique and personalised experiences through a comprehensive technological management of stores and enabled by systems such as the Match to Traffic, which allows activities to be scheduled on the sales floor thus improving the service to clients. A digital payment service is also active at a global level, allowing purchases to be finalised directly on the sales floor and without having to go to the checkout, thus making the in-store experience even more enjoyable and faster. In 2022 Mobile Tax Free service was launched in France, with the aim of extending it to other countries in Europe in 2023.

The Moncler Group's omnichannel model is designed around an experience and a purchasing process in which online and offline coexist. A process designed for clients who follows non-linear paths, that interacts with the brand in physical stores as well as in the online store and through the various digital channels, living a **consistent, personalised** and perfectly **integrated** experience while being increasingly involved in a real **community**.

One of the most representative examples of this transformation was the **Omnichannel New Experience (ONE)** project, which led to the internalisation of the Moncler e-commerce channel, with a gradual implementation by geographical area. Following the launch of Moncler's directly operated online channel in Korea in 2019, in 2020 the e-commerce site was internalised in the United States and Canada, ending in 2021 with Europe, Japan and China and the launch of the new full omnichannel e-commerce platform. The new platform is based on a concept inspired by the world of entertainment, ensuring smooth navigation and a distinctive experience with dedicated content and services, and that will include also products customisation in the future.

The e-commerce site offers various omnichannel services: *Click and Reserve*, *Click from Store*, *Return in Store*, *Exchange in Store*, *Pick Up in Store and Book an Appointment*. Through these services, clients can manage their purchases in a flexible way, benefiting from the full potential of the various contact channels. It becomes possible to reserve an item online and then try it on and eventually buy it in store (*Click and Reserve*), to order an item in store with the support of the Client Advisor and receive it conveniently at home (*Click from Store*), to return or exchange the item directly in store, even if the purchase was made online (*Return & Exchange in Store*) and even buy online and then collect the item directly in store (*Pick Up in Store*); or, to book an appointment with a Client Advisor in store (*Book an Appointment*). These omnichannel services, also launched by Stone Island in Italy, France, Germany, the Netherlands, Korea and the United States in 2021, will be implemented globally by 2024.

In recent years, the **Distance Sale** service was digitalised in Moncler to allow clients to purchase garments safely from home, by telephone or videocall, with the support of sales personnel. Moncler also introduced the **Smart Entrance** service to manage and optimise the presence of clients at retail stores. In 2022 Moncler launched a new tool to support its sales staff: **Moncler Live Boutique**, aimed at improving management of virtual appointments and distance sales through the use of external channels (including Whatsapp, Facetime, Line, etc.).

MONCLER BY ME

With the aim of making the client experience even more personalised and unique, in 2021 Moncler launched the **Moncler by Me** service at its flagship store on the Champs-Élysées in Paris. In 2022 it extended the service to its Milan Montenaполеone and New York Soho flagship stores and all retail outlets offering the *Click From Store* service, in addition to simultaneously being launched on the e-commerce channel in Europe, America, Canada, Korea and Japan. Within this project, clients are welcomed in the store's Personalisation room, where, with the help of a digital configurator, they can choose between two models of winter outerwear, customise five areas of the garment (the inner lining, sleeves, hood and front and back of the outerwear), in addition to add the initials of their names and surnames and/or the Moncler *coq*. Once the personalisation experience is over, the client receives a video of the jacket as a digital souvenir before the garment is delivered to the client's home or picked up at the store.

WHOLESALE EXCELLENCE

Ensuring **consistency and synergy** between all touch points in terms of actions, communication and approach to clients is increasingly important to ensure a unique relationship with the Moncler brand. With this view, the philosophy and principles of Retail Excellence, aimed at improving the client purchasing experience and involvement in the Moncler universe, have also been extended to all partners of the wholesale channel, starting with the mono-brand stores and airports.

Transferring the retail channel's best practices to the wholesale channel required specific initiatives involving different areas of action: from in-store training to defining personalised moments with the client, to extending after-sales services, to consolidating client service activities, to integrating all the information useful to identify stores, to communication.

Starting in 2020, Moncler revised its wholesale channel distribution policy, adopting a selective distribution system aimed at guaranteeing compliance with strict qualitative and quantitative criteria and at maintaining a positioning consistent with the Brand. Compliance with these criteria is necessary both to join and to remain within Moncler's distribution network, and aims to ensure the alignment of all distributors with the Brand's image, prestige and reputation in addition to a high level of service to the client. Other requirements include specific rules on the presence of other brands sold by the distributor, the type of premises, how products are showcased, the space allocated to Moncler products, personnel skills and type of packaging.

Stone Island historically attributes a strategic role to the wholesale channel, through which consolidating long-lasting partnerships built on trust. Wholesale partners are regarded as brand value ambassadors, client advisors and hold the role of enhancing Stone Island's image.

There are several training moments, during which information on company philosophy, product and collections characteristics are shared.

Over the years, the Company has assigned greater prestige to its products due both to a selective approach in the choice of wholesale clients and to the numerous activities aimed at strengthening the brand experience, in offline and online channels, for example through visual merchandising courses, the organisation of dedicated events and marketing activation initiatives. In line with this approach, each season, product newsletters, editorials, and digital materials on the brand's products, history and philosophy, are shared with some clients, and effective experiential brand communication initiatives are implemented at retail stores to ensure partners alignment with Stone Island's image and positioning.

Stone Island's return and repair policy ensures that clients can return garments both to monobrand stores and to the wholesale channel, in addition to the opportunity of benefiting from a dedicated repair service. Where repairs require complex procedures, the garment is picked up and repaired at the Ravarino (Modena) workshop, while for simple repairs, Stone Island provides a kit to the wholesale partner so that the process can be carried out at the store. Every stage of the relationships with partners ensures a constant contact with client care, attentive to any issue.

Moncler and Stone Island also periodically subject their business partners to audits carried out by both the personnel of the two brands and independent third-parties to verify the management of the Brands and compliance with service and quality principles in accordance with the ISO 9000 standard.

UNDERSTANDING AND FULFILLING CLIENT EXPECTATIONS

Listening to clients is a fundamental strategic activity to offer a service that is increasingly aligned and consistent with clients' desires and expectations. The **VIBE** project, adopted at a global level by the Moncler brand and set to be implemented by the Stone Island brand during 2023, involves the **systematic collection of feedback** from local clients after each purchase through a quick questionnaire that analyses, on a scale of satisfaction from 1 to 5, various aspects of the experience, including hospitality, personalisation and service.

The objective of the project is to identify and redress any cases of dissatisfaction, but above all, to support and focus the Client Advisor on getting to know clients even more so as to establish a long-term relationship.

The survey is structured into five steps: the day after the purchase clients receive, by email or SMS, a summary of their purchase which they can save and a questionnaire of five questions.

Client feedback (VIBE) is immediately reported in the clienteling app available to the Client Advisor, who will then be able to see the comment left by the client and thank them in order to strengthen the relationship. In case of dissatisfaction, the Store Manager will be tasked with finding a solution that fully meets the client's expectations and initiatives aimed at improving the in-store experience.

At the end of 2022 the Moncler brand maintained a high VIBE score of 93 (on a scale of 1 to 100), which measures the clients' willingness to recommend Moncler to others, up on 2021. The Company's objective is to maintain a high VIBE score for 2023 (over 90).

Moncler also has a worldwide direct client communication channel, **Client Service**, which is, not only, a reference point of contact for clients, but a **channel for constant dialogue** with a view to continuous improvement. The service handles support requests from clients from the various channels, physical and digital, in an omnichannel perspective at global level. In 2022 the Company completed the digitalisation of Client Service by strengthening its social media presence, using instant messaging, implementing web chat and integrating clienteling activities.

The **Client Moment** project is aimed at supporting Client Advisors in identifying and personalising client engagement moments. Multiple "contact moments" have been identified, from those related to the product such as the launch of a new collection (Product Moments), to cross-cutting occasions such as international holidays (Festivity Moments), to personal ones such as birthdays (Personal Client Moments). Each of them represents an important opportunity for Moncler to create value for its clients, build relationships of trust and deliver a highly distinctive and engaging experience. Thanks to the digital Client Relationship Management (CRM) application, the Client Advisor identifies and selects various client moments for each client that translate into personalised appointments at Moncler stores, during which the client is followed exclusively by their trusted Client Advisor. This CRM platform also makes it possible to manage client lists in the most efficient way possible during the various collection launches, with a particular focus on local clients.

Furthermore, in an environment characterised by increasingly intense interaction between Client Advisors and clients, growing integration between the physical and digital channels, Moncler's clienteling app, **MonClient**, has taken on a role of fundamental importance. The application is based on a centralised and integrated management of the CRM calendar, enabling Client Advisors to manage appointments, plan and record activities related to the Client Moment, check product availability, make sales, enhance client database and handle after-sales requests. In 2023 the MonClient app will further evolve to include new features in support of proactive business management and client relations.

As use of technology by clients accelerates, Moncler's clienteling is becoming increasingly relational and supported by social platforms as well as by digital tools such as video messaging, digital appointments, distance sales and phygital events, creating new synergies between physical stores and digital channels, accompanying clients in discovering the Brand.

2022 represented a pivotal year for Stone Island brand in building a direct relationship with clients through the MyStoneCompass (MSC) Project. Through this app, Client Advisors can keep in touch with clients and offer a personalised experience, even in the after-sales phase. After a first pilot launched in late 2021 in Europe, the project has been extended to all DOSs in Korea, EMEA and the Americas. In 2023 MyStoneCompass will also be used in stores in Japan and APAC.

AFTER-SALES ASSISTANCE AS AN INTEGRAL PART OF THE CLIENT EXPERIENCE

The after-sales phase is another important moment in the relationship with clients for ensuring a positive client experience with the Moncler brand even after the purchase phase. Highly personalised and tailored services are offered to satisfy all clients requests, by putting style and collection experts at the individual's disposal.

After defining a global policy in 2017, identifying local tailors of quality and providing stores with a replacement accessories kit to ensure fast and excellent service, over the last three years Mon-

cler has strengthened the organisation of its after-sales management in the countries in which it operates, including through the creation of central platforms for handling repairs. This process has resulted in increasingly widespread and rapid after-sales service.

To extend garment's durability, including with a view to sustainability, the pilot project for the **Extra Life** repair service was extended to all Regions in 2022. Thanks to this service, the Company has also begun to repair issues that it had not previously handled because they would have changed the style of the garment, such as holes in fabric, very often affecting garments purchased many years before. See also pages 75; 163.

In 2022, 90% of all types of repair requests were fulfilled.

In 2022, the desire to create a direct connection between clients and repair platforms led Moncler to develop its **Distant Repairs** service in China and continue to refine the already existing one in Europe and Japan. With this service the Client Service arrange a pick-up of the garment directly from the client if the client cannot visit the store.

VIBE After Sale has also been implemented globally since 2020, in order to allow the systematic collection of feedback from clients who have used the after-sales service.

FIGHT AGAINST COUNTERFEITING

Moncler and Stone Island are constantly engaged in the fight against counterfeiting to guarantee intellectual property rights and product authenticity, to protect end clients and intangible assets.

The approach to the fight against counterfeiting has confirmed over the years as a fundamental and daily commitment to guarantee the protection of clients. This is the guiding principle of the global strategy implemented by the Moncler Group's Brand Protection and Intellectual Property Department.

The action against the production, distribution and marketing of counterfeit products is based on solid portfolios of trademarks, models, patents and Moncler and Stone Island domain names. The execution, maintenance and protection of their portfolios guarantees the Group's Brands intellectual property rights in geographic areas of current and potential commercial interest.

Administrative activities related to brand and patent portfolio management also continued with a view to new product launches, projects, production processes and sustainability. With regard to Stone Island brand, the activities carried out during the year focused on extending the protection of the "badge", that is the Brand's emblem.

The Group fights counterfeiting by acting on various levels and channels, both offline and online, and by providing clients with tools for checking the authenticity of the garments purchased. Over the years, Moncler has devoted considerable resources and energy to developing and improving anti-counterfeiting systems, as well as to collaboration, training, awareness-raising and verification activities. The authentication-tracking system, adopted since the SS 2016 collection, was strengthened during the year. This system provides a unique alphanumeric code, a QR code and an NFC (Near Field Communication) tag that allows the end client to immediately receive feedback on the authenticity of the garment purchased by scanning the NFC using a smartphone or tablet, which can be verified on the code.moncler.com website, directly managed by Moncler.

In addition, to further assist its clients, Moncler has created a service dedicated exclusively to anti-counterfeiting issues, drawing up, where necessary, expert reports for clients who are victims of counterfeiting and who wish to recover the sums paid in the unwitting purchase of a counterfeit garment from electronic payment services companies.

Stone Island has been using the technology and experience provided by Certilogo® since 2014, thus allowing its clients to verify the authenticity of its products.

Constant monitoring of the online channel and implementations of the anti-counterfeiting system enabled Moncler to intercept more than 80,600 online auctions of counterfeit products, shut down nearly 300 sites where counterfeit garments were offered for sale, delist approximately 23,200 pages linking to inauthentic products from search engines and remove approximately 87,000 sponsored posts, accounts and ads from the main social

networks. In the case of Stone Island, in 2022 as a result of such activities approximately 61,000 online auction listings of counterfeit products were taken down, around 48 sites in violation were closed, more than 6,800 pages linking to counterfeit products were blacklisted and approximately 39,000 sponsored posts, accounts and ads on major social networks were removed.

In 2022 activities aimed at fighting non-fungible token (NFT) digital products began on marketplaces dedicated to both brands, thus confirming that the Group remains at the forefront of the fight against new counterfeiting phenomena. Almost 200 NFTs in violation of the Moncler brand and 190 NFTs in violation of the Stone Island brand have been removed since the project was launched.

To strengthen the strategy to fight online counterfeiting, Moncler and Stone Island have continued to implement the action plan against vendors in the United States involved in the international sale of counterfeit products on digital platforms, resulting in a strong deterrent for counterfeiters.

On the digital front in 2022 Moncler continued to participate in the Memorandum of Understanding project promoted by the European Commission and signed in 2016 by various brands and the main European sales platforms, aimed at ensuring concrete collaboration between brands and platforms on reducing the presence of counterfeit products on such platforms.

The Group also collaborates locally with the main customs and enforcement authorities worldwide to identify counterfeit Moncler and Stone Island products, providing, where necessary, expert reports attesting their illegal nature.

The training sessions delivered to the enforcement authorities continued in 2022, both in digital way and in person. 41 training sessions were held by Moncler and 36 by Stone Island, for Italian and foreign customs officers and enforcement authorities, maintaining the dialogue with them with the aim of increasing the awareness of the two Brands.

Constant collaboration during the year made it possible to continue to manage approximately 3,000 seizures by Moncler and nearly 1,000 by Stone Island at the global level, removing from the market approximately 145,000 and 64,000 finished products and more than 130,000 and 220,000 counterfeit accessories and branded items, such as non-authentic logos and labels intended for the production of counterfeit garments and accessories. At the national level, the activity implemented by the Group enabled Moncler and Stone Island to carry out, respectively, 297 and 257 seizures enabling the removal from the market of a total of approximately 155,500 counterfeit finished products, accessories and branded items.

In confirmation of Moncler and Stone Island's commitment to applying brand protection procedures relating to methods of verifying stylistic and creative content, cultural assessment and risk mitigation issues were strengthened in 2022. To raise internal awareness of the departments that apply these procedures, four training sessions were held, in addition to the sessions on Brand Protection and Intellectual Property.

Moncler and Stone Island's work in the area of brand protection is also characterized by the participation and collaboration as active members in the main national and international associations dedicated to combating counterfeiting, including INDICAM in Italy, UNIFAB Tokyo in Japan, UNIFAB in France, ACG in the United Kingdom, ECCK in South Korea and Friends In Fashion. See also pages 70-71.

TRANSPARENT AND RESPONSIBLE COMMUNICATION

The most stable and lasting relations are based on trust and transparency. For this reason, the Moncler Group has always conducted every marketing and communication initiative responsibly across all channels, paying close attention to how, what and with whom it communicates.

For the Moncler Group it is very important to communicate consistently, responsibly and transparently; for this reason, in 2022 it published its **Ethical Marketing & Advertising Policy** to formalise this awareness and commitment. All the **images and messages delivered** through the various online and offline communication channels are **carefully defined** so as to be in line with company values, to respect human dignity, to be non-discriminatory and to not evoke violent behaviour or dangerous conduct. Special attention is paid to the communication of the children's collection, which aims to en-

sure absolute respect for the fundamental principles underlying the protection of minors. Although the Group does not currently adhere to specific voluntary codes or standards relating to advertising activities, it complies with all the relevant regulations in force in each of the Countries in which it operates. As evidence of this ongoing commitment marketing, advertising and sponsoring activities of the Group's products have never resulted in cases of non-compliance with existing regulations.

Always with a view to responsible communication with clients, also product **labels** have a very important role for providing clear, transparent and accurate information. Moncler and Stone Island guarantee full compliance with applicable national and international regulation on product information. In line with this commitment, they actively collaborate with their suppliers to obtain information regarding the materials and processes used during the various production phases and carry out all the tests needed to verify the accuracy of the contents. All products feature a global label with information on the composition of the various components, washing and care instructions and the country of manufacture.

Where required, all information is translated into at least ten languages. In addition, customised labels are applied to garments intended for specific markets. For garments containing specific categories of raw materials, additional information is included such as, in the case of down, the common name of the animal and percentage of down and feathers. At Moncler in particular, with regard to down, a "DIST-certified down" label has been inserted into all garments, guaranteeing that the down in the garment is certified according to principles set out in the DIST (*Down Integrity System & Traceability*) technical Protocol, which governs animal farming methods and respect for animal welfare, as well as the traceability and technical quality of down. Lastly, Stone Island, through special tags on outerwear, describe the peculiarities of the innovative materials and treatments used. See also pages 138-140; 163.

DIGITAL STRATEGY

The Group has always been looking for new ways of communicating and interacting with new and existing communities.

Moncler further accelerated its digital transformation during 2022.

The goal is for every project, from the design of collections to product development and event design, to be digital native, to be designed with digital platforms as the first point of contact with clients to then be spread across all other channels. This new approach opens the door to a future full of creativity, experimentation and "contamination" between content and channels of interaction.

The new Digital, Engagement and Transformation function was created in July 2020 to support the evolution of Moncler's strategic vision and boost digital opportunities for the Company. The function defined and implemented the Brand's strategy across all digital channels and spread a digital culture throughout the organisation.

DIGITAL HUB

The Digital, Engagement and Transformation function manages and coordinates the Moncler Digital Hub, a department aimed at guiding Moncler's digital transformation and acceleration and to spread the culture throughout the Company, around five strategic pillars: D-Commerce, D-Marketing, D-Intelligence, D-Operations and Consumer Engagement.

D-Commerce aims at defining innovative and unique solutions for handling the online business and mainly deals with buying and merchandising management.

D-Marketing is involved in creating digital contents for clients and aims to both refine the reach and to increase client engagement and conversion. Several projects were developed in 2022 to increase the impact of social media, the in-store traffic and the media campaign performance. One important example is the launch of Moncler Curators on the website moncler.com, which asked celebrities from sport, fashion, business and entertainment, to curate their own personal Moncler selection.

D-Intelligence identifies strategic growth levers through the analysis and management of qualitative and quantitative data to maximise the knowledge of omnichannel clients, identify demand for new trends and products thus improving the client experience.

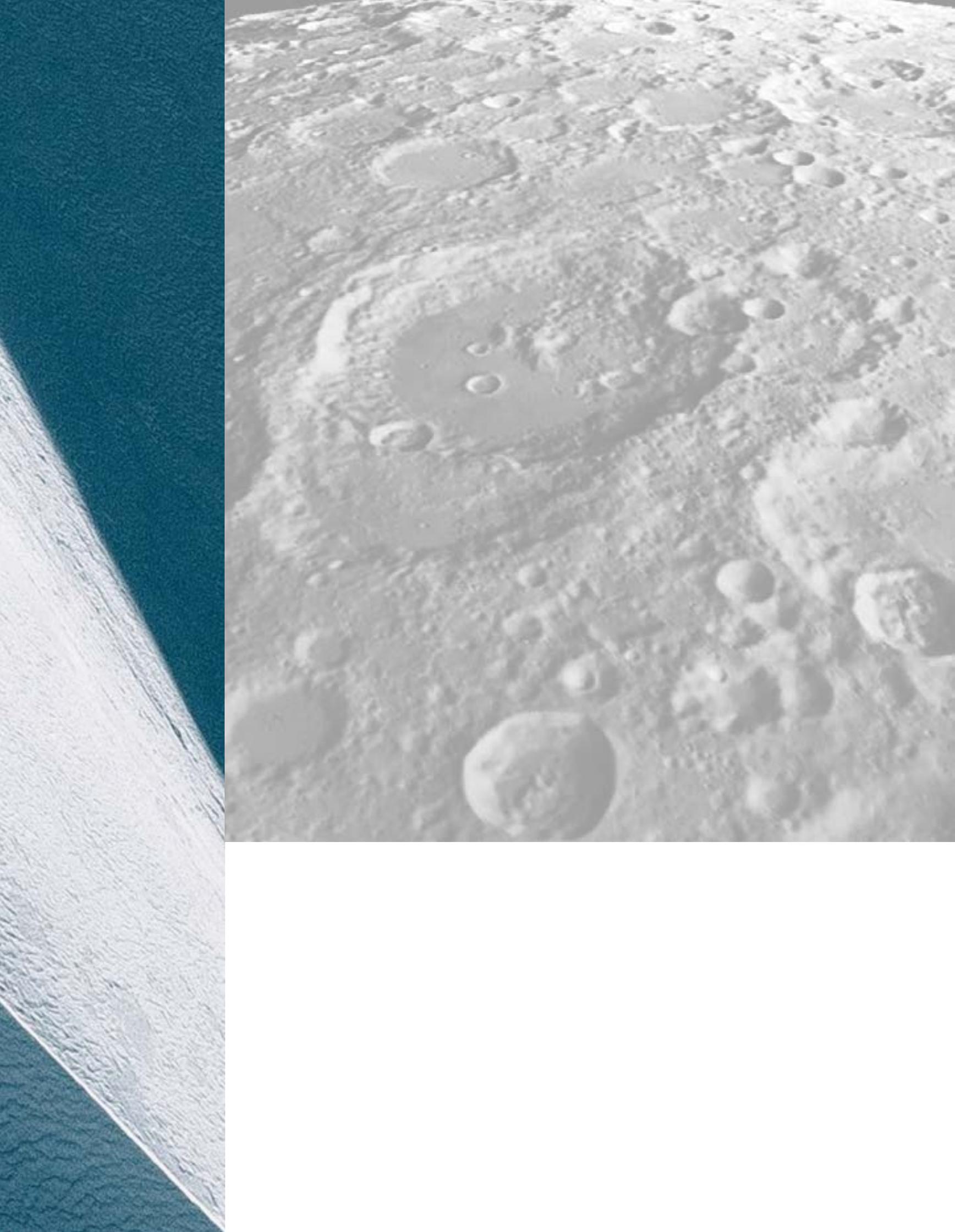
D-Operations seeks to promote the development of business value and the spread of digital culture within Moncler.

Consumer Engagement is a department aimed at improving the understanding of, and connection with, the Brand's current and future clients and at developing the new Loyalty Program, which will include exclusive benefits for the clients most loyal to the Moncler brand.

Significant energy in terms of resources and investment has been devoted to the development of the digital area, from online advertising to new platforms and social networks.

In particular, at the level of **social networks**, Moncler is present on Instagram, Facebook, Twitter, YouTube, LinkedIn and TikTok (with 5.2 million, 2.9 million, 1.1 million, 38 thousand, 329 thousand and 1.2 million followers, respectively, in 2022), WeChat, Weibo, Douyin and RED in Asia (with 1.1 million, 1 million, 245 thousand and 107 thousand followers, respectively) and LINE in Japan (with about 1.8 million followers) while in Korea Moncler has been present since 2018 with its Kakao Talk account (with about 223 thousand followers). Lastly, while social networks are an important channel through which Moncler gets users involved and keeps them constantly up-to-date on news regarding the Brand, they are also increasingly used to promote sustainability messages. Stone Island is also present on the main social networks, including Instagram (1.9 million followers), Facebook, Twitter, Pinterest, YouTube and Vimeo, WeChat, Weibo and the Little Red Book.

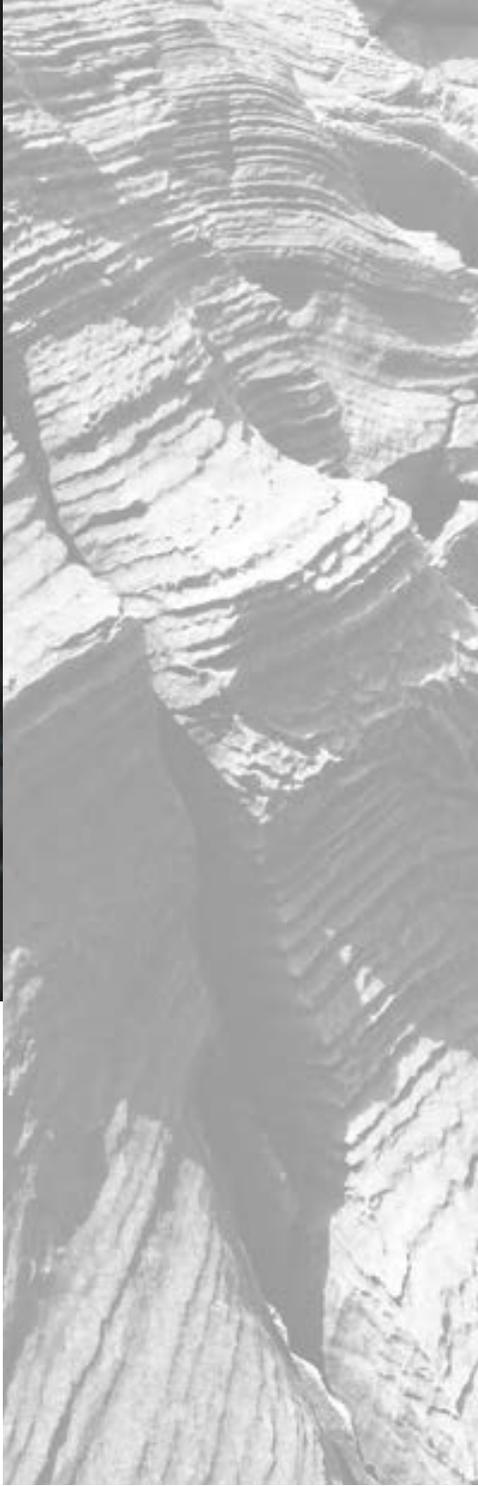


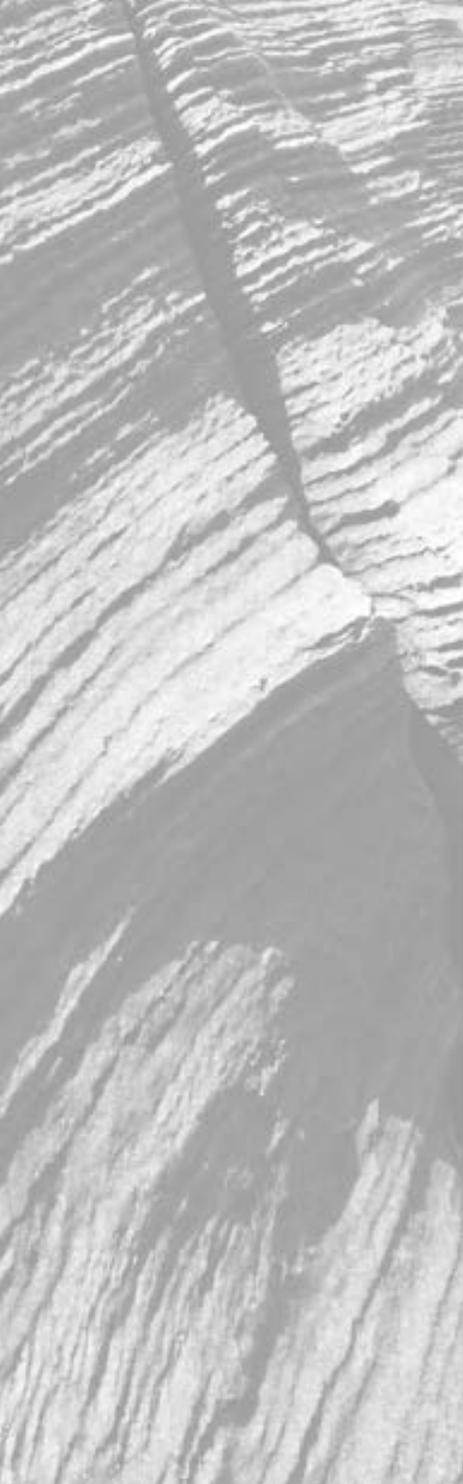
















5 Think circular & bold

STYLE
PRODUCT AND INNOVATION
QUALITY AND SAFETY

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Moncler and Stone Island, each with its own DNA and style, **create products synonymous with creative energy, innovation and quality.**

In light of the new challenges the world has to face, the Group is increasingly committed also to find **low environmental impact** solutions to be integrated into the design and manufacturing of its products.

Reviewing the various stages of the product life cycle with a view to a **circular economy**, is increasingly a focus of attention to minimise resource used, extend garment life and promote recovery of materials.

Innovation and experimentation are the basis of any style and sustainability ambition.



Moncler's success is based on a unique brand strategy aimed at developing innovative products that are strongly "anchored" to the history of the brand. The journey, which began in 2003 when Remo Ruffini acquired the Group, has always been coherent and pursued without compromise.

Founded in 1982, Stone Island has always been a symbol of extreme research on fibres and fabrics applied to an innovative design. For four decades, Stone Island has pursued a vision and approach to research recognised as a point of reference for the world of apparel and design today. Clear and constant evolution true to its DNA.

Uniqueness, quality, creativity and innovation faithful to its DNA, combined with a sense of belonging to a community and a constant search for new ways to offer an experience encompass the concept of "new luxury" that the Moncler brand aims to pioneer together with Stone Island.

MONCLER - COLLECTIONS

The Moncler collections are divided into three parallel dimensions: *Moncler Collections*, *Moncler Grenoble* and *Moncler Genius*.

The *Moncler Men's*, *Women's* and *Enfant* Collections were born from the fusion of research, innovation and luxury expressing the brand's DNA: they meet the needs of different consumers, embracing multiple uses and lifestyles.

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 Genius - One House, Different Voices collections bring together different interpretations and visions of the brand under the same "roof", generating a new synergetic creative energy, while always remaining true to the brand's uniqueness.

Transversal to the three brand's dimensions, the footwear collection - with the launch of the new family of Trailgrip products - takes on from this year an increasingly significant role in the brand's product offering, being developed taking into consideration not only the brand codes but also different potential usages. The Moncler collections are completed by the offering of bags, backpacks, accessories and eyewear, in addition to the perfumes introduced at the end of 2021.

Moncler's team of fashion designers is divided by collection and works under the close supervision of Remo Ruffini, who sets design guidelines and oversees their consistent implementation across all collections and product categories. The Moncler Style Department is assisted by the Merchandising and Product Development teams, which help create the collections and "transform" the designers' creative ideas into final products.

STONE ISLAND - COLLECTIONS

At the forefront of menswear, Stone Island redefines, with its point of view, the concept of man luxe, always contemporary and with a strong tendency to research and experimentation.

The brand is characterised by its different iconic visual codes. Stone Island expresses itself not only through the usage of its atypical branding, the "Badge", a removable rectangular label that exhibits the embroidery of the Stone Island Compass, but also, for the wide exploration of colour, with unique treatments and techniques, finishes and details of the garments, and for its unique design lexicon.

Alongside Stone Island men collections, the brand offers the *Stone Island Junior* collection - a declination of the brand for children and teenagers from 2 to 14 years old.

From the design phase to garment end of life, the challenge and ambition are to develop new low environmental impact techniques and materials, minimise the resources used for production, extend product life and promote recovery of materials.

To implement a **circular economy** model, sustainability must be integrated into the product and processes by tackling various aspects ranging from the choice of materials made from recycled raw materials to initiatives that extend product use and life, such as dedicated repair services to garment design aimed at fostering recovery and recycling, to production processes, distribution and packaging with a low environmental impact. These are all aspects that require an aptitude for innovation, experimenting with new solutions and collaborating with all actors in the supply chain.

Some of the key principles of the circular economy, such as garments **durability**, have always been a part of Moncler's DNA. The high quality of its products and the way they stand above fashion and trends ensure that they have a very long average life. This characteristic was the foundation of the Extra-Life project, a service aimed at providing a second life to Moncler's jackets through specific repairs. In 2021 the initiative was launched at a selected group of stores in Italy, France and Denmark, involving tailors from local repair platforms and sharing with clients the available garment repair solutions. Thanks to efficient, personalised service, tailors are able to repair damaged fabrics, thus extending product life. In 2022 the project was extended to all Regions in which Moncler operates.

With regard to garment durability, information on guidelines for garment care and washing has also been included in product labels and in the appropriate "composition and care" section of the site. In particular, the washing phase should be carried out at low temperatures and without drying, in order to limit the deterioration of garment materials and prevent the risk of microplastics release. The majority of Moncler products are nylon outerwear that is not usually washed frequently (about once or twice a year) and not made of brushed fabrics, which are the type of fabrics most subject to microplastics release.

In 2022 both Moncler and Stone Island continued their commitment to use **recycled raw materials**.

In particular, the Stone Island upcycling project aimed at recovering cotton scraps generated by suppliers during garment production and launched a mechanical recycling process. This process generated a 70% recycled cotton fabric used to create three items, two sweaters and a pair of trouser, for the winter collection. The entire process was verified by a third party that validated the recycled content and its origin from production scraps.

Moncler continued to recycle the down from its garments, and implemented the R-DIST section of the DIST protocol, which sets out the requirements for obtaining the certification of recycled down.

RECYCLING NYLON SCRAP AT DIRECT SITES

In 2022 all nylon production scraps at Moncler Group direct sites in Italy and Romania were included in the recycling process.

This was made possible thanks to the collaboration of the Moncler Research and Development Department, which set the scope, parameters and methods of recycling, and the Operations and Supply Chain Department, which implemented the “Nylon Scrap Management Process”.

According to the procedure, during the year nylon scraps were classified and collected by line operators into specific recycling categories, weighed, recorded, stored and sent to the recycler. In order to monitor the correct assignment of scraps to the respective recycling category, the Group carried out physical and process checks at the sites, as well as differential scanning calorimetry analyses performed on a sample basis at third-party laboratories.

At the recycler’s site, nylon scrap is subject to shredding, melting, cooling, extrusion, and finally cutting the material into chips to be used by the Group as a secondary raw material.

Other production scrap of cotton, wool and mixed compositions from directly managed production sites are also sorted into various categories by composition and subjected to different recycling processes.

In 2019 Moncler began introducing **lower-impact products** into its collections through the bio-based and carbon-neutral down jacket, designed with plant-based and natural-origin materials and whose emissions have been offset through REDD+ certified projects, as well as the range of garments created from recycled fabrics in the *Moncler Grenoble* collection, then launching in January 2021, the *Moncler Men, Women and Enfant* “Born to Protect” jackets made entirely from lower-impact materials. In 2022 the Moncler Born to Protect range was expanded to become a total look, including, in addition to jackets, various types of garments and accessories, all made from fabrics and components with low environmental impact and certified according to specific sustainability standards. Further information on the materials in the collection can be found at: <https://www.monclergroup.com/en/sustainability/think-circular-bold/born-to-protect-collection>.

In addition to focusing on specific projects or dedicated collections, the Group 2020-2025 Sustainability Plan also includes targets focused on the progressive integration of lower-impact raw materials into all collections. By 2025, 50% of fabrics and yarns will be from lower impact materials, including 50% recycled or bio-based nylon, 50% of cotton will be from regenerative practices, organic or recycled, and 70% of wool Responsible Wool Standard (RWS) certified.

Since 2021 Stone Island, in addition to materials, has also integrated new treatments into its collection, maintaining the technical and performance aspect of its products but with lower environmental impacts, such as reduced-water consumption treatments in the Soft Shell e.dye® waterless color system™.

RAW MATERIALS PURCHASED

% OF VOLUMES PURCHASED	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Nylon	21%	19%	27%	24%	29%
Cotton	38%	38%	21%	24%	19%
Polyester	12%	12%	13%	13%	16%
Down	6%	7%	9%	10%	13%
Wool	5%	5%	5%	5%	5%
Other ¹	18%	19%	25%	24%	18%

The assessment of the environmental impact of materials and components is supported by **Life Cycle Assessment (LCA)** analyses that quantify the potential environmental impacts. These analyses, which are based on a structured methodology and in line with ISO 14040, 14044 and 14067 and are certified by an independent, external third-party, are a useful tool for various considerations on the sustainability of the products, processes and materials used. To date, about 70% of the Group’s products have been evaluated through an LCA methodology. In particular, in 2021 additional LCAs were carried out on garments from the *Moncler Born to Protect* collection, launched in January 2022, to analyse in detail the environmental impacts of these type of products, characterised by lower-impact materials.

¹ This includes other raw materials that are not particularly significant in terms of volumes, such as silk, viscose, etc..

In this same direction, in 2020 Moncler produced its **Guidelines for Sustainable Materials**, a protocol, updated on an annual basis, that summarises the criteria and thresholds that guide the choice of materials, accessories and production processes of low-impact Moncler products; it will see an evolution in the *Responsible Raw Materials Manual* in 2023.

The main raw materials used by the Moncler Group are fabrics, yarns and down. Both Brands work constantly with their suppliers and require production processes to be structured so to optimise use and cutting, thus avoiding scraps and waste. The Group is constantly looking for solutions for the development of products and processes with a view to a circular economy. For this reason, annual investment in research and development is allocated to identify new solutions, also in collaboration and with the support of international start-ups and research institutes, accelerators and universities.

The Group's commercial strategy is based on the principle of scarcity and, from an operational point of view, on effective inventory management, translating into efficient production planning and the right quantities at the right time and in the right place in order to avoid excessive inventories. This approach, combined with a high level of sell-through, allows to limit the amount of unsold products.

In the case seasonal garments, i.e. those that are offered for one season only (which differ from carry-overs, which can be re-offered for several seasons) remain unsold, they are first placed in the outlet channel operated by the Company or marketed through "Family and Friends" sales initiatives. In collaboration with some non-governmental organisations (NGOs), some of them are donated to people in difficult situations through the *Warmly Moncler* programme, designed to protect people from the cold. Lastly, the limited number of remaining products are all recycled through innovative and also experimental processes.

In 2022 the Moncler Group further refined its system for selecting and recycling garments that can no longer be sold in collaboration with several international companies with leading roles in fabric reuse and recycling. Depending on the category, products are recycled and put to various uses such as the creation of new yarns or components for jackets, the production of furnishings and objects often used as visual merchandising for stores.

OPEN INNOVATION IN THE MONCLER GROUP

The Group's innovation journey is based on an open innovation model that encourages the exploration and development of ideas, solutions, skills, processes and materials coming from the outside world, such as universities, innovation centres and suppliers of different sectors as well as accelerator hubs or research bodies.

Since 2020 the Group has worked closely with the start-up accelerator Plug & Play, a platform that connects the best international start-ups with partner companies to create collaboration opportunities.

Lastly, the Group constantly works with its suppliers to identify innovative solutions for the business. In 2021 the Company combined its specific down expertise with that of a supplier specialised in recycling technologies, creating a machine that allows DIST down to be recycled through an innovative mechanical process. The machine is currently object of patent application.

In 2022, in coordination with Camera Nazionale della Moda Italiana, the RE.CREA consortium was formed, with the support from ten associated brands, including the Moncler Group, which decided to share their skills in order to support its activity. The consortium was founded to organise the management of textile and fashion products at end of life and to promote research and development of innovative recycling solutions. The consortium focuses on the systematic and rigorous control of the entire textile and fashion recycling chain.

PACKAGING

The Moncler Group is committed to reduce packaging materials as well as to research and to adopt lower-impact alternatives.

In 2021 a Manual was adopted at Group level, setting out guidelines for the selection of materials with the lower impact to be used for the packaging, as well as in the elements used in the stores and shop windows, with the aim of orienting all the functions within Moncler and Stone Island that design and select such elements.

The guidelines contained in the manual are inspired by the following principles:

- reducing the amount of materials used
- simplifying the structure of products with a view to eco-design by favouring mono-material or easily-disassembled articles to promote reuse and recyclability
- reducing the use of virgin raw materials, especially if from fossil origin, by favouring materials from renewable sources or recycling
- designing items that can be used for a long time, re-used and recycled
- selecting materials that have a validated sustainability performance supported by documentary evidence and measurements, and where possible, certified
- using only materials that comply with the Group's Restricted Substances List (RSL). See also pages 171-173.

In recent years, the Group has launched a series of programmes to improve packaging design mainly focused on recyclability, re-usability and durability as well as on reducing materials used.

In particular, in order to promote **recyclability**, where possible, the use of a single material per item has been foreseen and at the Castel San Giovanni (Piacenza) logistics hub a recycling process was implemented, involving a private partner operating at the facility to ensure proper, effective management of the recycling of packaging materials. 83% of the materials used in packaging are recyclable and recycled, registering an increase compared to 2021 (79%).

With regard to **reusability** and **durability**, 69% of packaging, in particular the one intended for end clients, is reusable.

Among initiatives relating to the **reduction of the weight and materials used**, since 2021 Stone Island has replaced the traditional stone paper used to create the shopping bag with recycled paper, resulting in a reduction in the weight of each bag of 35%; at Moncler, packaging made of single-use plastic used for the logistics transport of shoes was eliminated and a procedure was introduced to optimise the quantity of packaging used for the internal shipment of fabric samples and accessories between the various company functions, resulting in savings in the materials used.

Lastly, from 2021, in the Moncler e-commerce website, the Born To Protect (BTP) packaging option, which uses fewer items and has a lower weight than the Signature option one (which in any case only uses materials with a lower impact than conventional materials), was introduced as the default choice. In 2022, more than 70% of the e-commerce packaging used is BTP.

MATERIALS USED IN PACKAGING²

70% of the materials used in total packaging (logistics, production, for end clients and used in offices) by both Moncler and Stone Island is paper and cardboard from responsibly managed forests and 79% made of recyclable materials.

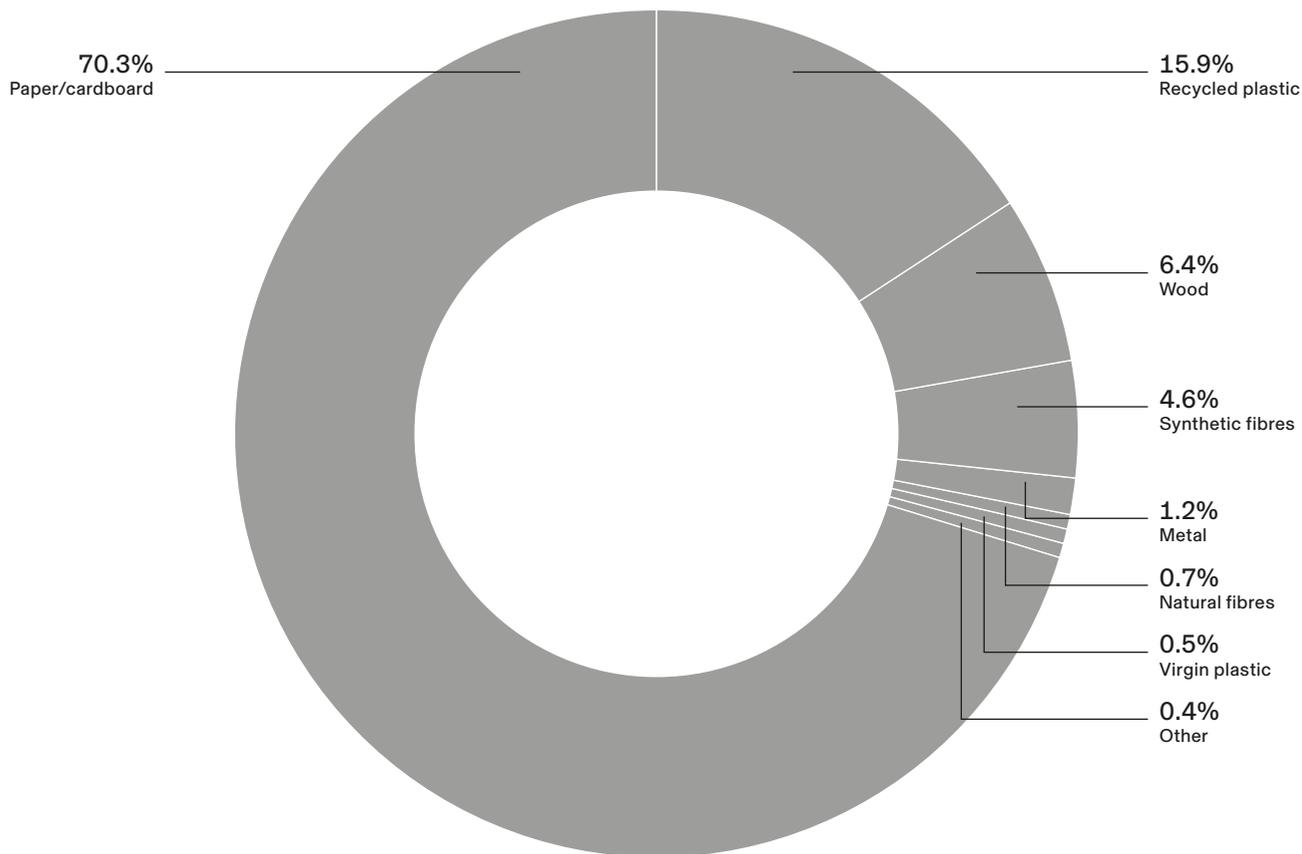
16% of the materials used in Group's packaging is represented by recycled plastics. Compared to 2021, the use of paper and cardboard increased by 7 percentage points and the use of plastic decreased by 3 percentage points.

The third mostly used material (6%) is wood, all from recycled materials, represented mainly by logistic pallets, which by their nature are reusable.

The remaining materials are: synthetic fibres, 99% recycled; natural materials; artificial materials; and metals and other.

Despite the excellent results achieved, the Group is looking for continuous improvement. Annual R&D investment is thus allocated to explore and identify solutions with lower environmental impact, also with the support and in collaboration with international start-ups.

MATERIALS USED IN PACKAGING



2 Includes the packaging used for logistics, production, end client and office, ordered in 2022.

MATERIALS USED IN PACKAGING²

MATERIAL TYPE	2022	Moncler Group	2021	Moncler Group
	% of material type over total		% of material type over total	
Paper and cardboard (kg)	70%	3,126,248³	63%	2,274,291
Recycled		79%		73%
Recyclable		100%		100%
Reusable		21%		16%
FSC and PEFC certified		99%		99%
Plastic (kg)	16%	730,337³	19%	689,192
Recycled		97%		90%
Recyclable		98%		99%
Reusable		21%		23%
Wood (kg)	6%	282,415	10%	359,457
Recycled		100%		100%
Recyclable		100%		100%
Reusable		100%		100%
Synthetic fibres (kg)	5%	202,958³	4%	134,014
Recycled		99%		98%
Recyclable ⁴		100%		100%
Reusable		94%		91%
Metal (kg)	1%	54,988³	1%	49,101
Recycled		75%		51%
Recyclable		100%		89%
Reusable		98%		100%
Natural fibres (kg)	1%	31,095	1%	47,342
Recycled		-		-
Recyclable ⁴		100%		100%
Reusable		100%		100%
Other (kg)⁵	1%	17,044	1%	40,369
Recycled		3%		68%
Recyclable		96%		13%
Reusable		25%		94%
Bio-based		-		1%
Artificial fibres (kg)	-	-	1%	577
Recycled		-		-
Recyclable ⁴		-		100%
Reusable		-		-

PACKAGING FOR THE END CLIENT⁶

Since 2022 all of the Moncler Group's packaging for end clients has been made from lower-impact and mostly reusable materials, made to last. In particular, all paper and cardboard come from responsibly managed forests (FSC and PEFC certification) and are made from 66% recycled materials, 14 percentage points higher than last year. Paper is mainly used for shopping bags, whose paper is 100% recycled, for gift boxes, tags and shoe boxes.

The second most widely used material is plastic, down from last year by four percentage points, almost exclusively (98%) recycled and reusable. In particular, accessories such as the garment covers zippers and bags used in the e-commerce channel are made of recycled plastic, as well as hangers, which have been redesigned with a removable hook, thus promoting a correct recycling process.

The third most used material for packaging for the end client is synthetic fibres, almost exclusively from post-consumer recycled plastic bottles, used for garment covers as well as bags for accessories and knitwear.

Natural fabrics, almost entirely represented by certified organic cotton, are mainly used for all shoes bags and accessories bags used in stores.

Packaging intended for the Moncler Group end clients is 100% made from lower-impact materials.

3 The increase in ordered volumes is primarily due to the partial integration of Stone Island logistics.

4 Recyclable but not through municipal collection system.

5 Composite materials that cannot be separated.

6 Packaging intended for end clients ordered in 2022.

PACKAGING FOR END CLIENTS⁶

MATERIAL TYPE	2022		2021	
	% of material type over total	Moncler Group	% of material type over total	Moncler Group
Paper and cardboard (kg)	71%	1,088,443⁷	65%	774,828
Recycled		66%		52%
Recyclable		100%		100%
Reusable		59%		48%
FSC and PEFC certified		100%		99%
Plastic (kg)	10%	146,269	14%	163,907
Recycled		98%		98%
Recyclable		94%		97%
Reusable		100%		95%
Synthetic fibres (kg)	13%	202,958⁷	11%	134,011
Recycled		99%		98%
Recyclable ⁴		100%		100%
Reusable		94%		91%
Metal (kg)	3%	42,778⁷	3%	34,512
Recycled		70%		73%
Recyclable		100%		85%
Reusable		100%		100%
Natural fibres (kg)	2%	31,095	4%	47,342
Recycled		-		-
Recyclable ⁴		100%		100%
Reusable		100%		100%
Other (kg)	1%	14,851	3%	39,350
Recycled		2%		66%
Recyclable		97%		14%
Reusable		29%		95%

LOGISTICS PACKAGING⁸

The materials mostly used for the Group's logistic packaging are paper and cardboard from responsibly managed forests (FSC and PEFC certification) and 87% made up of recycled materials, 3 percentage points more than in the previous year.

Plastic, which accounts for 20% of total logistics packaging, is 97% recycled, 9 percentage points higher than last year.

By 2023 all packaging used in logistics will consist only of lower impact materials, which currently make up 99%. See also pages 75; 195.

LOGISTICS PACKAGING⁸

MATERIAL TYPE	2022		2021	
	% of material type over total	Moncler Group	% of material type over total	Moncler Group
Paper and cardboard (kg)	69.9%	2,016,494³	62.5%	1,493,933
Recycled		87%		84%
Recyclable		100%		100%
Reusable		-		-
FSC and PEFC certified		100%		99%
Plastic (kg)	19.8%	572,968³	21.8%	519,709
Recycled		97%		88%
Recyclable		100%		99%
Reusable		-		-
Wood (kg)	9.8%	282,415	15%	359,457
Recycled		100%		100%
Recyclable		100%		100%
Reusable		100%		100%
Metal (kg)	0.4%	12,211	0.6%	14,590
Recycled		91%		-
Recyclable		100%		100%
Reusable		91%		99%
Other (kg)	0.1%	2,183³	0.1%	1,030
Recycled		7%		4%
Recyclable		90%		100%
Reusable		-		-

7 Increase in ordered volumes is due to the growth in Born to Protect packaging for the e-commerce channel.

8 Logistics packaging ordered in 2022.

PACKAGING IN THE E-COMMERCE CHANNEL

Moncler's e-commerce channel allows a choice of two types of packaging made from low environmental impact materials:

“SIGNATURE” PACKAGING: products are presented in a reusable Moncler box, tied with a tricolour ribbon.

- The external logistics box is made of 100% recycled paper from responsibly managed forests;
- The inner “Signature” box is made of paper from responsibly managed forests, of which more than 50% is from recycled sources;
- The inner bags included with down jackets are made from materials derived from post-consumer recycled plastic bottles;
- The hangers included with down jackets are made of recycled plastic;
- Last-mile delivery is done through the “UPS® carbon neutral” service for the Americas and EMEA Regions, whereas for Korea and Japan Moncler neutralises last-mile emissions through offsetting projects.

“MONCLER BORN TO PROTECT” PACKAGING: this option uses a reduced number of packaging layers, placing products in light, reusable packaging.

- The external logistics box is made of 100% recycled paper from responsibly managed forests;
- The inner bags are made from materials deriving from post-consumer recycled plastic bottles;
- The hangers are made of recycled plastic;
- Last-mile delivery is done through the “UPS® carbon neutral” service for the Americas and EMEA Regions, whereas for Korea and Japan Moncler neutralises last-mile emissions through offsetting projects.

SINGLE USE PLASTIC⁹

The impact of plastic on the environment, especially single-use virgin plastic, has become a very important issue for the planet. The Group has progressively reduced the use of single-use virgin plastic until its complete phase out by 2023.

To date 97% of the Group's single-use plastic is recycled plastic, ten percentage points higher compared to last year.

The decision to replace single-use virgin plastic with recycled plastic stems from a Life Cycle Assessment conducted with Politecnico of Milan to identify the best alternative from an environmental and technical-performance point of view. This analysis showed that recycled plastic reduces CO₂ emissions by 35% and water consumption by 60% compared to virgin plastic. In addition to preferring recycled plastics, the weight of many single-use items was reduced by 10%, thus allowing a reduction in unit weight and a decrease in the use of raw materials. See also page 75.

SINGLE USE PLASTIC⁹

	Moncler Group	
	2022	2021
Plastic (kg)	584,404⁹	537,229
Recycled	97%	87%
Recyclable	100%	99%
Compostable	-	-

⁹ Includes total single-use plastics ordered in 2022, not just the one used for packaging.

PAPER¹⁰

All the paper and cardboard used by the Group come from responsibly managed forests. Given their significant use, they are constantly the focus of improvement projects, linked to the reduction of their use where possible and to the increase in the percentage of recycled material.

To date, 77% of the Group's paper is made up of recycled material, 6 percentage points higher compared to last year.

PAPER¹⁰

	Moncler Group	
	2022	2021
Paper (kg)	3,219,901 ¹⁰	2,353,416
Recycled	77%	71%
Recyclable	100%	100%
Reusable	20%	16%
FSC and PEFC certified	99%	>98%

QUALITY AND SAFETY

For the Moncler Group, quality has always been, and will continue to be a priority. In the search for excellence, the Group allows no compromises: from the choice of the finest materials to the precise manufacturing of garments, to the selection of the best suppliers trained and supported by specialised experts.

PRODUCT QUALITY AND SAFETY

Product quality, safety and innovation are a focus of attention for the Moncler Group. Both Moncler and Stone Island thus have strict controls over the entire value chain. Each product is designed and manufactured under the direct, close supervision of Group experts. Both Brands manage the creative phase and the development of prototypes internally and use constantly-supervised third-party laboratories to produce finished products, as well as, for Moncler, its production sites in Italy and Romania.

Quality and safety are a priority for the Group right from the garment design and raw material purchase phase. The quality of the down, nylon, cotton and other raw materials used to produce both Brands' garments, combined with constant research and experimentation, are fundamental to ensuring an excellent final product. As a result, the Group carefully selects its suppliers and subjects its materials to both rigorous controls before they go into production and accurate checks on composition, chemical substances and physical-mechanical characteristics, essential to ensuring the expected technical performance.

In particular, the Group contractually requires its production partners to operate in full compliance with the most restrictive international legislations on chemical substances and performance, including the European REACH regulation¹¹, Chinese GB requirements¹² and Japanese JIS requirements¹³.

Suppliers are contractually bound to comply with the instructions contained in the Compliance Specifications containing the main compliance requirements of both Brands for their suppliers and sub-suppliers, including dye houses, laundries and embroideries. The Specifications are updated periodically, taking into account international regulations and voluntary parameters and commitments made by Moncler and Stone Island. It includes the Group's **Product Restricted Substances List (PRSL)** and **Manufacturing Restricted Substances List (MRSL)** and, for Moncler, the Manual of Performances for performance and physical-mechanical requirements.

In particular, the PRSL applies to materials, treatments and products, and includes not only the requirements of the most restrictive regulations of the producing and selling countries, but also other more stringent voluntary requirements in line with a precautionary approach.

The PRSL has been drafted, with the support and verification of consultants and testing and certification companies, taking into account the requirements of the main industry standards (including the American Apparel and Footwear Association – AAFA and Camera Nazionale della Moda Italiana), certification schemes of independent bodies, and taking into account the peculiarities of both Brands' products.

The names of the relevant chemical substances and formulations, the *Chemical Abstract Service (CAS)* registry number,

10 Includes the total paper ordered in 2022, not just the one used for packaging.
11 Registration, Evaluation, Authorisation and Restriction of Chemicals.
12 National Standard of the People's Republic of China.
13 Japanese Industrial Standards.

the analysis methods to be used and the reference parameters to comply with are reported. They also indicate the substances and target parameters on which suppliers are encouraged to improve and find alternatives.

The Group is aware of the importance of monitoring the chemicals used in the production process to prevent potential contamination of materials, products, water and sludge. This monitoring is governed by the Manufacturing Restricted Substances List (MRSL) which, together with the PRSL, sets out the list of substances that suppliers and sub-suppliers have to monitor during the various phases of production in order to anticipate and reduce the risk of possible critical issues relating to products, materials and the environment, and provide the basis for proper, production method and root-cause analysis. The Group's MRSL was defined taking into account the main industry standards (e.g. Zero Discharge of Hazardous Chemicals - ZDHC, to which Stone Island has adhered since 2019) and requires for further investigation and specific requirements.

The MRSL and PRSL apply to all levels of the supply chain involved in the production of materials and products. For parameters, substances, methods and detection limits, suppliers are required to refer to the MRSL and/or PRSL depending on the substrates analysed and considered.

The MRSL and PRSL govern more than 350 chemicals and are two important parts of the Group's strategy aimed at continuing to reduce potential environmental impacts.

Suppliers and sub-suppliers, primarily those that manage wet processes, are encouraged proactively to develop a chemical management system through which to monitor and test chemicals, water and sludge, in addition to materials, components, products and treatments. This includes keeping the chemical inventory and documentation up to date, as well as implementing batch tracking and screening and/or testing of different chemical formulations at least seasonally, if not via sampling or during inspections. Suppliers must verify that concentrations of substances identified in any substrate ensure compliance with legal requirements or with those of the Group, if more restrictive, and investigate the source of any problems, taking the appropriate corrective actions.

Both Brands monitor compliance with the requirements based on a sampling procedure that identifies the samples to be tested, frequency and tests to be performed. Test activities, carried out seasonally, start at the materials research phase and continue with the prototyping and sampling phases, up to production.

Samples and substances to be tested are selected considering the type of materials (fabrics, leather, etc.) involved, formulations used in the production process (e.g. colours, finishing agents, etc.), availability of documentation, frequency and quantity of use in the supply chain, particularities and sophistication of certain effects, etc.

Tests on components, water, chemical formulations and finished products are carried out through ISO 17025 accredited third-party testing laboratories and are performed by both suppliers and the Group.

Production accessories undergo further inspection to analyse their technical compatibility with fabrics and with the indicated garment care, such as the reaction with the detergents during washing, while for fabrics physical-mechanical properties such as water resistance, pilling, colour solidity, slippage of seams, tear resistance, breathability, etc., are checked. At Stone Island, special attention is paid to the garment dyeing process, and production accessories and fabrics are subjected to in-depth preliminary tests including compatibility with the treatment and the presence of impurities and other components that could result in anomalies in the dyeing phase in order to make, where necessary, changes and optimisations to the process itself.

The Moncler Group does not tolerate any compromises in terms of health and quality: if a product does not pass the tests, the purchasing process is stopped until the supplier demonstrates that it can provide a product that complies with the requirements.

In terms of technical quality in the product production process, during the supplier selection phase the experts at both Moncler and Stone Island's quality management division carefully examine whether a **partner has adequate skills and technologies** that enable the production of **garments in line with the required standards**, and that can ensure constant and uniform quality levels.

The experts then verify the progress of the process and compliance with the product quality standards on a weekly basis.

Before entering production, each model is subjected to various fittings, the purpose of which is to verify attention of each detail and alignment with the stylistic and model indications, and ensure maximum comfort and fit.

Lastly, **all Moncler and Stone Island products undergo an in-depth final quality inspection** before being placed on the market. These controls, through a structured process subject to a protocol, **thoroughly check and ensure the aesthetics, characteristics, size, labelling and functionality of each of the Brands' garments**. In particular, in this last phase the Group implements and verifies a complex anti-counterfeiting protocol using the latest-generation technology.

DOWN QUALITY

Down is the most important thing to Moncler. Since the beginning of the Company's history, down has been the heart of all its jacket, gradually becoming the identity of the Brand itself.

Thanks to its long experience and constant research and development, Moncler now has unique expertise in terms of both its understanding of the raw material and the garment manufacturing process. Moncler requires its suppliers to comply with the highest **quality standards**, which over the years have been, and continue to be, a key element of product differentiation. However, for the Company, "quality" is more than that: the origin of the down used and **respect for animal welfare** are also fundamental for Moncler and are taken into account in the raw materials purchasing process as much as quality. See also pages 138-141.

In particular, the technical quality of Moncler down is ensured by a complex process that ensures that only the best white goose down is used to make garments. Each batch of down is double-checked to verify it complies with **11 parameters**, relating to quality (as well as aspects of hygiene and health), identified by the strictest international regulations and the restrictive requirements established by the Company: first through sophisticated analysis by an accredited independent body and then through further tests carried out at Moncler's internal laboratory, home to highly-specialised down technicians. In 2022, more than **1,600 tests** were carried out.

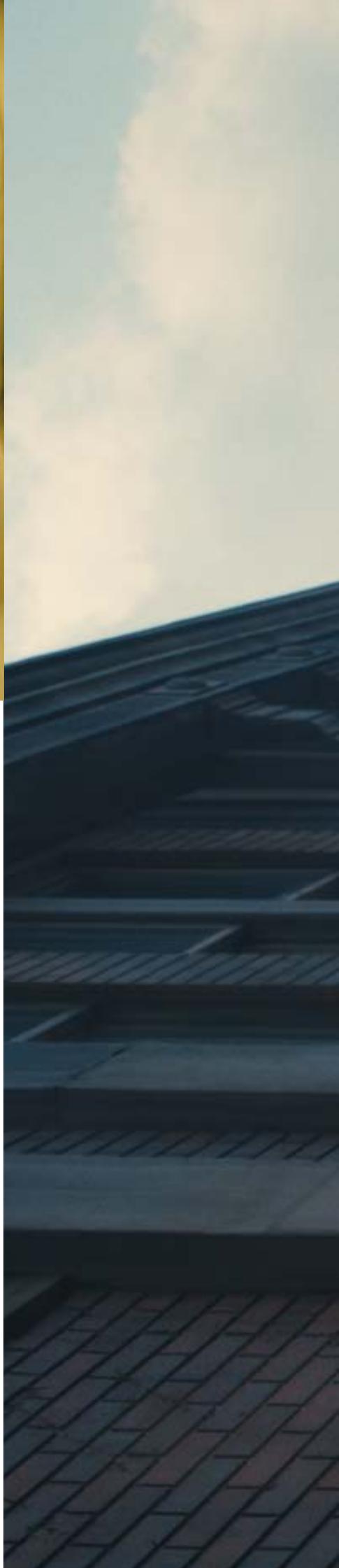
Down cluster content and fill power are the main indicators of down quality. Moncler garments contain at least 90% white goose down cluster and only 10% feathers/small feathers. This high percentage of down cluster guarantees a high fill power, i.e. the capacity of the down to occupy volume: the higher the fill power, the greater the performance in terms of lightness, thermal capacity and insulating properties. Moncler down has a minimum fill power level of 710 (cubic inches per 30 grams of down) translating into warm, soft and light garments, able to offer unique comfort.



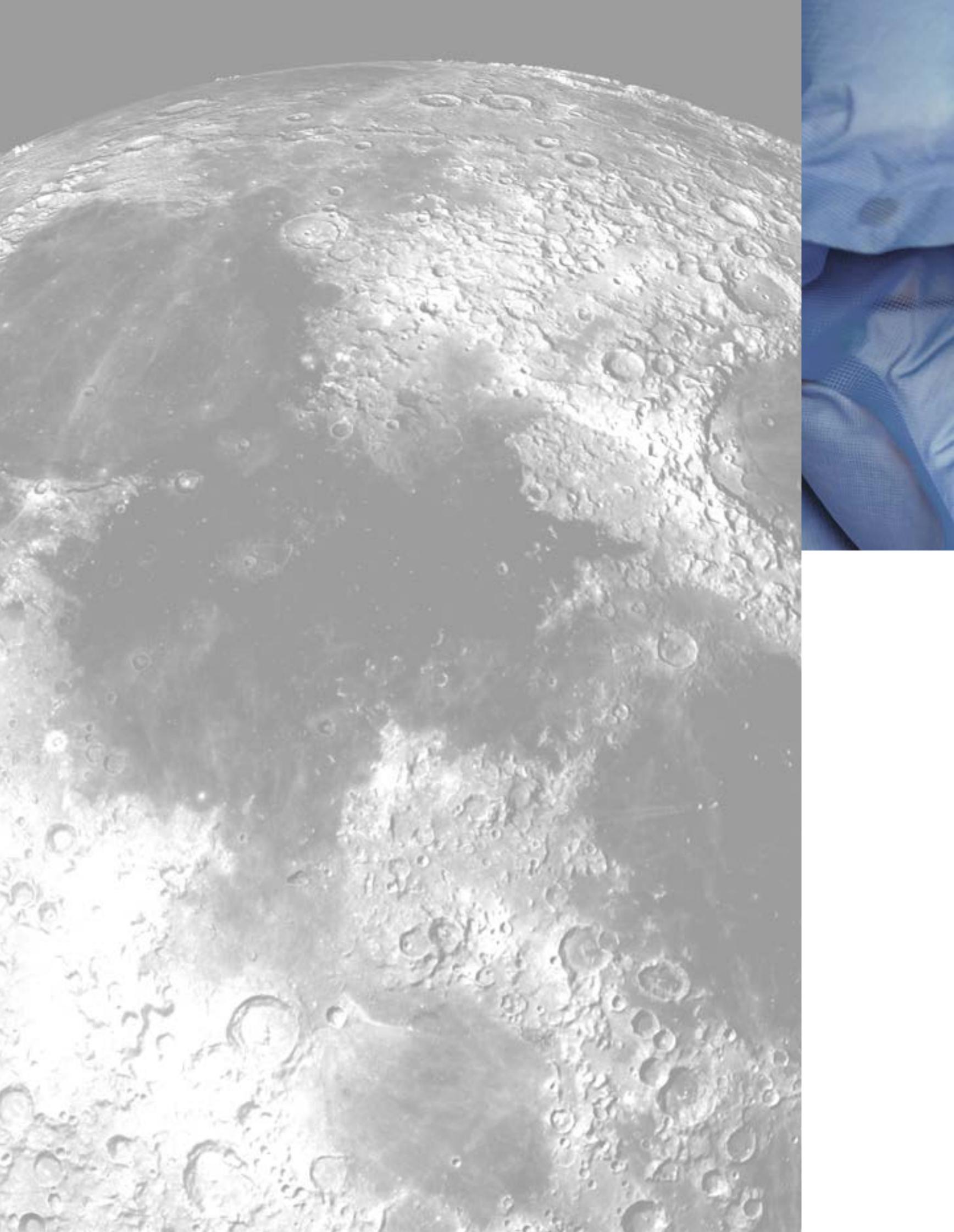




Courtesy of Supreme













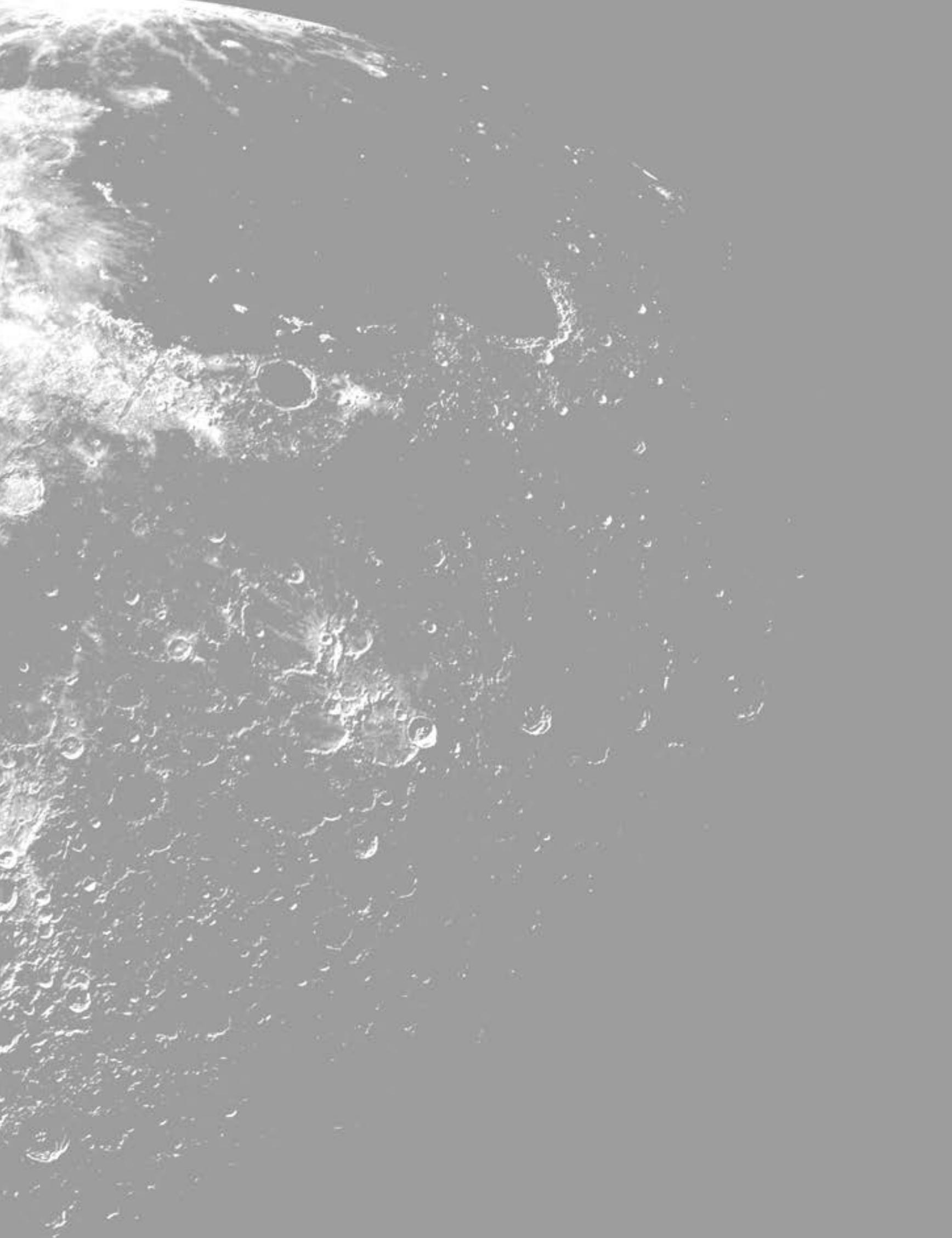


6 Act on climate & nature

ENVIRONMENTAL POLICY AND MANAGEMENT SYSTEM
FIGHT AGAINST CLIMATE CHANGE
RESOURCES CONSUMPTION AND MANAGEMENT
SAFEGUARD BIODIVERSITY

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For the Group, sustainability means feeling responsible for **future generations** and thus acting conscientiously, striving to **preserve natural resources** and contribute to fight against climate change by **minimising its impacts** on the environment. There cannot be long-term **growth** without **responsible behaviour**.



The Group is aware that the path towards sustainable development requires policies, tools and actions to protect the environment. Responsibility towards future generations requires a strong commitment to the careful use of natural resources and minimisation of impacts.

ENVIRONMENTAL POLICY

As proof of its focus on the environment and its protection, in 2017 Moncler adopted an **Environmental Policy**. The Policy, updated and adopted at Group level in 2022, and approved by the Board of Directors after receiving the opinion of the Control, Risks and Sustainability Committee, reaffirms constant compliance with all applicable laws and regulations and formalises the Group's commitment to continuously improve its environmental performances in order to reduce its direct and indirect impacts.

The Policy lays down the Group's ambitions in the following areas:

- fight against **climate change**
- safeguard **biodiversity**
- **water** and **waste** stewardship
- creation of **products with lower environmental impact**
- spread of a **culture of sustainability**.

The Moncler Group applies the Environmental Policy to all its own operations and encourages the adoption across its entire supply chain.

In this regard, the Moncler Group is committed to investing the technical, economic and professional resources necessary to comply fully with the guidelines of the Policy. The document is available in both Italian and English and can be downloaded from the Group's intranet and Internet sites.

MANAGEMENT APPROACH

A concrete result, that highlights the Group's commitment to environmental protection along with its drive towards continuous improvement, is represented for Moncler, by the maintenance of the **environmental certification** according to the **ISO 14001** standard at the production site in Romania, the Italian corporate sites and the logistics centre in Castel San Giovanni (Piacenza), and, for Stone Island, by the process that led in 2022 to the certification of the corporate offices in Ravarino (Modena) and Mirandola (Modena).

With regards to direct environmental impacts, i.e. those generated by its offices, stores, logistics hub and production sites, in line with previous years the Group focuses its efforts on the following aspects:

- **monitoring and assessing environmental impacts** to identify and implement improvement measures
- purchasing **electricity from renewable sources**
- using **more efficient technologies and lighting systems** and environmentally friendly IT tools
- using **Building Management System (BMS)** supervision tools for integrated, more efficient management of energy consumption
- using **technologies to support interaction** between employees to reduce the business travel
- **using resources efficiently** and sourcing from responsibly managed sources
- **ensuring engagement and awareness** through guidelines and programmes to reduce the consumption of paper, plastic, toner, energy and promote waste sorting.

Due to the nature of its business model, in which production is mainly managed through suppliers, the Moncler Group's most significant environmental impacts are indirect (scope 3). Within the limits of their influence, with the aim to limit the indirect impacts of the manufacture and distribution of their products, Moncler and Stone Island encourage production and logistics partners to apply environmental best practices.

Reducing greenhouse gas (GHG) emissions by adopting renewable energy and improving operational efficiency is a fundamental lever of the Moncler Group's strategy to fight climate change, defined in accordance with the objectives of the United Nations 2030 Agenda for Sustainable Development (Sustainable Development Goals – SDGs).

In 2020 Moncler set its CO₂ emission reduction targets in line with the Science Based Targets Initiative (SBTi)¹.

Following the integration of Stone Island and internalisation of Moncler's e-commerce channel, in 2022 the Group redefined its CO₂ reduction targets to ensure the inclusion of all sources of CO₂ emissions and to reflect the actual size and impact of the business.

In particular, the Moncler Group has committed to reduce by 2030 absolute scope 1 and scope 2 CO₂e emissions by 70% (in line with the "1.5°" ambition) and scope 3 CO₂e emissions by 52% (in line with the "Well-Below 2°" ambition) per unit sold from a 2021 base year. In addition, the Moncler Group has committed to achieving net zero² emissions throughout the value chain by 2050. These objectives were approved by the Science-Based Targets initiative and considered consistent with the contribution required by companies to limit the maximum increase in global temperatures compared to pre-industrial levels.

For the past two years, the Moncler Group has been committed to transparently reporting and communicating its impact on climate change and progress towards the targets in the *CDP Climate Change Questionnaire*.

THE MONCLER GROUP'S APPROACH TO NET ZERO

According to the United Nations Intergovernmental Panel on Climate Change (IPCC), net zero emissions are achieved when "anthropogenic CO₂ emissions are balanced globally by anthropogenic CO₂ removals over a specified period". According to the Science Based Targets initiative, the achievement of net zero involves scope 1, 2 and 3 GHG emissions.

Achieving the Net Zero emissions target by 2050 is in line with the efforts required by companies in the Paris Agreement to limit the increase in global average temperature to 1.5°C.

This goal requires companies to commit to review processes and ways of doing business. Likewise, companies cannot achieve this result on their own, because this ambition requires a collective effort from all industries and governments.

Companies that commit to achieve Net Zero are required to both decarbonise their footprint as much as possible and neutralise all residual emissions of the entire value chain.

The Group's ambition is therefore articulated over two complementary phases.

By 2050:

- 1 — Reduce scope 1, 2 and 3 GHG emissions by 90% in line with the Paris Agreement;
- 2 — Neutralise all residual emissions with carbon removals.

¹ Endorsed by CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF), the Science Based Targets initiative establishes and promotes best practices in setting science-based targets, in addition to evaluating companies' objectives.

² Net zero emissions are achieved when anthropogenic CO₂ emissions are balanced globally by anthropogenic CO₂ removals over a specified period, through neutralisation mechanisms. In particular, to contribute to the achievement of net zero emissions, companies have to reduce emissions and neutralise residual emissions.

ENERGY CONSUMPTION AND SCOPE 1 AND 2 EMISSIONS

Direct and indirect energy consumption at the Moncler Group's sites is mainly due to production activities in Romania and to the logistics hub in Castel San Giovanni (Piacenza), as well as to facility heating, air conditioning and lighting and the use of IT equipment at the corporate offices and at the Moncler and Stone Island stores.

In 2022, despite an increase in total indirect energy consumption, driven by the growth in business activity that exceeded 2021 in terms of number of stores, it was registered a **21% reduction in scope 1 and 2 emissions (market-based) compared to 2021** (-17% compared to 2021 considering Stone Island consolidated from 2021, April 1st), due to greater use of renewable energy, more efficient lighting, air conditioning and heating systems and an increase in low environmental impact vehicles in the company fleet. The reduction in scope 1 and 2 CO₂e emissions normalised on revenues is even clearer: -35% emissions per million euros of revenues vs 2021³.

SCOPE 1 AND 2 DIRECT AND INDIRECT ENERGY CONSUMPTION

KWh	Moncler Group		Moncler Brand		
	2022	2021 ³	2022	2021	2020
Direct energy consumption	9,585,916	10,846,050	6,835,729	8,402,400.4	5,531,706.3
From non-renewable sources:					
Natural gas ⁴	6,252,373	6,989,679	4,162,329	5,085,441.9	3,468,702.6
Diesel	1,547,012	2,003,442 ⁵	963,501	1,514,216.7 ⁵	1,089,561.9
Fuel	1,786,531	1,852,929 ⁵	1,709,899	1,802,741.8 ⁵	973,441.8
Indirect energy consumption	38,920,270	33,200,466	34,858,386	30,634,756.0	29,733,158.5
Electricity from non-renewable sources	4,584,435	6,503,511	3,179,912	6,242,393.2	14,616,822.4
Electricity from renewable sources	34,335,835	26,681,766	31,678,474	24,392,362.8	15,116,336.1
<i>of which from certified green energy⁶</i>	34,059,753	26,666,577	31,516,767	24,377,173.8	15,116,336.1
<i>of which self-generated</i>	276,082	15,189	161,707	15,189.0	-
Total energy consumption	48,506,186	44,046,515	41,694,115	39,037,156.4	35,264,864.8
Total energy consumption (GJ)	174,622	158,567	150,099	140,534	126,954
Total energy consumption (MWh)/number of employees	7.69	8.33	7.23	8.01	8.02
Total energy consumption (MWh)/revenues (million euros)	18.64	20.63	18.94	21.4	24.5

3 The 2021 figures include the Moncler Group assuming Stone Island consolidated from January, 1st. See the Appendix for the table including data relating to Stone Island for the last nine months of 2021, i.e. from the acquisition date.

4 The data include total consumption based on the total cost of natural gas expenses (excluding cases where the data is managed by the host department stores).

5 The data include the consumption and emissions of the car fleet with reference to the global scope in 2022, 2021 and 2020. In 2022, the Group's car fleet was characterised by 63% hybrid and electric vehicles (70% for Moncler brand), to which the respective vehicle consumption factors have been applied.

6 This figure includes green energy certified according to the Renewable Energy Certificate (REC)/Guarantee of Origin (GO)/International Renewable Energy Certificate (I-REC)/Non-Fossil Certificates (NFC).

SCOPE 1 AND 2 CO₂e EMISSIONS
TONNES OF CO₂e

	Moncler Group		Moncler Brand		
	2022	2021 ⁷	2022	2021	2020
Direct emissions (scope 1)	2,043	2,332	1,496	1,772.3	1,298.1
From non-renewable sources:					
Natural gas ⁴	1,151	1,288	766	936.9	759.2
Diesel	390	503 ⁵	245	381.9 ⁵	283.1
Fuel	415	427 ⁵	397	414.8 ⁵	255.8
Refrigerant fluids ⁷	87	114	87	38.7	
Indirect emissions (scope 2)					
Location-based	13,278	11,114	11,956	10,399.8	10,689.8
Market-based	1,948	2,733	1,337	2,630.2	5,489.2
Total emissions⁸					
Location-based	15,321	13,447	13,452	12,172.1	11,987.9
Market-based	3,991	5,065	2,833	4,402.5	6,787.3
Total emissions/number of employees					
Location-based	2.43	2.54	2.33	2.50	2.73
Market-based	0.63	0.96	0.49	0.90	1.54
Total emissions/revenues (million euros)					
Location-based	5.89	6.30	6.11	6.67	8.32
Market-based	1.53	2.37	1.29	2.41	4.71

INITIATIVES TO REDUCE SCOPE 1 AND 2 CONSUMPTION AND EMISSIONS

In order to reduce energy consumption and CO₂ emissions, the Moncler Group is implementing various activities at its stores, offices, logistics hub and production sites. These initiatives range from the gradual replacement of traditional lighting systems with LED lights, the use of Building Management System for integrated and more efficient management of energy consumption, the use of electricity from renewable sources, the use of environmentally friendly IT tools and the increase in low environmental impact vehicles in the car fleet.

ELECTRICITY FROM RENEWABLE SOURCES

The use of electricity from renewable sources is a strategic tool for the decarbonisation process of the Group's direct activities.

In line with the commitment to use 100% renewable energy in the Group's sites at global level by 2023, in 2022 the Moncler Group used electricity from renewable sources for a total of **approximately 90% of the total corporate sites consumption** (approximately +10 percentage points compared to 2021). Overall, the Group uses only energy from renewable sources in Italy, Romania and other countries including China⁹, the United States, Canada and France.

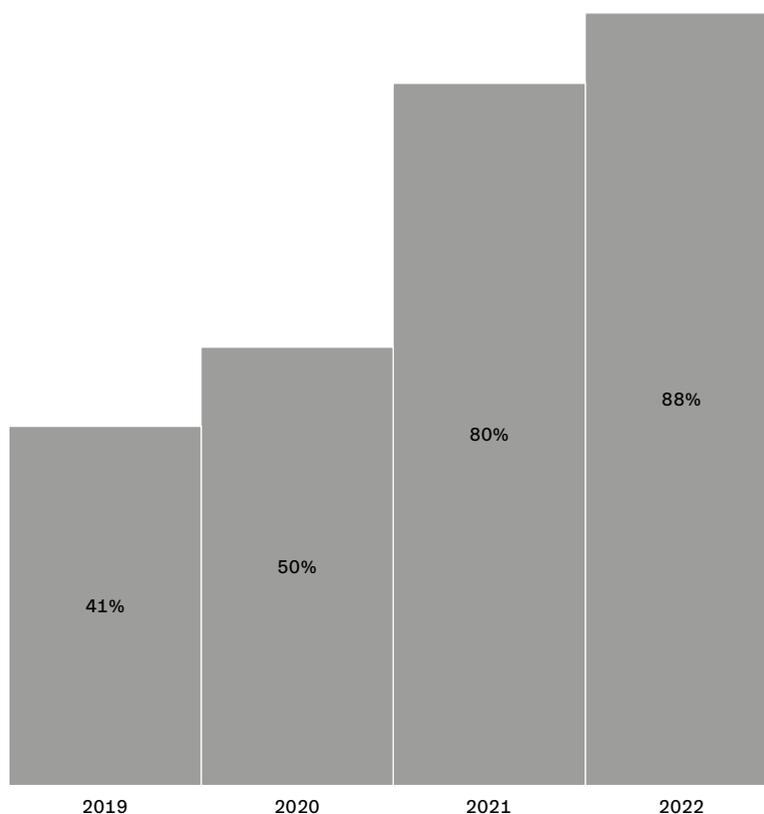
The Group achieved this result through:

- **Installation of photovoltaic panels:** at the logistics hub in Castel San Giovanni (Piacenza), the photovoltaic system contributed to the generation of around 162 MWh of energy in 2022. Stone Island also has a photovoltaic system at its headquarters in Ravarino (Modena), which in 2022 contributed to the generation of about 115 MWh of energy, of which 690 kWh was released back to the grid
- **Purchase of electricity from renewable sources:** also in 2022 the Group continued to switch conventional energy supply contracts into renewable energy contracts. Where no renewable energy supply was available from the energy provider, the Group continued to purchase Guarantees of Origin (GOs), Renewable Energy Certificates (RECs) and International Renewable Energy Certificates (I-RECs).

⁷ This figure includes insignificant dispersion of refrigerant gases for a total amount of 47 kg in the EMEA Region.

⁸ CO₂e emissions (including CH₄, NO₂, HFC, PFC and SF₆ emissions, where present) have been calculated in accordance with the GHG Protocol guidelines. The parameters used for the calculation are derived from IEA, 2019, 2020 and 2021 (emission factors for electricity), UNI EN 16258 and JEC 2020 (fuel emission factors) and the Department for Environment Food and Rural Affairs (DEFRA).

⁹ Moncler's energy consumption from renewable sources includes the Chinese mainland, Hong Kong SAR and Macao SAR, while Taiwan's corporate energy consumption to date comes from conventional energy.



ENERGY EFFICIENCY INITIATIVES

With regards to **energy efficiency**, also in 2022 Moncler continued the installation of low-consumption lighting systems and the optimisation of heating and of air conditioning systems.

At the Moncler corporate sites, in line with the previous years, refurbishment and installation of more efficient lighting systems continued, through the replacement of traditional lighting systems with LED bulbs and thermal insulation systems to ensure greater energy efficiency.

To date, the entire production site in Romania and the logistics hub in Castel San Giovanni (Piacenza) are equipped with **light-emitting diode (LED)** systems. At the Milan corporate site, almost all lighting systems are more efficient than conventional systems, while at the corporate site in Trebaseleghe (Padua), approximately 80% of lighting systems are lower consumption ones.

In order to implement more efficient systems, in 2022 the gas steam boiler at the Moncler headquarters in Trebaseleghe (Padua) was replaced with an electrical steam generator. This type of system increases boiler efficiency by 20%, resulting in energy savings and in reduced CO₂ emissions.

At the Stone Island site in Ravarino (Modena), since 2018 activities have been implemented at offices to replace the air conditioning and gas heating systems with more efficient heat pumps with inverters as well as window fixtures to ensure high thermal insulation. During the year, some areas of Stone Island's office in Ravarino (Modena) were equipped with motion sensors to facilitate energy control and monitoring, reduce waste, and optimise energy efficiency.

To date, more than **99%¹⁰ of Moncler stores worldwide** (100% in the United States, Korea, Japan and Europe) have LED lighting. The same type of system has been adopted and will be adopted by all new Stone Island stores at global level.

The latest-generation LEDs, in addition to offering excellent light quality, ensure an estimated energy savings of up to 80% compared to previously-used lighting systems, while also generating less residual heat. In terms of environmental impact, LED lights have an average lifespan that is significantly longer than traditional lights and are almost entirely made from recyclable material.

The investments made in 2022 to install or replace traditional lights with LED lighting systems in offices and stores amounted to over 3.5 million euros¹¹.

In line with previous years, also in 2022 the Group continued to implement activities aimed at renewing store electrical systems using new technologies that ensure energy-saving.

10 Excluding the shop-in-shops (13 at global level) where lighting systems are provided by the host department stores and on which Moncler cannot take action. However, at 2022 year closing these shop-in-shops had LED lighting systems.

11 In 2022 also investments in LED systems in Korea and Japan were included.

In this regard, in 2021 Moncler began equipping stores with **Building Management Systems (BMSs)** for the integrated management of all the technological functions of each space, from access control to lighting and air conditioning, with the aim of implementing more efficient management of energy consumption.

LEED AND BREEAM ENVIRONMENTAL CERTIFICATIONS

In 2021 the Group initiated an environmental and energy certification process for its stores and all new corporate buildings according to the LEED standard. By adopting this certification, combined with other energy efficiency measures and the installation of LED lights, the Group ensures to reduce electricity consumption and related CO₂ emissions in the long term.

From 2023 on, the Moncler Group is committed to obtaining LEED certification for all new stores¹², relocations and expansions.

The Moncler Group currently has:

- five stores certified according to the LEED for Building Operations and Maintenance standard
- seven stores certified according the LEED Interior Design and Construction standard
- five stores waiting for the LEED Interior Design and Construction certification
- nine stores for which the LEED Interior Design and Construction certification has begun.

With regard to corporate sites, in 2022 the Group began the process aimed at obtaining the LEED certification for the extension of the plant in Romania.

Lastly, in 2021 BREEAM In-Use certification (Excellent level) was obtained for the logistics hub in Castel San Giovanni (Piacenza), proving a more efficient management of the building and an energy and environmental performance improvement.

CAR FLEET

During the year the Group continued to introduce **low environmental impact vehicles into the car fleet**. In 2022 the Moncler Group's hybrid and electric corporate vehicles exceed 63% (70% for the Moncler brand) of total vehicles. The Group's objective is to continue to introduce this type of car, reaching 90% coverage by 2024 (target anticipated of one year). See also page 74.

CARBON NEUTRALITY

In 2022, in line with the commitment of the Science-Based Targets and the objectives of the Strategic Sustainability Plan, the Group maintained carbon neutrality¹³ for all corporate sites worldwide.

In order to maintain carbon neutrality, and in line with what was done in 2021, **unavoidable residual emissions (reduced compared with the previous year) were compensated** through two projects certified on the voluntary market and focused, respectively, on the circular economy and renewable energy, demonstrating the Group's commitment to mitigate its impacts. The first project supported, certified according to Gold Standard, relates to the expansion of a plastic waste recycling plant in Romania. This initiative is in addition to the contribution to instal a photovoltaic system certified according to the Verified Carbon Standard in Mauritius. The two projects are important not only from an environmental point of view but also from a social perspective as they have created new job opportunities and raised awareness among local communities, especially in schools, on environmental topics and the importance of recycling and of sustainable management of local resources.

¹² Excluding shop-in-shops.

¹³ Achieving carbon neutrality involves reducing impacts through CO₂ emission reduction activities such as purchasing energy from renewable sources, using more efficient lighting systems, using vehicles with low environmental impact and neutralising residual emissions with carbon credits generated by positive impact projects. Each credit, certified according to the most relevant international standards, such as the Gold Standard or Verified Carbon Standard (VCS), certifies that a tonne of CO₂ has been reduced or removed from the atmosphere.

CARBON NEUTRALITY INITIATIVES

GREENTECH: PLASTIC RECYCLING WITH A HIGH EFFICIENCY SYSTEM

The project supported by the Moncler Group and promoted by GreenTech, one of the leading companies in the PET plastic recycling industry in Europe, concerns a plastic recycling plant for bottles and other PET products through energy-efficient technology that allows the reduction of emissions compared to traditional disposal methods. In particular, plastic recycling allows for a 45% reduction in CO₂ emissions compared with virgin PET plastic production. The company is located in Romania, an important country for Moncler due to both the presence of the production site in Bacau and its own production chain.

The project, certified by according to the **Gold Standard**, ensures not only environmental benefits, such as the protection of local biodiversity, but also social benefits, such as the promotion of gender equality, and economic benefits, in addition to helping accelerate the country's transition towards a sustainable, low carbon economy.

HENRIETTA SOLAR: INSTALLATION OF A PHOTOVOLTAIC SYSTEM

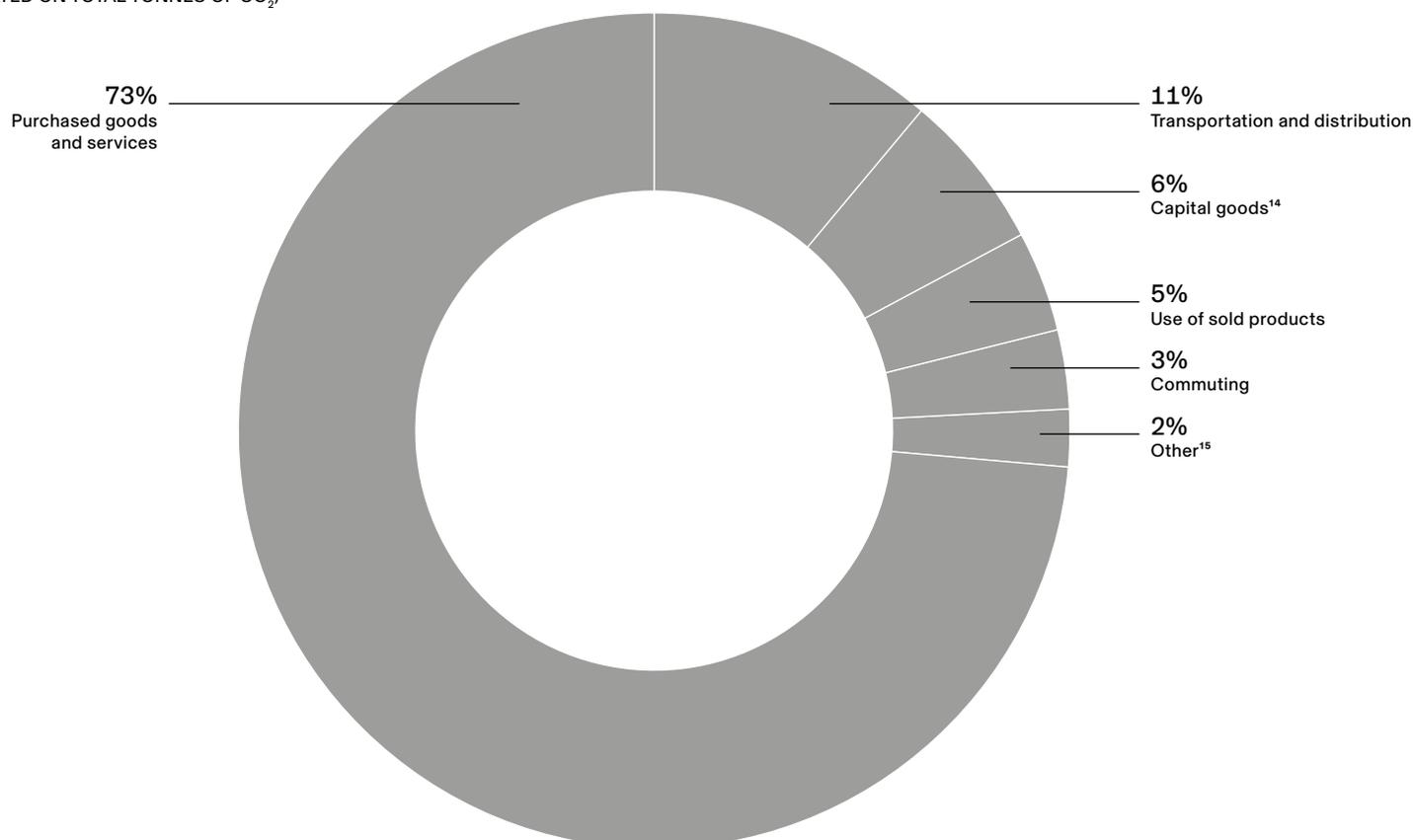
Henrietta Solar is a project certified according to the **Verified Carbon Standard** that involves the installation of a photovoltaic energy system in Mauritius, which is severely exposed to climate change and classified as Small Island Developing States (SIDSs).

Through the construction of 53,700 solar panels, the project will provide sustainable energy to 40,000 people, while preserving an agricultural area of over 20 hectares. The solar panels will generate around 26,500 Mwh, replacing the current energy mix with clean, renewable energy, reducing its greenhouse gas emissions by more than 25,000 tonnes of CO₂ a year. The project is providing concrete support to the country by not only reducing its dependence on imports of fossil energy, mainly coal and oil, and contributing to its energy self-sufficiency and to climate change mitigation, but also creating new work opportunities for the local community.

SCOPE 3 EMISSIONS

Due to the nature of the Moncler Group's business model, most environmental impacts are generated along the value chain (98% of the Group's total emissions), from the production of raw materials to the production and transport of garments, the commuting of employees and the impacts of the use of products by end clients.

INDIRECT EMISSIONS (SCOPE 3)
(% CALCULATED ON TOTAL TONNES OF CO₂)



In 2022 the Group's scope 3 emissions were approximately 260,000 tonnes of CO₂e, which was higher compared to the previous year as a result of increased production and sales.

SCOPE 3 INDIRECT CO₂e EMISSIONS

TONNES OF CO ₂ e	Moncler Group	
	2022	2021 ³
Indirect emissions (scope 3)	260,343¹⁶	217,226
Purchased goods and services	190,479	155,867
Capital goods	16,594	15,416
Fuel- and energy-related activities	872	802
Third-party warehouses	478	407
Transportation and distribution	27,339 ¹⁷	23,493
of which by ship	164	311
of which by air	24,976	20,899
of which by road/train	2,199	2,283
Waste generated in operations	75	72
Business travel	1,070	592
Employee commuting	7,619	6,822
Use of sold product	11,634	10,294
End-of-life treatment of sold products	4,183	3,461

14 "Capital goods" includes indirect emissions generated by the renovation and expansion of stores, furniture and IT systems.

15 "Other" includes indirect emissions generated by the following categories: waste, business travel, end-of-life treatment of sold products and fuel- and energy-related activities.

16 Figure calculated applying location-based emission factors to all scope 3 categories, excluding "Third party warehouses". The emissions for this latter category, for which primary data are available, have been included in the calculation applying the relative market-based emission factors.

17 In 2022 the perimeter was further expanded to include additional flows such as returns from the e-commerce channel in the EMEA and Americas Regions and shipments of packaging from suppliers to local warehouses.

The CO₂ emissions generated by the production of raw materials, textile processing and the production of finished garments represent the most significant contribution of the Group's carbon footprint. In 2022 these emissions increased by 22% compared to the previous year, mainly due to the higher volumes of raw materials purchased as a result of the production increase linked to market demand. Nevertheless, reductions in emissions intensity were observed per kilogram of specific materials thanks to the inclusion in the collections of lower impact fabrics or yarns such as nylon and polyester made from recycled materials. The Group expects these choices, together with the other activities implemented along the supply chain (see also pages 74; 163-164), to also lead, over the

years, to a reduction of CO₂ emissions in line with the commitments made to the SBT initiative.

In 2022 the logistics emissions reporting scope was further extended to include additional flows, such as the returns from the e-commerce channel in the EMEA and Americas Regions and shipments of packaging from suppliers to local warehouses.

The Group's logistics emissions amounted to approximately 27,400 tonnes of CO₂e¹⁸ in 2022.

In 2022 capital goods-related emissions accounted for 6% of the total. Such emissions mainly relate to the renovation and expansion of corporate and production sites and stores, as well as the purchase of machinery by the Group. In particular, the 8% increase in these emissions compared with 2021 is due to the expansion of the retail network of both Moncler and Stone Island and the beginning of the expansion works at the plant in Romania.

STRATEGIC AREAS FOR SCOPE 3 EMISSIONS MITIGATION

In line with the commitment set in the Science-Based Targets to reduce scope 3¹⁹ CO₂e emissions per product unit sold by 52% by 2030 from a 2021 base year, the Moncler Group is implementing various initiatives across the following strategic areas:

- the progressive introduction of **lower impact materials** in the collections
- the **decarbonisation of the supply chain** through energy efficiency measures and the adoption of energy from renewable sources
- the **optimisation and efficiency improvement of the logistics system**
- the development and implementation of initiatives to promote **sustainable mobility** among employees.

LOWER IMPACT MATERIALS

Among the raw materials used, cotton, the most important material for the Moncler Group in terms of purchased volumes, is the main source of CO₂ emissions, followed by animal fibres and synthetic materials, such as nylon and polyester.

In order to achieve its climate targets more rapidly, also in 2022 the Group implemented a series of initiatives to promote the introduction of products made from lower-impact raw materials into its new collections. The Moncler Group has taken steps to review its supply choices, for example by replacing virgin materials with alternatives of recycled, organic or regenerative origin that guarantee a reduction in terms of emissions generated.

In 2022 the Moncler Group identified a set of intermediate targets to be achieved by 2025 (see also pages 74-75; 164). In particular, the Moncler Group's commitments on materials aim to use:

- 50% recycled nylon
- 50% lower-impact cotton
- 70% wool certified Responsible Wool Standard (RWS).

The objectives listed above contribute to achieve the target of more than 50% of yarns and fabrics from lower impact materials in all collections.

In addition, in line with the commitments made, in 2020 Moncler drew up the Guidelines for sustainable materials, a protocol that summarises the criteria and thresholds for guiding the choice of materials, accessories and production processes for low-impact products. The protocol will see an evolution with the Raw Materials Manual in 2023. The Group aims to have 100% of its strategic raw materials in line with the Raw Materials Manual by 2024.

The Moncler Group is also committed to reduce the consumption of packaging materials and to research and apply lower impact alternatives. In recent years, the Group has launched a series of programmes for improving packaging design focused mainly on recyclability, re-usability and durability as well as on reducing the materials used. See also pages 75; 166-171.

Packaging for the end clients is already made from lower impact materials.

DECARBONISATION OF THE SUPPLY CHAIN

In 2021 the Group mapped the energy consumption and the type of energy used along the supply chain to identify, together with its suppliers, opportunities for energy efficiency improvements

18 Well-to-Wheels (WtW) value. Emissions from logistics transport have been calculated in accordance with the GLEC Framework 2.0.

19 In line with the recommendations of the Science-Based Targets initiative, the scope 3 emissions covered by the objective do not include emissions associated with the use of sold product.

and the transition to energy from renewable sources. This activity continued also in 2022 and will continue in 2023 with an energy assessment programme involving a total of approximately 15 selected suppliers.

This assessment, financed by the Group and carried out by specialist external consultants, focuses in particular on initiatives with short return times and no impact on the quality and timing of production, such as the feasibility of installing photovoltaic systems at suppliers' sites or the purchase of renewable energy. These actions identified will support the supplier in formulating a strategy for reducing consumptions and CO₂ emissions.

LOGISTICS SYSTEM

The challenges the logistics system had to face in recent years, characterized by the pandemic and geopolitics, have been several: from the need to continuously review the geography of supply locations and the modes of transport linked to the reduction of air traffic, to management of lack of logistics capacity in some periods and in some areas, the closures of logistics hubs to the volatility of costs.

During the year, the Group's efforts aimed to increase the automation and standardisation of processes, to integrate the main logistics service providers into the Group's IT systems and to develop internal competence centres on areas ensuring business continuity and processes' sustainability.

The Group seeks to implement logistics solutions that ensure effectiveness, operational efficiency and compliance with delivery times alongside with the attention to the environment. It encourages and supports its logistics partners in adopting increasingly sustainable systems and modes of transport. Various activities have been carried out over the years or are under evaluation to contain environmental impacts and costs.

The main streams of the Moncler Group's commitment towards a low environmental impact logistics system are:

- identifying efficient routes **to reduce distances travelled**
- **optimising flows** to minimise travel
- **space-efficient packaging** to deliver the same volume of product in less space
- **packaging** with a lower environmental footprint
- promotion and use of **means of transport with a lower environmental impact**.

In recent years, Moncler has modified the packaging used to transport finished products, resulting in a significant reduction in volumes handled and, thus, in the need for vehicles and, consequently, the environmental impacts generated in terms of GHG emissions.

The Group is constantly committed to identifying and using more environmentally efficient systems and modes of transport to ensure operational efficiency and compliance with delivery times. Also in 2022 Moncler compensated last-mile emissions for the e-commerce channel in Korea and Japan, and in the Americas and EMEA Regions, it continued to use the **UPS® carbon neutral** service.

Furthermore, in order to reduce returns associated with the e-commerce channel, in 2022 the Operations function and the Digital area implemented an activity aimed at refining the information on the fit of the garment available on the online channel. This activity made it possible to simplify the understanding of the information and consequently reduce the number of returns resulting from the purchase of the wrong garment size.

INITIATIVES TO PROMOTE SUSTAINABLE MOBILITY

The Moncler Group is aware of the impact of urban mobility and encourages its employees to adopt solutions with a lower environmental impact.

In particular, in 2022, due to improvement in the pandemic situation, at Moncler the car pooling initiative for employees at the Trebaseleghe office (Padua) was resumed. This initiative, encouraged by the Group through a contribution provided to those who make their car available, enables Moncler people to benefit from moments of socialisation with their colleagues, while also limiting the environmental impact of travel. In addition, also in 2022 Moncler continued to promote the use of bicycles by making company bicycles available to all employees at the Milan and Trebaseleghe

(Padua) offices who applied for them with the aim of encouraging individual mobility as an alternative to using local public transport for urban travels and travel between offices.

At its production site in Romania Moncler continued to provide a shuttle bus service. This commuting system, from which benefited around 800 people, prevented the emission of over 1,500 tonnes of CO₂, a reduction of 50%, compared to the emissions that would have been generated if each employee had moved by private means.

Emissions monitoring associated with commuting employees continued in 2022. This activity included a survey to investigate modes of transport used by Moncler and Stone Island employees around the world (both corporate and retail).

In addition, in Italy, a Mobility Manager was appointed in 2021 to promote sustainable mobility of employees by developing a Work Home Travel Plan (WHTP). In particular, in 2022 the mapping of corporate locations aimed at analysing the accessibility to workplaces, the transport solutions used by the employees, the distance travelled and travel times was expanded to include, for Moncler, the employees of the Trebaseleghe (Padua) office and the logistics hub in Castel San Giovanni (Piacenza) and, for Stone Island, the employees of the Milan and Ravarino (Modena) sites. The purpose of the activity was to identify areas of intervention to reduce traffic, pollutant emissions and costs incurred by personnel.

For years the Group has leveraged the potential of new technologies such as innovative video conference and telepresence systems that facilitate remote communication, reducing the impacts of travel both on the environment and people's quality of life.

To date the Moncler Group has 46 meeting rooms with modern video conference or telepresence systems.

In addition to the video conference systems present in offices, since 2019 it has been used the web desk conferencing system, namely, a flexible video conference system that integrates with the systems in the video rooms at company offices and also allows external video conference systems to be connected to the company network. Through this video communication system, Moncler allows personnel outside the Company to contact internal staff without having to travel.

Moncler is also committed to minimise its environmental impact in the area of **Information and Communication Technology** (ICT) services, through increasingly efficient, innovative solutions and by providing all sites with specific guidelines for the purchase of environmentally friendly IT systems.

WATER

Aware of the importance of responsibly managing the consumption of resources, including water, the Moncler Group is committed to preserve and reduce the consumption of such resources at its sites and throughout the supply chain.

In recent years the Group has thus launched a series of activities aimed not only at assessing its impacts on water consumption, but also at analysing the water risk of its sites and along the supply chain to identify improvement measures.

As part of this process, for the first time in 2022, the Group calculated its water footprint, including water consumption occurring both at its sites and throughout the supply chain.

This analysis was conducted in collaboration with an external partner and follows the principles set by the ISO 14046: Water Footprint – Principles, requirements and guidelines. The water footprint calculation methodology allows to combine direct (at the Group’s sites) and indirect (throughout the supply chain) consumption data with the water risk index (reflecting water scarcity Available Water Remaining – AWARE) associated with each geographical area analysed.

In line with the analysis of the Group’s carbon footprint, also the water footprint showed that the most significant impacts on water resources occur in the extraction and production phases of materials and in some processing stages.

Overall, the Group’s total water consumption²⁰ is around 7,200,000 m³. The most significant water consumption occurs in the production of the Group’s natural and animal raw materials, particularly for the cultivation of cotton, which is also the main material by volume purchased. Among synthetic fibres, the greatest water consumption occurs in the transformation and dyeing of yarns and fabrics.

TOTAL WATER CONSUMPTION

m ³	Moncler Group 2022
Direct water consumption	847
Indirect water consumption for the production of finished products	7,193,090
<i>of which for raw materials²¹</i>	6,285,984
<i>of which for processing²²</i>	907,106
Total direct and indirect water consumption	7,193,937

The results of the analysis were used internally to identify and prioritise actions and projects aimed at reducing the impact on water consumption.

For example, in the cotton supply chain the Group has identified regenerative agriculture projects that make it possible to increase the capacity of the soil to retain water, improving the resilience of crops and reducing the need for irrigation of fields.

In addition, in 2022 the Group supported a research project by the Umberto Veronesi Foundation focused on identifying the mechanisms used by specific cotton varieties to survive or optimise growth in drought situations. The study aims to understand how to improve the resilience of species selected for agriculture in a **less favourable environmental scenario and with limited water resources**.

The Group’s goal is to continue to refine the analyses carried out thus far, enriching them with increasingly granular data, involving suppliers that operate upstream in the supply chain to collect information on water consumption of their production processes in order to identify potential risks and mitigate impacts.

WASTE

The waste generated by the Moncler Group’s direct activity mainly relates to packaging material, to office and textile processing scraps.

In 2022 Moncler and Stone Island recycled approximately 92% (+3 percentage points compared to 2021) of the waste generated in Italy and at Moncler’s production site in Romania.

The Group’s offices and stores are equipped with special waste sorting containers and employees are informed of the importance of using proper practices so that waste can be recycled/recovered or, to a residual extent, disposed of. The sorting applies to: paper and cardboard, wood, plastic and IT equipment.

20 The 2022 water footprint data include direct and indirect Group consumption, i.e. linked to the production of raw materials and finished products.
 21 Indirect water consumption associated with the production and extraction of raw materials, such as cotton-growing, the livestock-raising phase for wool and transformation processes for synthetic fibres.
 22 Indirect water consumption associated with processing such as spinning, weaving, dyeing, manufacturing, ironing, garment dyeing etc.

WASTE GENERATED²³

TONNES	Moncler Group		Moncler Brand		
	2022	2021 ³	2022	2021	2020
Non-hazardous waste	1,161.4	1,055.2	1,122.9	1,040.7	1,135.7
Paper and cardboard	472.0	442.1	472.0	442.1	440.9
Mixed packaging	248.9	191.8	246.2	177.3	140.9
Wood	177.7	180.3	177.7	180.3	179.2
Plastic	141.0	128.7	141.0	128.7	108.1
Fabric	118.3	68.7	82.7	68.7	72.3
Metal	0.5	41.0	0.5	41.0	192.4 ²⁴
Other	3.0	2.6	2.8	2.6	1.9
Hazardous waste	1.9	26.3²⁵	1.9	26.1²⁵	0.6
Total waste generated	1,163.3	1,081.5	1,124.8	1,066.8	1,136.3
<i>of which recycled or recovered</i>	92%	89%	92%	89%	89%

WASTE BY DESTINATION

TONNES	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Total waste recycled or recovered	1,074.3	959.9	1,038.6	945.2	1,010.7
Total waste disposed	89.0	121.6	86.2	121.6	125.6
<i>of which landfill</i>	-	0.4	-	0.4	16.9
<i>of which incinerated with energy recovery</i>	85.7	97.9	83.0	97.9	103.1
<i>of which incinerated without energy recovery²⁶</i>	1.6	23.3	1.6	23.3	5.6
<i>of which transferred to other disposal operations²⁷</i>	1.7	-	1.6	-	-

In the last years, in view of the potential negative impacts of inefficient, unethical waste management, the Group has implemented ad hoc procedures and processes for the management of textile materials, be they inventories, fabric scraps or unsold garments. In addition, it constantly dialogues with partners and organisations to explore innovative solutions.

Also in 2022, no unsold garments were sent to incineration with energy recovery or to landfill; rather, they were recycled to recover fabric, yarn or other materials. See also page 164.

In addition, in 2022 100% of the nylon production scraps from the Group's direct sites was recycled. See also pages 75; 164.

For more details about the disposal method, broken down by waste type, see also page 240.

Lastly, the Group is a member of RE.CREA, the consortium founded by industry brands, coordinated by Camera Nazionale della Moda Italiana, to manage textile and fashion products at the end of their lives and to promote the research and development of innovative recycling solutions. See also pages 65; 71; 166.

23 Refers to the offices and logistics hubs in Italy and the production site in Romania. It does not include waste directly managed by local municipalities.

24 In 2020 Moncler disposed, by way of exception, shelves and industrial shelves at the logistics hub in Castel San Giovanni (Piacenza).

25 Includes the disposal of a chemical solution used to recover a metal tank that previously held diesel to heat the production site in Romania.

26 Includes spray cans, surgical/FFP2 masks.

27 Includes condensation water from air compressors.

The analysis of raw materials and their supply chain laid the foundations of a process aimed at safeguarding biodiversity, outlining a range of activities for more responsible use of natural resources and for reducing the impact of the supply chain on ecosystems.

In fact, over the last two years the Group, with the active involvement of its suppliers, carried out a hotspot analysis to identify the main areas of supply of its strategic raw materials, quantifying, for each of them, the impact in terms of land use, climate change, water stress, land and marine pollution. The approach, developed on the basis of the guidelines of the *Science Based Targets for Nature* (SBTN) and the AR³T (*Avoid, Reduce, Restore and Regenerate, and Transform*) framework, enabled the identification of the impacts generated by the Group, and the prioritisation of mitigation actions.

The analysis showed that the greatest biodiversity impacts are associated with animal fibres, mainly wool and cashmere, related to the use of soil during grazing. It also emerged the presence of some areas at risk of water stress along the down and cotton supply chain.

On the basis of this analysis, the first projects, consistent with the AR³T framework, were defined, both at the Group's activities and along the supply chain, aimed at minimising the impact on biodiversity by 2030.

The strategy will be managed as an ongoing process to be aligned with developments in the guidelines set out by the SBTN framework.

In 2022 projects were identified to support regenerative practices related to the cotton and wool supply chain, with mitigation effects on both biodiversity impacts and carbon emissions. These projects will be developed during 2023.

THE GROUP'S APPROACH TO BIODIVERSITY

Restore and Regenerate	Increase the use of raw materials from practices that offer opportunities to mitigate both biodiversity impacts and carbon emissions (e.g. organic and regenerative farming practices).
Reduce	<p>100% of key raw materials in line with the <i>Raw Materials Manual</i> by 2024, also considering requirements aimed to reduce impacts on biodiversity.</p> <p>Over 50% of yarns and fabrics will be from lower-impact materials by 2025, also considering reducing the use of virgin raw materials and promoting good land management practices for natural materials.</p> <p>Continue using 100% recycled wood in logistic processes.</p>
Avoid	<p>Key raw materials traced by 2023, including with the aim to identify potential high-risk biodiversity areas.</p> <p>Continue promoting sustainable forestry by sourcing 100% wood-pulp based packaging material (paper and cardboard) from deforestation-free supply chains certified under the Forest Stewardship Council (FSC) and/or Programme for the Endorsement of Forest Certification (PEFC) certified materials.</p>
Transform	Continue participating in the Fashion Pact working groups and roundtables designed to address topics related to climate change, biodiversity and oceans.



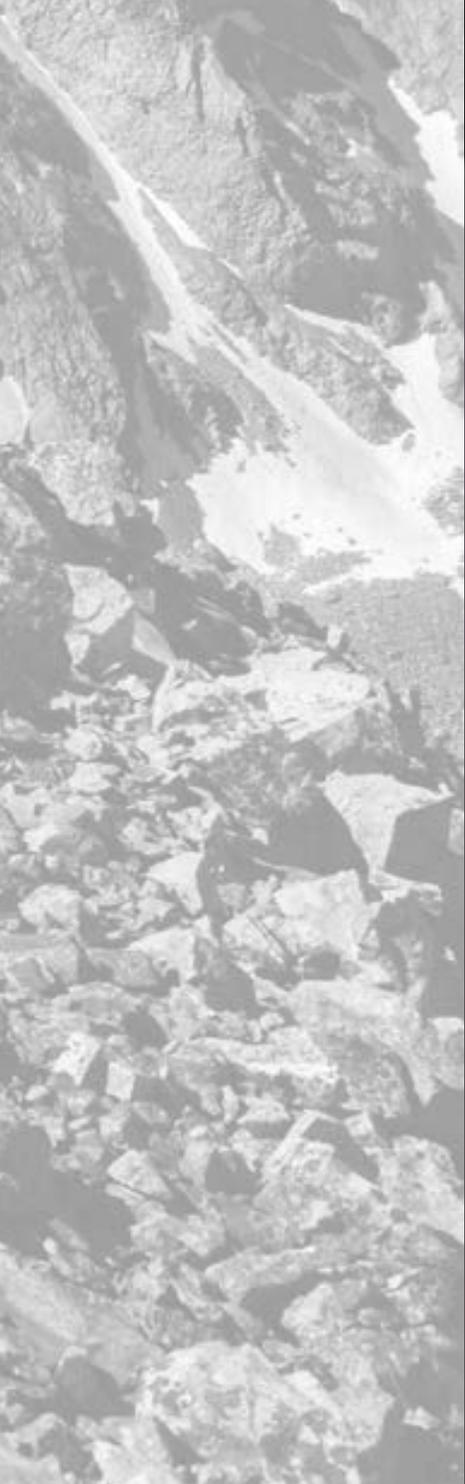


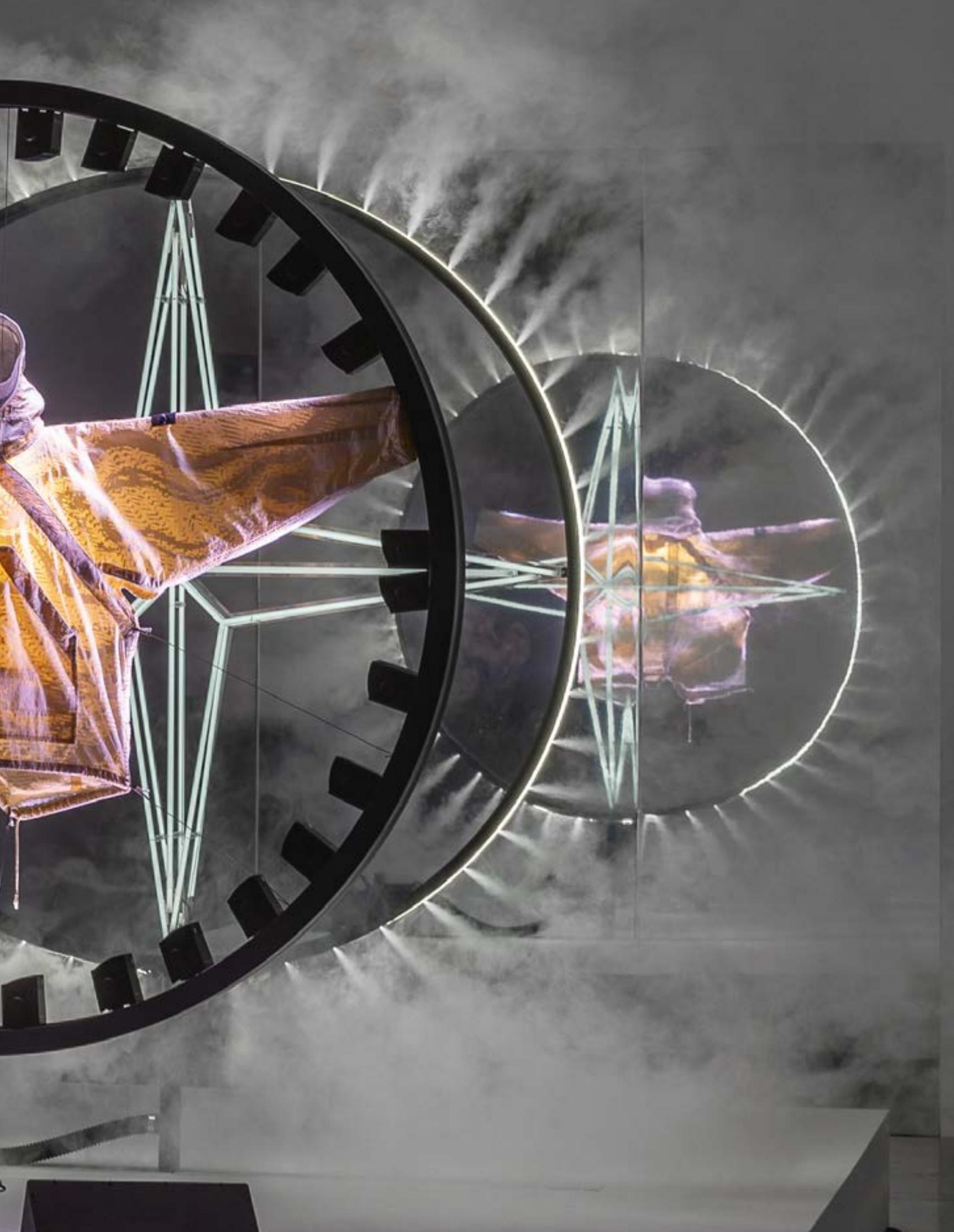














7 Give back

The Moncler Group has always been committed to support local communities and engage in an open and collaborative **dialogue** with charitable organisations. An **active support** that stems from the awareness that a company can only thrive by being in harmony with and fully **respecting** the community.



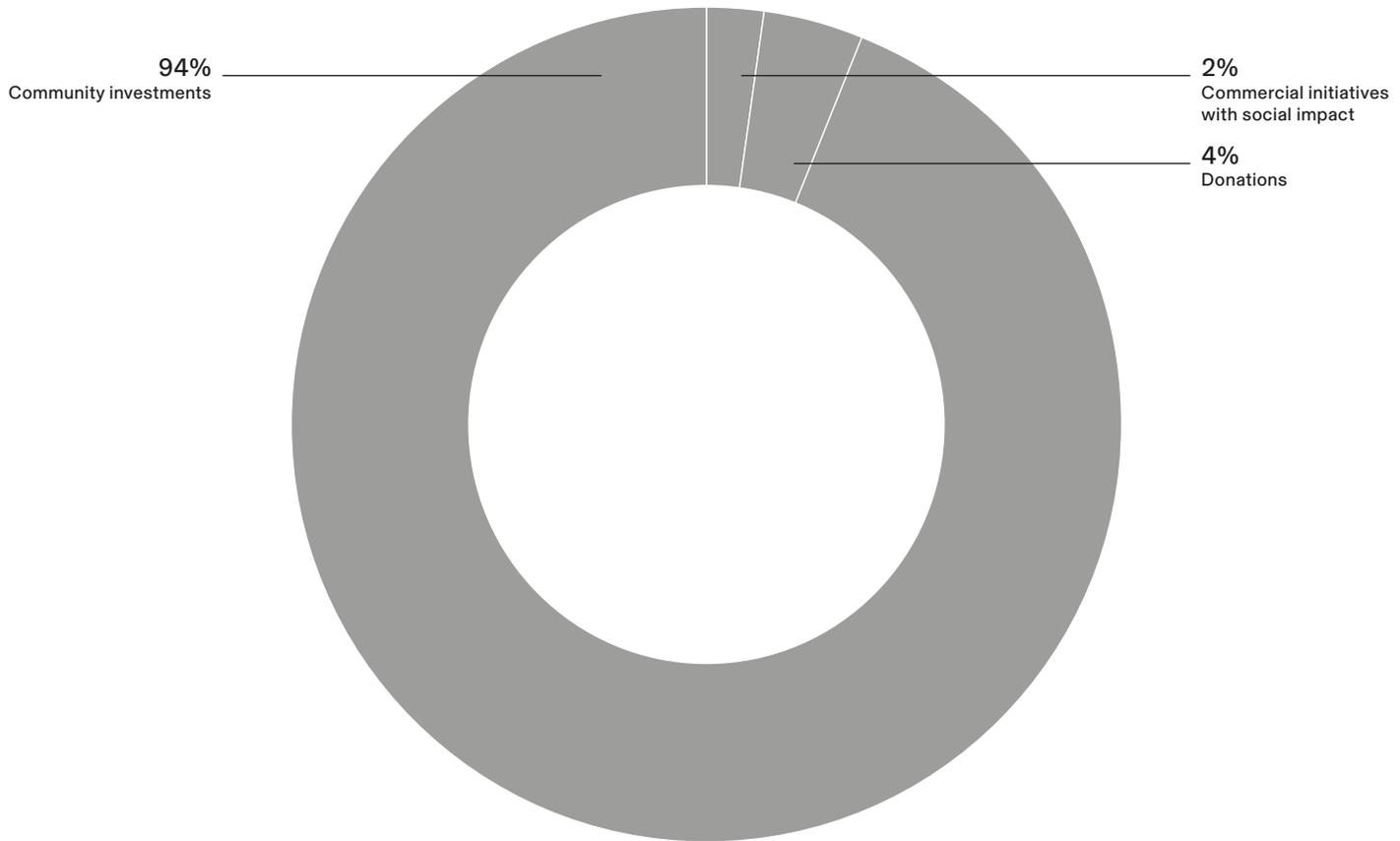
Over the years, the Moncler Group has been promoting initiatives and sponsoring projects in support of local communities and charitable organisations through cash contributions, donating clothes and organisational support for national and international programmes.

The Group's commitment to support communities mainly translates into initiatives related to: support for people in emergency situations, scientific research and prevention, social development and the fight against poverty, and art and culture.

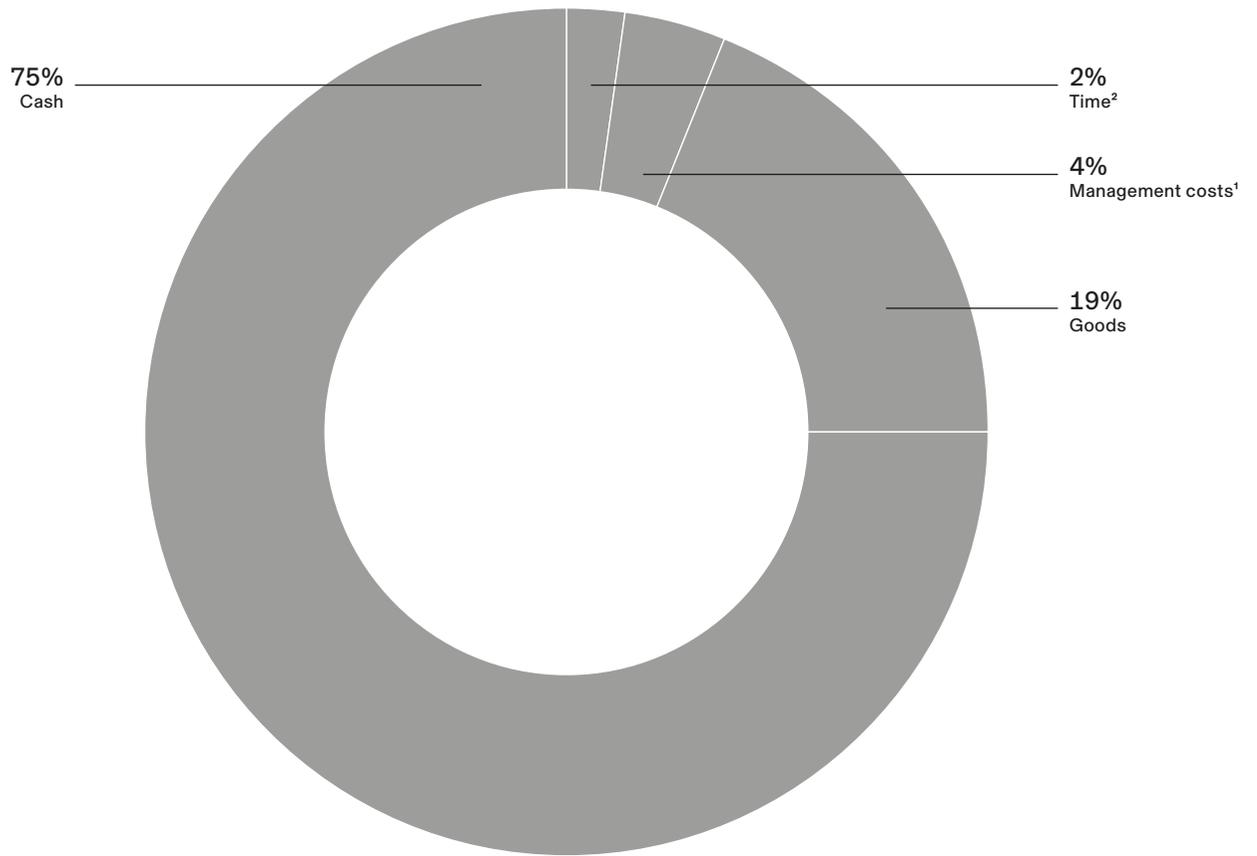
These are complemented by activities to support local communities near its main areas of activity, that stem from the dialogue with local authorities and the community. Local personnel working at the main Moncler and Stone Island sites interact and maintain an ongoing dialogue with the representatives of communities and local authorities to understand their needs and expectations, as well as to assess the impact of business activities on the population, thereby ensuring social consensus.

During the year the Moncler Group invested approximately 2.7 million euros to support local communities, down from the two-year period 2021-2022, during which the Group implemented significant extraordinary initiatives for the population in response to the Covid-19 emergency.

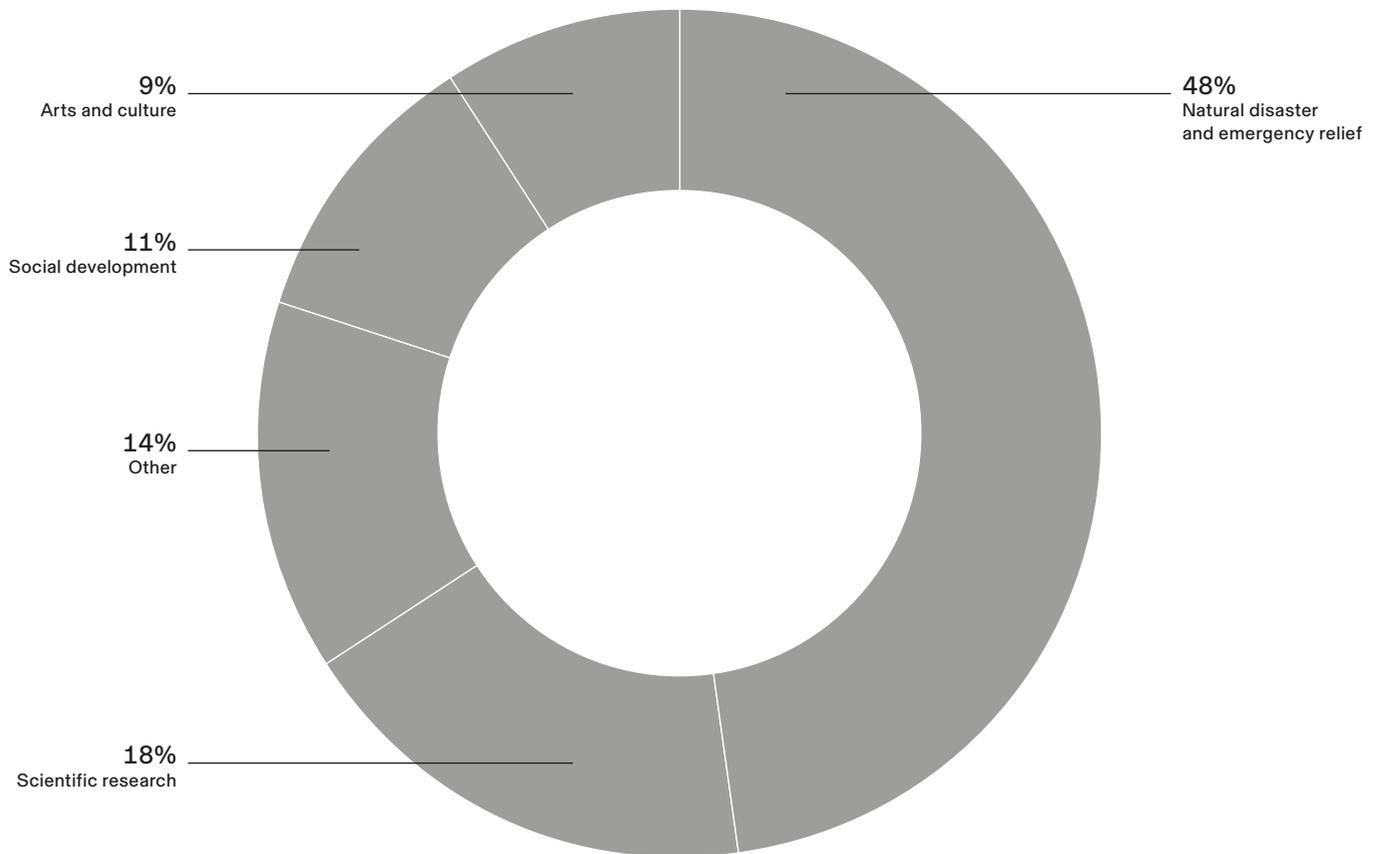
TYPE OF INITIATIVE



TYPE OF CONTRIBUTION



AREA OF INTERVENTION



1 Management costs of organising employee volunteer activities during working hours.
 2 Monetary value of hours volunteered by employees during regular working hours.

CONTRIBUTION BY GEOGRAPHIC AREA



SUPPORT TO THE POPULATIONS IN EMERGENCY SITUATIONS

Through *Warmly Moncler* projects, the Company works with various associations to protect people most in need from the cold.

Over the years, Moncler has been protecting the most vulnerable families living in some of the world coldest areas, where the already extreme living conditions intensify with the arrival of winter, making survival a daily struggle. This has been possible through Moncler support to UNICEF, the United Nations Children's Fund, which provides humanitarian assistance to children and their communities, and other associations such as UNHCR, the UN Refugee Agency, which protects the rights and well-being of refugees around the world, and the Francesca Rava - N.P.H. Foundation. From 2017 to 2022 the Company protected approximately 108,000 children and families from the cold with necessities, kits for newborns, blankets and garments.

Moncler aims to protect 150,000 vulnerable people from the cold over the period 2020-2025 and support local communities with one high social value project every two years.

SUPPORT TO SCIENTIFIC RESEARCH

Moncler has always believed in research and innovation as key drivers for continuous development and improvement. This belief even stretches beyond the Company boundaries. Moncler is committed to ensure that research is constantly supported, also in medical and scientific sectors and therefore, actively supports researchers in their daily activities through grants and scholarships.

In 2022 more than 465,000 euros were donated for scholarships and grants to support researchers from the Umberto Veronesi Foundation and to a number of associations and foundations involved in supporting the sick, including IRCCS Policlinico Universitario Agostino Gemelli Foundation.

UMBERTO VERONESI FOUNDATION

The Umberto Veronesi Foundation was established in 2003 to support high-profile, innovative and independent scientific research on cancer. Its promoters include 11 Nobel Prize winners who form the Foundation's Honorary Committee.

Scientific research is supported through research grants for doctors and scientists working in the most advanced fields of oncology. Since its establishment, the Foundation has funded more than 2,200 doctors and scientists engaged in cutting-edge scientific projects and over 140 research projects.

Moreover, the Foundation is active in the field of scientific divulgation through conferences, projects with schools, awareness-raising campaigns and publications.

In 2013, the Foundation launched the *Pink is Good* project to offer concrete support for research on **breast cancer** and to raise awareness on its prevention. Moncler has actively supported the project since its inception: every year, part of the revenues generated by its main Italian stores from a day in October are donated to this initiative and clients are given an information brochure to raise awareness on prevention.

Also in 2022 Moncler supported two researchers from the Umberto Veronesi Foundation involved in the study of breast and pancreas cancer.

Moncler also continued to support the Foundation in its commitment to paediatric oncology, contributing to the creation of PALM (*Paediatric Acute Leukemia of Myeloid origin*), a national network of institutes specialising in oncohematology coordinated by the Bambin Gesù Paediatric Hospital, aimed at the first clinical trial in Europe of the gene therapy using CAR-NK cells and the development of new diagnostic methods for acute myeloid leukaemia, a very aggressive blood cancer that affects around 70 children a year in Italy.

Lastly, to promote research into the effects of climate change on the environment and thus on human health, since 2022 Moncler has been supporting a research project by the Umberto Veronesi Foundation on the ability of some plant species to adapt to less favourable climate conditions. The study focuses in particular on identifying the mechanisms used by specific varieties of cotton to survive or optimise growth in drought situations. The goal of the study is to understand how to improve the resilience of selected species for agriculture in a **less favourable environmental scenario and with limited water resources**.

INITIATIVES FOR THE SOCIAL AND ECONOMIC DEVELOPMENT OF COMMUNITIES

Moncler is committed to contribute to the well-being of the community in which it operates, both by promoting independent projects, and by supporting organisations working in the social sphere on issues such as young people assistance, diversity and inclusion, and the spread of a culture of respect for the environment.

Young people and their future have always been an issue of great importance for Moncler, which for many years has been supporting struggling young people to ensure them access to medical care, an adequate level of education and a clear growth path. This is implemented through partnerships with associations and foundations, including Francesca Rava – N.P.H., Dynamo Camp, San Patrignano Community, I Bambini delle Fate, and Amici di Cometa Onlus.

Another issue that is of great importance to the Moncler Group is **diversity, equity and inclusion**. The Group is aware of how discrimination can be a threat to the community and also how significant it is to create a sense of acceptance and enhancement of diversity. In particular, in 2020 Moncler began implementing initiatives to promote an increasingly inclusive culture. In this context are encompassed the donations made to organisations committed to promote diversity and equal opportunity, including the *LeBron James Foundation*, *Black Ambition*, *Rainbow Railroad*, and the magazine *The Face*. With the latter, also in 2022 the Group continued the *Future Academy* programme, which provides paid training opportunities for young people who want to join the creative industry, enabling them to acquire new skills and building a series of contacts of great value for their future.

Moncler also supports activities and projects related to the protection and preservation of the **environment**. Particularly, in recent years the Company has supported the Ev-K2-CNR Association's *Keep Karakorum Clean* and *Keep K2 Clean* initiatives aimed at cleaning up the mountains and has developed a voluntary project with Legambiente to reduce plastic use and promote plastic recycling. In 2022 it also supported the WWF project to prevent the extinction of the snow leopard and to support the local population as the global average temperature increases.

Ev-K2-CNR

Ev-K2-CNR is a private, non-profit association that promotes collaborative development projects and scientific research activities in mountain regions. The association's activity, which is also carried out in collaboration with international organisations such as WWF (World Wide Fund for Nature), UNEP (United Nations Environment Programme), UNDP (United Nations Development Programme) and WMO (World Meteorological Organization) and local organisations such as the Minoprio Foundation, focuses on studying and monitoring climate changes, on safeguarding biodiversity and on the development of mountain populations.

United by the passion and respect for mountains, Ev-K2-CNR and Moncler have collaborated since 2014 to promote environmental education programmes such as *Keep Karakorum Clean* and *Keep K2 Clean*. Thanks to these initiatives, developed in collaboration with local institutions and populations, base camps are annually cleaned up from waste and restored to their natural condition. In recent years, thanks to the cooperation with the authorities of Central Karakorum National Park (CKNP) and Gilgit-Baltistan Province (Pakistan), a waste sorting system has been set up, allowing, to date, the collection of over 56 tonnes of solid and biological waste. In 2022 these activities were carried out directly by CKNP staff supported by local entities, while environmental education activities to raise awareness among the Pakistani workers on the importance of preserving parks and glaciers and to strengthen nature protection projects in the region, were continued by Ev-K2-CNR in close cooperation with the government of Gilgit-Baltistan (Pakistan), stakeholders and the local population.

Collaboration with the Karakorum International University, the Baltistan University and the Gilgit-Baltistan Environmental Protection Agency continued in 2022. During the year, this collaboration led to the launch of the *Glacier and Students* project which aims to contribute to acknowledge the state of the cryosphere in Gilgit-Baltistan (Pakistan). The project aims to develop a programme to monitor and evaluate changes in glaciers and high-altitude lakes by creating a detailed land register.

Lastly, also the **One Health** initiative, a network of laboratories located in the Gilgit-Baltistan region (Pakistan) dedicated to studying and protecting the health of nature and animals, went ahead.

MONCLER CELEBRATES ITS 70TH ANNIVERSARY ALONGSIDE COMMUNITIES

In 2022 Moncler celebrated its 70th Anniversary. As part of the celebrations, seven famous designers who played a significant role in the Brand's history were invited to reinterpret the iconic Maya jacket deploying their creative genius. Confirming its constant focus on local communities and emerging needs, together with each designer the Moncler Group decided to support various associations and foundations focusing on urgent social and environmental matters.

RICK OWENS WITH UNHCR FOR THE UKRAINE EMERGENCY

The emergency in Ukraine has caused victims, destroyed civilian infrastructure and forced thousands to leave their homes in search of safety, protection and assistance. Rick Owens chose to support the **United Nations High Commissioner for Refugees** to provide families with temporary shelter and ensure a safe, dignified place, supplying humanitarian aid kits (blankets, electric heaters and insulating cloths) to face cold temperatures during winter.

PIERPAOLO PICCIOLI AND DIGITAL THERAPY WITH IRCCS POLICLINICO UNIVERSITARIO AGOSTINO GEMELLI FOUNDATION

Fear and sense of loss are feelings that are often part of radiotherapy process. It is important to reassure and support patients appropriately to decrease distress, fatigue and the sense of isolation. Pierpaolo Piccioli decided to support the project "Art4ART KIDS – Art and Technology become therapy" by the Oncology Radiotherapy ward of the Agostino Gemelli University Polyclinic. The main goal of the project is to increase the level of personalisation of care and ease the strain of treatment of paediatric patients combining medical and psychological care processes with activities and tools based on art and technology that promote relationships and contact. In particular, this donation funded the Art4ART KIDS platform, tailored to younger patients with videos, films, cartoons and tutorials to connect all their digital contents to their devices and innovative hardware present in care rooms.

FRANCESCO RAGAZZI WITH THE UMBERTO VERONESI FOUNDATION
IN SUPPORT OF PAEDIATRIC ONCOLOGY

Every year, about 1,400 children and 800 adolescents get cancer in Italy (Airtum data). Childhood cancers are still the leading cause of death from disease in children and have a dramatic impact on families. Francesco Ragazzi supported **Gold for Kids by Umberto Veronesi Foundation** to fund NEMO, a project aimed at creating a network of cancer facilities to develop new treatments for acute myeloid leukaemia of paediatric age.

PHARRELL WILLIAMS IN SUPPORT OF NUTRITION EDUCATION WITH YELLOW
AND OF EQUAL OPPORTUNITIES WITH BLACK AMBITION

Data from recent years show that younger generations are at greater risk of obesity and food imbalances. Pharrell Williams acknowledges the educational value of nutrition.

YELLOW promotes healthy eating habits among children both through the distribution of fruit and vegetables, and specific important educational initiatives to convey the importance of good nutrition and to explain to them how the food they eat is produced and how food systems affect the way we live.

In addition, driven by his entrepreneurial spirit and activism, in 2020 Pharrell Williams launched **Black Ambition**, an incubator for African-American and Latin-American entrepreneurs interested in founding start-ups in the fields of technology, design and health care. *Black Ambition* rewards these creative new businesses with financial support, but above all, with mentoring and training.

THOM BROWNE IN SUPPORT OF SERIOUSLY SICK PEOPLE WITH GOD'S
LOVE WE DELIVER MEALS

Thom Browne has embraced the **God's Love We Deliver's** mission aimed at improving the health and well-being of men, women and children living with HIV/AIDS, cancer and other serious diseases by alleviating their hunger and malnutrition. The organisation aims to prepare and deliver high-quality, nutritious meals to people who, because of their illness, are unable to provide or prepare meals themselves. It also provides disease-specific nutrition education and counselling to families, healthcare professionals, and other service organisations.

HIROSHI FUJIWARA ALONGSIDE WWF FOR SNOW LEOPARD CONSERVATION

In recent years, the snow leopard, in addition to being threatened by poaching, is also exposed to the consequences of climate change on its natural habitat.

Global warming is threatening the future of the high Himalayan mountains where the snow leopard lives, as well as a water source for tens of millions of people, and home to a wide variety of wildlife.

With **WWF**, Hiroshi Fujiwara is supporting initiatives launched for the conservation of this feline and the mountain ecosystems in which it lives, as well as research programmes seeking more information on the biology of the species and projects to raise awareness among the inhabitants of the places where the snow leopards live.

GIAMBATTISTA VALLI WITH RAINBOW RAILROAD FOR THE LGBTQI+
COMMUNITY

Giambattista Valli chose the non-profit organisation **Rainbow Railroad** to support its work in support of LGBTQI+ people in addressing discrimination they face because of their sexual orientation and gender identity. In particular, the donation went to the *Emergency Travel Support* and *Direct Livelihood Support* programmes.

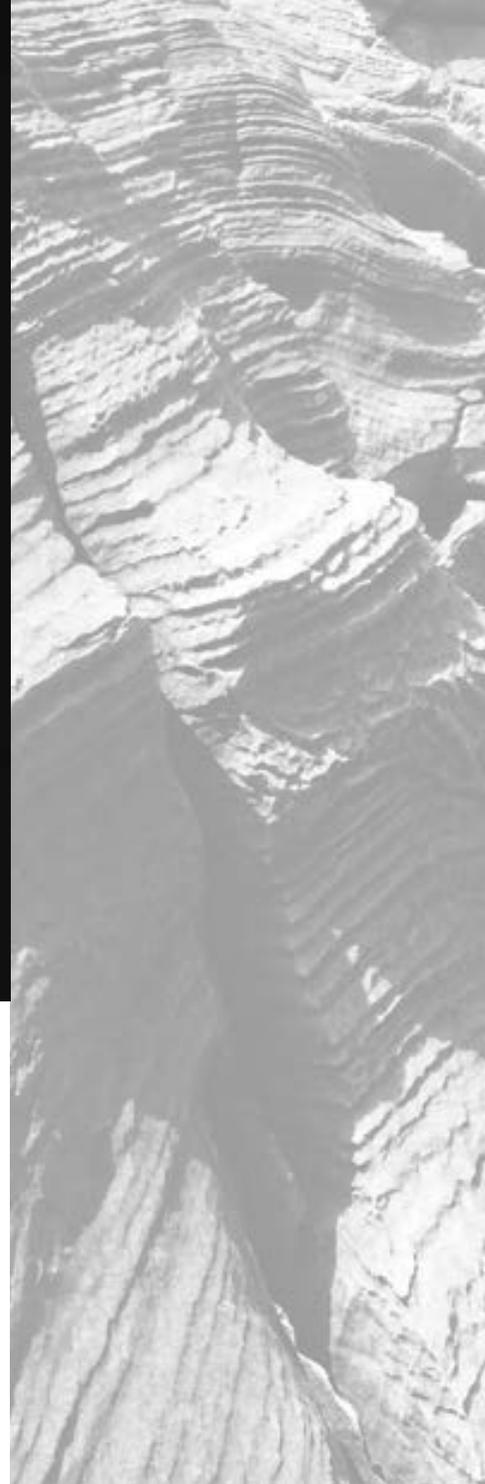


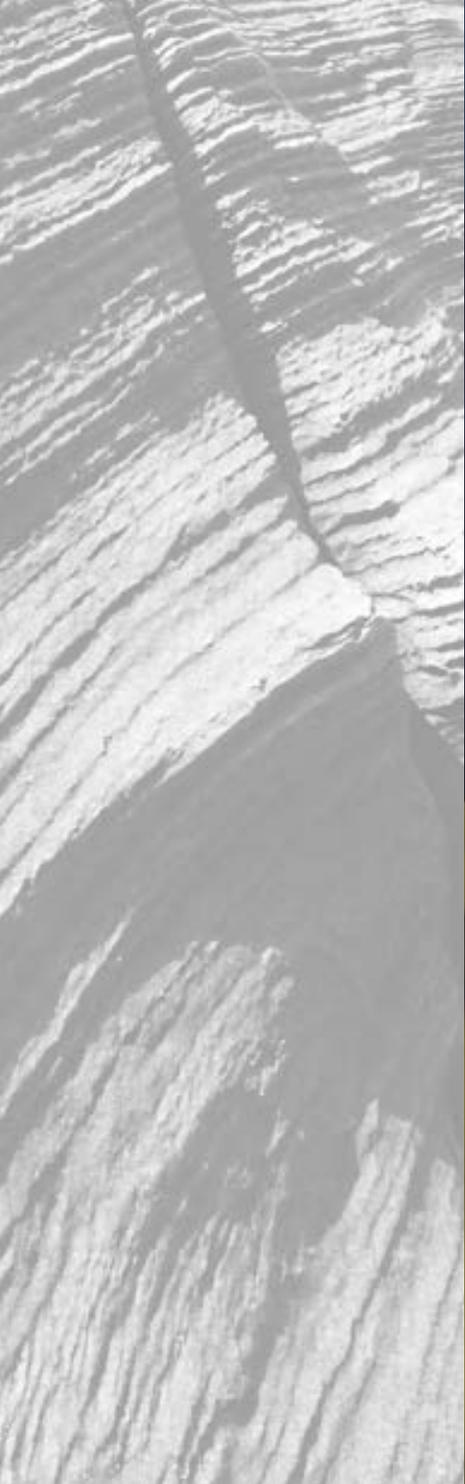




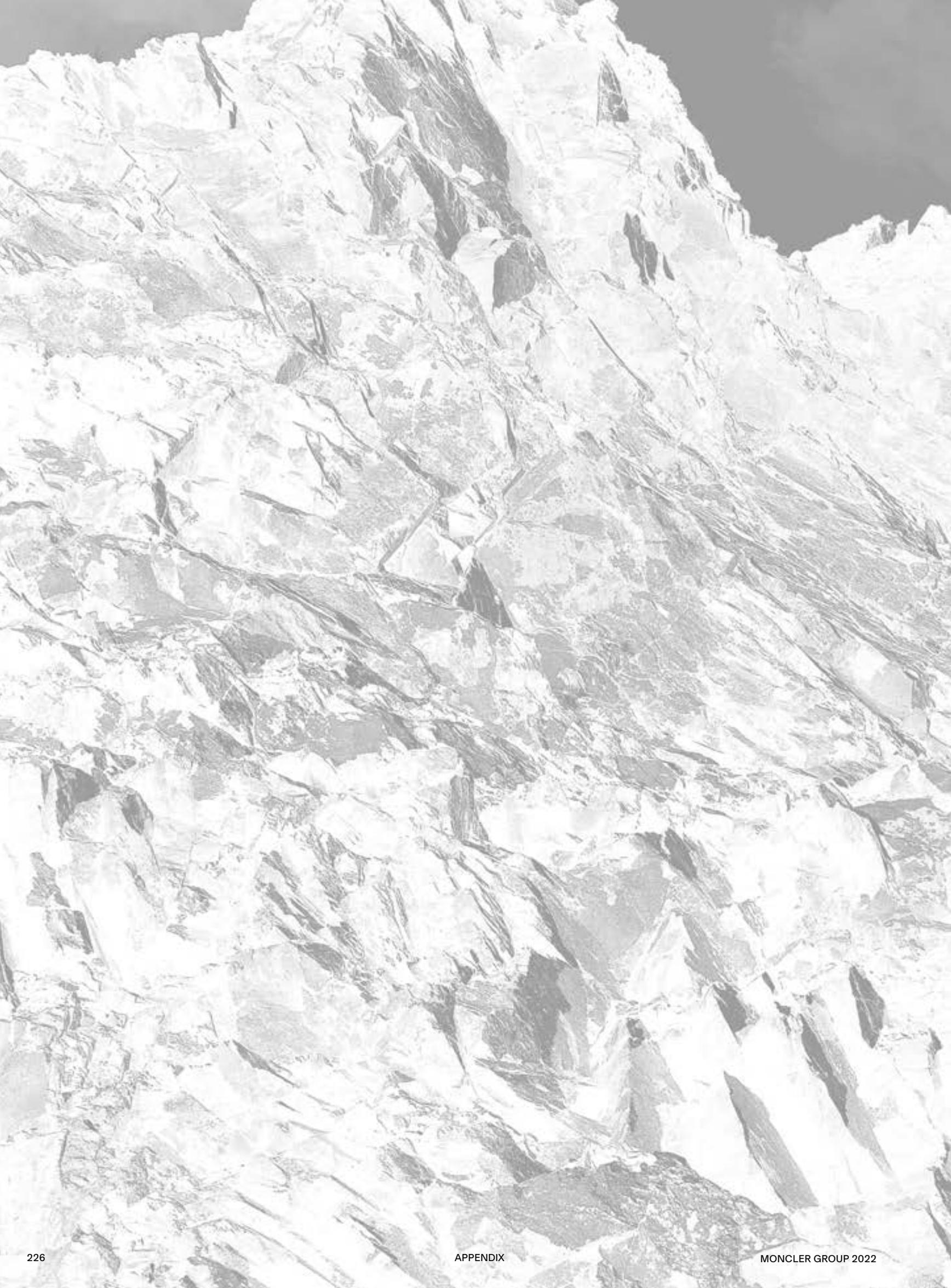












8 Appendix

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REPORTING STANDARDS

The Moncler Group's 2022 Consolidated Non-Financial Statement (hereinafter also "Non-Financial Statement" or "Statement"), is drawn up in accordance with Article 4 of Legislative Decree 254/2016 (hereinafter also "Decree"), contains information on environmental and social, personnel, human rights and anti-corruption issues. This information is intended to deliver a clear understanding of the activities carried out by the Group and their impact, and of the Group's performance and results achieved.

This Statement, published on an annual basis, is prepared "in accordance" with the Global Reporting Initiative 2021 Sustainability Reporting Standards (GRI Standards) issued by the Global Reporting Initiative – to date, the most widely used and recognized standards at international level for sustainability reporting. To facilitate the search for information, a GRI Content Index is provided from page 255, where GRI indicators associated with each material topic can be consulted.

The Non-Financial Statement follows the principle of materiality, as provided for by the relevant regulations and characterising the GRI Standards. The topics discussed in this Statement are those that, following a materiality analysis and assessment as described on pages 65-67 were considered relevant, as they are able to reflect the social and environmental impacts of the Group's activities, or influence the decisions of its stakeholders.

In order to continue to improve the transparency of the ESG (Environmental Social Governance) performance and facilitate the comparability of the data and information provided to different stakeholders, starting from this year the Moncler Group has also begun to consider some indicators provided by Sustainability Accounting Standards Board (SASB) with the aim of gradually expanding disclosures in subsequent publications.

In addition, starting from 2021 the Moncler Group began to report the information that are useful for the disclosure according to the requirements of the article 8 of the EU Taxonomy Regulation 852/2020 and has taken into account the recommendations set by the Task Force on Climate-related Financial Disclosures (TCFD) in June 2017 for the voluntary dissemination of transparent reporting on climate change risks and opportunities.

SCOPE OF REPORTING

The qualitative and quantitative data and information contained in the 2022 Consolidated Non-Financial Statement refer to the performance of the Moncler Group (also "the Group") for the year ended 31 December 2022. As provided for by article 4 of Legislative Decree 254/2016, this Statement includes the data of the Parent Company (Moncler S.p.A.) and of its fully consolidated subsidiaries.

On 31 March 2021, the acquisition by Moncler S.p.A. of the entire share capital of Sportswear Company S.p.A., that owns the Stone Island brand, along with its subsidiaries and associates was completed. These companies joined the scope of consolidation with effect from 1 April 2021. Accordingly, compared to the previous edition, this year Stone Island was included within the reporting scope and its data have been included in this Statement for regulatory purposes. Therefore, in order to ensure comparability with previous years, this Statement presents both data relating to the 2020-2022 trend of the Moncler brand only (excluding Stone Island) and 2021-2022 data for the new perimeter of the Moncler Group that includes also Stone Island. In particular, the flow data relating to Stone Island for 2021 is included with regard to the last nine months of 2021, i.e. from the acquisition date, while all the other data is as at 31.12.2021.

Any limitations to the scope of reporting have been duly indicated in the document. It should be noted that the paragraph describing the corporate governance model refers solely to the parent company Moncler S.p.A.

REPORTING PROCESS

Preparation of the Moncler Group's 2022 Consolidated Non-Financial Statement was based on a structured process entailing:

- the involvement of all Company units and departments responsible for the relevant areas and related data as well as information subject to the Group's non-financial reporting. Since 2017, "Sustainability Data Owners" have been designated. These positions are responsible for the data and information relating to their area that are published in the Consolidated Non-financial Statement, and for achieving the objectives contained in the Sustainability Plan for the relevant topics. The data and information included in the Statement are derived from a non-financial reporting system (data collection forms), specifically implemented to meet the requirements of the Decree and GRI Standards, and, for certain data, from the corporate information system used for Group management and accounting;
- the approval of the Statement by the Board of Directors, convened to approve the draft Financial Statements for the 2022 financial year, following examination by the Control, Risks, and Sustainability Committee;
- the issue of an assurance report on the Statement by the independent auditor Deloitte & Touche S.p.A. following a limited assurance engagement, according to the criteria indicated in ISAE 3000 Revised, and with respect to the provisions set in the articles 3 and 4 of Legislative Decree 254/16. The assurance is carried out according to the procedures indicated in the "Statement of assurance", included in this document. The independent auditor's opinion and the associated assurance activities did not include information regarding SASB and TCFD requirements. Furthermore, the limited assurance activity did not regard the information required by Article 8 of the European Regulation 2020/852 included in section "EU Taxonomy";
- the presentation of the Statement at the Shareholders' Meeting;
- the publication of the Statement on the corporate website to make it available to all stakeholders in a transparent manner.

REPORTING PRINCIPLES

The identification of the contents and the reporting of the Consolidated Non-Financial Statement have taken the following principles into account:

- **materiality** – the Statement describes the main economic, social, and environmental impacts directly linked to Moncler and Stone Island activities, considered most significant by both the Group and the internal and external stakeholders involved in corporate activities;
- **stakeholder inclusiveness** – Moncler and Stone Island take into account the expectations and interests of all those who, in any capacity, contribute to, or are influenced by, the Group's activities. The Statement provides a description of the Group's main stakeholders and channels of communication;
- **sustainability context** – the reporting of non-financial results is carried out taking into account the socio-economic context in which the Group operates and the issues of greatest relevance to the sector of reference;
- **completeness** – the reported issues and the scope of reporting of the Statement are selected so as to allow stakeholders to form a complete opinion on the Group's main economic, social, and environmental impacts;
- **balance** – the Statement describes Moncler and Stone Island performances in the field of sustainability, reporting on positive trends and results, as well as on the areas requiring further improvement;
- **comparability** – data referring to previous reporting periods was included and duly indicated in the Statement, to enable the comparison and contextualization of information;
- **accuracy** – in order to ensure the accuracy and homogeneity of the reported information, the Statement was based on hard data collected through direct measurements and surveys, while limiting the use of estimates as much as possible. Estimates, if any, are duly indicated in the document and are based on the best calculation methods currently available;
- **timeliness** – the Moncler Group's Non-Financial Statement is

drawn up annually and made public in the same period as the Annual Report;

- **reliability** – all data and information reported were validated by the Sustainability Data Owners and processed based on documented evidence;
- **clarity** – the Moncler Group's Non-Financial Statement contains information presented in a manner that is easily comprehensible and accessible to all stakeholders.

ADDITIONAL INFORMATION

EMPLOYEES BY GEOGRAPHIC AREA AND GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Italy	1,820	30.5%	69.5%	1,521	32.0%	68.0%	1,515	29.4%	70.6%	1,235	30.6%	69.4%	1,049	30.7%	69.3%
EMEA (excl. Italy)	2,281	24.2%	75.8%	1,876	23.1%	76.9%	2,198	22.4%	77.6%	1,812	21.5%	78.5%	1,758	19.6%	80.4%
Americas	548	47.8%	52.2%	491	48.5%	51.5%	497	45.1%	54.9%	454	46.0%	54.0%	410	43.4%	56.6%
Asia	1,661	36.0%	64.0%	1,402	32.4%	67.6%	1,557	34.3%	65.7%	1,373	32.0%	68.0%	1,181	31.5%	68.5%
Total	6,310	31.2%	68.8%	5,290	30.5%	69.5%	5,767	29.4%	70.6%	4,874	29.0%	71.0%	4,398	27.7%	72.3%

EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Executives and senior executives	122	63.1%	36.9%	109	63.3%	36.7%	108	63.0%	37.0%	96	62.5%	37.5%	92	56.5%	43.5%
Managers	545	45.5%	54.5%	441	44.2%	55.8%	493	42.2%	57.8%	418	42.3%	57.7%	372	40.9%	59.1%
Professionals	711	36.3%	63.7%	618	36.9%	63.1%	645	33.6%	66.4%	555	34.4%	65.6%	495	34.9%	65.1%
White-collar	3,476	35.4%	64.6%	2,920	34.0%	66.0%	3,117	34.3%	65.7%	2,651	33.2%	66.8%	2,297	32.0%	68.0%
Workers	1,456	10.6%	89.4%	1,202	10.7%	89.3%	1,404	9.5%	90.5%	1,154	9.4%	90.6%	1,142	9.3%	90.7%
Total	6,310	31.2%	68.8%	5,290	30.5%	69.5%	5,767	29.4%	70.6%	4,874	29.0%	71.0%	4,398	27.7%	72.3%

EMPLOYEES BY AGE GROUP AND GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
<30	2,050	37.1%	62.9%	1,566	35.0%	65.0%	1,815	34.5%	65.5%	1,406	32.9%	67.1%	1,135	32.7%	67.3%
31-40	2,086	32.7%	67.3%	1,864	33.0%	67.0%	1,940	31.9%	68.1%	1,736	32.2%	67.8%	1,671	30.5%	69.5%
41-50	1,326	25.4%	74.6%	1,151	25.5%	74.5%	1,245	23.5%	76.5%	1,092	24.1%	75.9%	1,008	22.4%	77.6%
>50	848	22.3%	77.7%	709	22.0%	78.0%	767	20.5%	79.5%	640	20.5%	79.5%	584	19.0%	81.0%
Total	6,310	31.2%	68.8%	5,290	30.5%	69.5%	5,767	29.4%	70.6%	4,874	29.0%	71.0%	4,398	27.7%	72.3%

EMPLOYEES BY LEVEL OF EDUCATION AND GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
University degree or equivalent	2,375	35.5%	64.5%	2,111	34.4%	65.6%	2,149	33.7%	66.3%	1,964	33.2%	66.8%	1,811	31.9%	68.1%
High school	1,618	34.1%	65.9%	1,474	34.2%	65.8%	1,351	31.2%	68.8%	1,253	32.0%	68.0%	1,136	31.2%	68.8%
Middle and primary school	1,126	13.9%	86.1%	1,134	13.2%	86.8%	1,090	13.3%	86.7%	1,097	12.5%	87.5%	1,115	12.9%	87.1%
Not mapped	1,191	34.9%	65.1%	571	40.6%	59.4%	1,177	34.3%	65.7%	560	40.0%	60.0%	336	42.0%	58.0%
Total	6,310	31.2%	68.8%	5,290	30.5%	69.5%	5,767	29.4%	70.6%	4,874	29.0%	71.0%	4,398	27.7%	72.3%

EMPLOYEES BY LENGTH OF SERVICE AND GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Up to 5 years	4,929	32.3%	67.7%	4,302	30.5%	69.5%	4,499	30.4%	69.6%	3,994	29.1%	70.9%	3,721	27.3%	72.7%
6 to 10 years	1,029	25.9%	74.1%	681	30.4%	69.6%	978	24.3%	75.7%	636	28.5%	71.5%	450	30.4%	69.6%
11 to 20 years	231	33.8%	66.2%	197	31.0%	69.0%	206	29.6%	70.4%	170	25.9%	74.1%	161	25.5%	74.5%
21 to 30 years	74	29.7%	70.3%	65	33.8%	66.2%	58	24.1%	75.9%	52	28.8%	71.2%	39	30.8%	69.2%
Over 30 years	47	27.7%	72.3%	45	26.7%	73.3%	26	50.0%	50.0%	22	50.0%	50.0%	27	48.1%	51.9%
Total	6,310	31.2%	68.8%	5,290	30.5%	69.5%	5,767	29.4%	70.6%	4,874	29.0%	71.0%	4,398	27.7%	72.3%

EMPLOYEES BY TYPE OF CONTRACT AND GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Permanent contract	5,307	29.6%	70.4%	4,488	29.3%	70.7%	4,867	28.0%	72.0%	4,138	27.8%	72.2%	3,928	26.9%	73.1%
Fixed-term contract	1,003	39.7%	60.3%	802	37.3%	62.7%	900	37.1%	62.9%	736	35.7%	64.3%	470	33.8%	66.2%
Total	6,310	31.2%	68.8%	5,290	30.5%	69.5%	5,767	29.4%	70.6%	4,874	29.0%	71.0%	4,398	27.7%	72.3%

EMPLOYEES BY TYPE OF CONTRACT AND GEOGRAPHIC AREA

	Moncler Group			2021		
	2022			Total		
	Total	Permanent contract	Fixed-term contract	Total	Permanent contract	Fixed-term contract
Italy	1,820	90.7%	9.3%	1,521	87.5%	12.5%
EMEA (excl. Italy)	2,281	83.7%	16.3%	1,876	88.8%	11.2%
Americas	548	78.3%	21.7%	491	74.9%	25.1%
Asia	1,661	79.4%	20.6%	1,402	80.2%	19.8%
Total	6,310	84.1%	15.9%	5,290	84.8%	15.2%

	Moncler Brand			2021			2020		
	2022			Total			Total		
	Total	Permanent contract	Fixed-term contract	Total	Permanent contract	Fixed-term contract	Total	Permanent contract	Fixed-term contract
Italy	1,515	91.2%	8.8%	1,235	86.6%	13.4%	1,049	94.9%	5.1%
EMEA (excl. Italy)	2,198	84.3%	15.7%	1,812	89.3%	10.7%	1,758	91.8%	8.2%
Americas	497	77.3%	22.7%	454	74.9%	25.1%	410	75.6%	24.4%
Asia	1,557	80.1%	19.9%	1,373	80.8%	19.2%	1,181	85.4%	14.6%
Total	5,767	84.4%	15.6%	4,874	84.9%	15.1%	4,398	89.3%	10.7%

PERMANENT EMPLOYEES BY TYPE OF CONTRACT AND GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Full-time	4,998	29.6%	70.4%	4,225	29.6%	70.4%	4,588	27.9%	72.1%	3,895	28.0%	72.0%	3,666	26.8%	73.2%
Part-time	309	30.1%	69.9%	263	24.7%	75.3%	279	28.7%	71.3%	243	25.1%	74.9%	262	28.6%	71.4%
Total	5,307	29.6%	70.4%	4,488	29.3%	70.7%	4,867	28.0%	72.0%	4,138	27.8%	72.2%	3,928	26.9%	73.1%

NEW HIRES AND DEPARTING EMPLOYEES BY GENDER

	Moncler Group			2021		
	2022			Total		
	Total	Men	Women	Total	Men	Women
New hires	3,187	1,129	2,058	2,150	712	1,438
Departing employees	2,167	780	1,387	1,620	480	1,140

	Moncler Brand			2021			2020		
	2022			Total			Total		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
New hires	2,838	940	1,898	2,012	638	1,374	1,333	369	964
Departing employees	1,947	667	1,280	1,536	432	1,104	1,504	461	1,043

NEW HIRES AND DEPARTING EMPLOYEES BY AGE

	Moncler Group					2021				
	2022	<30	31-40	41-50	>50	Total	<30	31-40	41-50	>50
New hires	3,187	1,773	789	405	220	2,150	1,175	591	256	128
Departing employees	2,167	1,010	688	296	173	1,620	674	552	234	160

	Moncler Brand					2021					2020				
	2022	<30	31-40	41-50	>50	Total	<30	31-40	41-50	>50	Total	<30	31-40	41-50	>50
New hires	2,838	1,569	713	361	195	2,012	1,081	559	247	125	1,333	616	419	208	90
Departing employees	1,947	897	628	270	152	1,536	615	534	228	159	1,504	655	533	200	116

NEW HIRES AND DEPARTING EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

	Moncler Group					
	2022					
	New hires			Departing employees		
	Total	Men	Women	Total	Men	Women
Executives and senior executives	24	58.3%	41.7%	17	58.8%	41.2%
Managers	148	46.6%	53.4%	77	37.7%	62.3%
Professionals	173	40.5%	59.5%	141	39.7%	60.3%
White-collars	2,289	39.6%	60.4%	1,598	39.0%	61.0%
Workers	553	12.7%	87.3%	334	18.3%	81.7%
Total	3,187	35.4%	64.6%	2,167	36.0%	64.0%

	Moncler Group					
	2021					
	New hires			Departing employees		
	Total	Men	Women	Total	Men	Women
Executives and senior executives	10	80.0%	20.0%	17	41.2%	58.8%
Managers	79	44.3%	55.7%	74	31.1%	68.9%
Professionals	120	36.7%	63.3%	93	30.1%	69.9%
White-collars	1,623	36.5%	63.5%	1,166	34.0%	66.0%
Workers	318	10.4%	89.6%	270	9.6%	90.4%
Total	2,150	33.1%	66.9%	1,620	29.6%	70.4%

	Moncler Brand					
	2022					
	New hires			Departing employees		
	Total	Men	Women	Total	Men	Women
Executives and senior executives	20	60.0%	40.0%	13	53.8%	46.2%
Managers	115	39.1%	60.9%	72	38.9%	61.1%
Professionals	161	39.1%	60.9%	124	37.9%	62.1%
White-collars	2,022	37.9%	62.1%	1,432	37.7%	62.3%
Workers	520	10.4%	89.6%	306	14.7%	85.3%
Total	2,838	33.1%	66.9%	1,947	34.3%	65.7%

	Moncler Brand					
	2021					
	New hires			Departing employees		
	Total	Men	Women	Total	Men	Women
Executives and senior executives	8	87.5%	12.5%	17	41.2%	58.8%
Managers	77	42.9%	57.1%	73	31.5%	68.5%
Professionals	112	33.0%	67.0%	84	26.2%	73.8%
White-collars	1,503	35.3%	64.7%	1,093	32.4%	67.6%
Workers	312	9.6%	90.4%	269	9.7%	90.3%
Total	2,012	31.7%	68.3%	1,536	28.1%	71.9%

	Moncler Brand					
	2020					
	New hires			Departing employees		
	Total	Men	Women	Total	Men	Women
Executives and senior executives	7	71.4%	28.6%	7	42.9%	57.1%
Managers	41	43.9%	56.1%	28	46.4%	53.6%
Professionals	57	33.3%	66.7%	54	38.9%	61.1%
White-collars	926	31.4%	68.6%	1,142	33.8%	66.2%
Workers	302	11.9%	88.1%	273	13.9%	86.1%
Total	1,333	27.7%	72.3%	1,504	42.9%	57.1%

NEW HIRES AND DEPARTING EMPLOYEES BY GEOGRAPHIC AREA
**Moncler Group
2022**

	Total	EMEA (incl. Italy)	Americas	Asia
New hires	3,187	1,896	388	903
Departing employees	2,167	1,199	330	638

**Moncler Group
2021**

	Total	EMEA (incl. Italy)	Americas	Asia
New hires	2,150	1,135	339	676
Departing employees	1,620	863	294	463

**Moncler Brand
2022**

	Total	EMEA (incl. Italy)	Americas	Asia
New hires	2,838	1,697	338	803
Departing employees	1,947	1,040	294	613

**Moncler Brand
2021**

	Total	EMEA (incl. Italy)	Americas	Asia
New hires	2,012	1,052	313	647
Departing employees	1,536	814	273	449

**Moncler Brand
2020**

	Total	EMEA (incl. Italy)	Americas	Asia
New hires	1,333	768	204	361
Departing employees	1,504	846	234	424

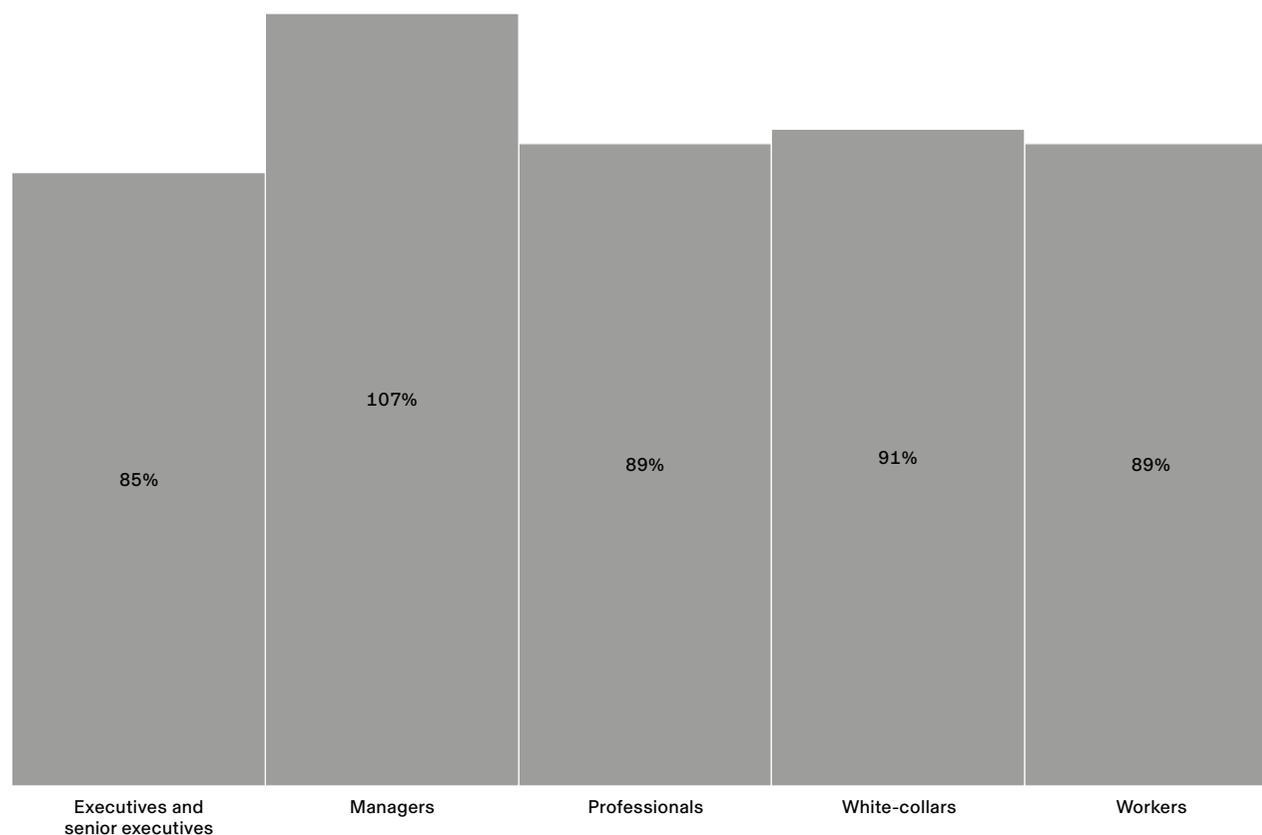
EMPLOYEES BY COUNTRY

	Moncler Group 2022		2021		Moncler Brand 2022		2021		2020	
	Number	%	Number	%	Number	%	Number	%	Number	%
Italy	1,820	28.8	1,521	28.8	1,515	26.3	1,235	25.3	1,049	23.9
Romania	1,302	20.6	1,142	21.6	1,302	22.6	1,142	23.4	1,159	26.4
Japan	648	10.3	525	9.9	591	10.2	525	10.8	466	10.6
China ¹	655	10.4	600	11.3	626	10.8	571	11.7	485	11.0
United States	452	7.1	393	7.4	407	7.1	362	7.4	320	7.3
France	319	5.1	244	4.6	291	5.0	221	4.5	192	4.4
South Korea	284	4.5	217	4.1	266	4.6	217	4.5	193	4.4
United Kingdom	138	2.2	101	1.9	126	2.2	101	2.1	90	2.0
Germany	151	2.4	105	2.0	124	2.2	79	1.6	76	1.7
Switzerland	87	1.4	62	1.2	87	1.5	62	1.3	56	1.3
Canada	80	1.3	82	1.6	74	1.3	76	1.6	75	1.7
Austria	57	0.9	38	0.7	57	1.0	38	0.8	37	0.8
Other countries	317	5.0	260	4.9	301	5.2	245	5.0	200	4.5
Total	6,310	100	5,290	100	5,767	100	4,874	100	4,398	100

1 China country includes the employees of the Chinese mainland, Hong Kong SAR, Macao SAR, and Taiwan.

RATIO BETWEEN WOMEN'S AND MEN'S SALARY LEVELS²

MEN'S SALARIES = 100



WOMEN PRESENCE

	Moncler Group 2022	Moncler Brand 2022	Target
	Percentage (%)	Percentage (%)	
Share of women in total workforce (as % of total workforce)	69%	71%	≥ 50% by 2025
Share of women in all management positions, including junior, middle and senior management (as % of total management positions)	51%	54%	≥ 50% by 2025
Share of women in junior management positions (as % of total junior management positions)	55%	58%	≥ 50% by 2025
Share of women in top management positions (as % of total top management positions)	37%	37%	≥ 50% by 2025
Share of women in management positions of revenue-generating functions (as % of all such managers)	53%	58%	≥ 50% by 2025
Share of women in STEM ³ -related positions (as % of total STEM positions)	58%	57%	≥ 50% by 2025

² Salary levels are adjusted on the basis of the cost of living index in Italy.

³ Science, technology, engineering, and mathematics.

EMPLOYEES BY ETHNICITY (REGION AMERICAS)
**Moncler Group
2022**

	Percentage (%)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
African-American	13%	2%
Asian	25%	22%
Hispanic	23%	11%
White	9%	25%
Caucasian	18%	24%
Other or missing	11%	15%

**Moncler Group
2021**

	Percentage (%)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
African-American	13%	5%
Asian	28%	21%
Hispanic	21%	10%
White	13%	26%
Caucasian	14%	21%
Other or missing	11%	17%

**Moncler Brand
2022**

	Percentage (%)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
African-American	13%	2%
Asian	26%	23%
Hispanic	24%	11%
White	8%	23%
Caucasian	19%	25%
Other or missing	10%	16%

**Moncler Brand
2021**

	Percentage (%)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
African-American	13%	5%
Asian	29%	22%
Hispanic	22%	10%
White	11%	23%
Caucasian	15%	22%
Other or missing	10%	18%

**Moncler Brand
2020**

	Percentage (%)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
African-American	11%	5%
Asian	32%	33%
Hispanic	21%	10%
White	17%	33%
Caucasian	9%	14%
Other or missing	10%	5%

TYPE OF TRAINING

HOURS	Moncler Group		
	2022		
	Total	Men	Women
Mandatory	29,310	5,438	23,872
Italy	6,530	2,054	4,476
EMEA (excl. Italy)	21,958	3,014	18,944
Americas	623	262	361
Asia	199	108	91
Non-mandatory	141,533	22,531	119,002
Italy	13,678	3,538	10,140
EMEA (excl. Italy)	111,642	13,423	98,219
Americas	1,953	778	1,175
Asia	14,260	4,792	9,468
Total	170,843	27,969	142,874

HOURS	Moncler Group		
	2021		
	Total	Men	Women
Mandatory	26,451	5,119	21,332
Italy	7,942	2,146	5,796
EMEA (excl. Italy)	17,951	2,748	15,203
Americas	268	109	159
Asia	290	116	174
Non-mandatory	91,848	15,208	76,640
Italy	9,901	3,138	6,763
EMEA (excl. Italy)	66,486	6,168	60,318
Americas	2,922	1,267	1,655
Asia	12,539	4,635	7,904
Total	118,299	20,327	97,972

HOURS	Moncler Brand		
	2022		
	Total	Men	Women
Mandatory	228,733	5,157	23,576
Italy	6,009	1,813	4,196
EMEA (excl. Italy)	21,914	2,986	18,928
Americas	611	250	361
Asia	199	108	91
Non-mandatory	140,928	22,284	118,644
Italy	13,126	3,334	9,792
EMEA (excl. Italy)	111,612	13,398	98,214
Americas	1,934	762	1,172
Asia	14,256	4,790	9,466
Total	169,661	27,441	142,220

HOURS	Moncler Brand		
	2021		
	Total	Men	Women
Mandatory	25,292	4,599	20,693
Italy	7,557	2,034	5,523
EMEA (excl. Italy)	17,187	2,348	14,839
Americas	258	101	157
Asia	290	116	174
Non-mandatory	91,462	15,023	76,439
Italy	9,883	3,134	6,749
EMEA (excl. Italy)	66,244	6,099	60,145
Americas	2,795	1,155	1,640
Asia	12,540	4,635	7,905
Total	116,754	19,622	97,132

HOURS	Moncler Brand		
	2020		
	Total	Men	Women
Mandatory	20,598	3,527	17,071
Italy	3,092	1,059	2,033
EMEA (excl. Italy)	17,135	2,324	14,811
Americas	98	36	62
Asia	273	108	165
Non-mandatory	101,199	15,899	85,300
Italy	5,517	1,524	3,993
EMEA (excl. Italy)	84,857	10,368	74,489
Americas	2,096	817	1,279
Asia	8,729	3,190	5,539
Total	121,797	19,426	102,371

TRAINING BY AGE GROUP

HOURS	Moncler Group					
	2022			2021		
	Total	Men	Women	Total	Men	Women
<30	35,320	26.5%	73.5%	36,580	18.1%	81.9%
31-40	49,407	21.0%	79.0%	33,916	20.9%	79.1%
41-50	58,216	10.1%	89.9%	30,956	13.1%	86.9%
>50	27,900	8.5%	91.5%	16,847	15.2%	84.8%
Total	170,843	16.4%	83.6%	118,299	17.2%	82.8%

HOURS	Moncler Brand					
	2022			2021		
	Total	Men	Women	Total	Men	Women
<30	34,845	26.4%	73.6%	36,027	17.7%	82.3%
31-40	49,177	20.9%	79.1%	33,527	20.6%	79.4%
41-50	57,985	9.9%	90.1%	30,676	12.8%	87.2%
>50	27,654	8.1%	91.9%	16,524	14.6%	85.4%
Total	169,661	16.2%	83.8%	116,754	16.8%	83.2%

ACCIDENTS BY GENDER AND GEOGRAPHIC AREA

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Total number of accidents in the workplace	24	9	15	15	3	12	21	9	12	14	2	12	8	2	6
Italy	7	1	6	7	1	6	4	1	3	6	-	6	3	-	3
EMEA (excl. Italy)	7	4	3	1	-	1	7	4	3	1	-	1	3	1	2
Americas	6	4	2	6	2	4	6	4	2	6	2	4	2	1	1
Asia	4	-	4	1	-	1	4	-	4	1	-	1	-	-	-
Total number of accidents commuting to/from work	11	2	9	14	3	11	10	2	8	12	3	9	5	2	3
Italy	9	1	8	11	3	8	8	1	7	9	3	6	3	-	3
EMEA (excl. Italy)	2	1	1	-	-	-	2	1	1	-	-	-	2	2	-
Americas	-	-	-	1	-	1	-	-	-	1	-	1	-	-	-
Asia	-	-	-	2	-	2	-	-	-	2	-	2	-	-	-
Total number of accidents in the workplace and commuting to/from work	35	11	24	29	6	23	31	11	20	26	5	21	13	4	9

ACCIDENTS AND DAYS LOST DUE TO INJURIES

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Accidents (No.)	35	11	24	29	6	23	31	11	20	26	5	21	13	4	9
<i>in the workplace</i>	24	9	15	15	3	12	21	9	12	14	2	12	8	2	6
<i>commuting to/from work</i>	11	2	9	14	3	11	10	2	8	12	3	9	5	2	3
Days lost due to injuries	1,557	581	976	949	219	730	1,431	581	850	881	217	664	186	63	123
<i>in the workplace</i>	1,365	560	805	528	107	421	1,245	560	685	526	105	421	160	60	100
<i>commuting to/from work</i>	192	21	171	421	112	309	186	21	165	355	112	243	26	3	23

ACCIDENT INDICATORS (IN THE WORKPLACE AND COMMUTING TO/FROM WORK) BY GENDER

	Moncler Group						Moncler Brand								
	2022			2021			2022			2021			2020		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Incidence rate ⁴	5.55	5.59	5.53	5.48	3.72	6.26	5.38	6.49	4.91	5.33	3.53	6.07	2.96	3.29	2.83
Severity rate ⁵	0.16	0.20	0.14	0.11	0.09	0.12	0.16	0.23	0.13	0.11	0.10	0.12	0.02	0.03	0.02
Severity rate ⁶	3.58	3.75	3.51	3.47	2.44	3.90	3.45	4.30	3.11	3.33	2.27	3.74	1.73	1.90	1.67

4 Incidence rate: (number of workplace injuries/total employees) x 1,000.

5 Severity rate: (number of days lost due to workplace injuries/total hours worked) x 1,000. In 2022, the total hours worked amounted to approximately 9.8 million for the Group and approximately 9.0 million for Moncler brand.

6 Frequency rate: (number of injuries/total hours worked) x 1,000,000.

SUPPLY CHAIN INDICATORS

	Moncler Group
	2022
Tier 1 suppliers (No.)	662
Critical suppliers (No.)	113
<i>Tier 1 critical suppliers</i>	43
<i>non-Tier 1 critical suppliers</i>	70
Value of orders with critical suppliers (%)	48%
	2022
Suppliers assessed according to social and ethical, environmental or animal welfare aspects (No.)	375
Suppliers assessed according to social and ethical, and environmental aspects, which resulted to be not in line with the highest social and environmental standards applied by the Group and with which a corrective action plan was shared to solve non-compliances (No.)	34
<i>of which suppliers with which collaboration was terminated</i>	17
<i>of which suppliers supported in implementing a corrective action plan</i>	17
Critical suppliers assessed to social and ethical, environmental or animal welfare aspects (No.)	113
Critical suppliers assessed according to social and ethical, and environmental aspects, which resulted to be not in line with the highest social and environmental standards applied by the Group and with which a corrective action plan was shared to solve non-compliances (No.)	17
<i>of which critical suppliers with which collaboration was terminated</i>	-
<i>of which critical suppliers supported in implementing a corrective action plan</i>	17

RAW MATERIALS PURCHASED
PERCENTAGE

	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Renewable materials	51%	51%	37%	41%	40%
Non-renewable materials	49%	49%	63%	59%	60%

WASTE BY DESTINATION
TONNES

	Moncler Group		Moncler Brand		
	2022	2021	2022	2021	2020
Sent to recovery/recycling	1,074.3	959.9	1,038.6	945.2	1,010.7
<i>non-hazardous waste</i>	1,074.0	957.0	1,038.3	942.5	1,010.2
<i>hazardous waste</i>	0.3	2.9 ⁷	0.3	2.7	0.5
Sent to disposal⁸	89.0	121.6	86.2	121.6	125.6
<i>non-hazardous waste</i>	87.4	98.2	84.6	98.2	125.5
<i>hazardous waste</i>	1.6	23.4 ⁹	1.6	23.4 ⁹	0.1
Total waste produced	1,163.3	1,081.5	1,124.8	1,066.8	1,136.3

7 Includes electronic devices and toner.

8 Includes other types of disposals, including incineration with energy recovery and landfill.

9 Includes the disposal of a chemical solution used to recover the metal tank that previously held diesel to heat the production site in Romania.

SCOPE 1 AND 2 DIRECT AND INDIRECT ENERGY CONSUMPTION
Reporting period:
**01.01.2021 – 31.12.2021 for the Moncler brand
and 01.04.2021 – 31.12.2021 for the Stone Island brand**
KWh

	Moncler Group 2021
Direct energy consumption	9,933,003.3
From non-renewable sources:	
Natural gas ¹⁰	6,211,485.6
Diesel	1,881,135.5 ¹¹
Fuel	1,840,382.2 ¹¹
Indirect energy consumption	32,511,714.4
Electricity from non-renewable sources	6,381,156.3
Electricity from renewable sources	26,130,558.1
<i>of which from certified green energy¹²</i>	26,115,369.1
<i>of which self-generated</i>	15,189.0
Total energy consumption	42,444,717.7
Total energy consumption (GJ)	152,801
Total energy consumption (MWh)/number of employees	8.02
Total energy consumption (MWh)/revenues (million euros)	20.7

SCOPE 1 & 2 CO₂e EMISSIONS
Reporting period:
**01.01.2021 – 31.12.2021 for Moncler brand
and 01.04.2021 – 31.12.2021 for Stone Island brand**
TONNES OF CO₂e

	Moncler Group 2021	Moncler Brand 2021
Direct emissions (Scope 1)	2,155.3	1,772.3
From non-renewable sources:		
Natural gas ¹⁰	1,144.3	936.9
Diesel	473.1	381.9
Fuel	423.8	414.8
Refrigerant fluids ¹³	114.1	38.7
Indirect emissions (Scope 2)		
Location-based	10,904.9	10,399.8
Market-based	2,668.8	2,630.2
Total emissions¹⁴		
Location-based	13,060.2	12,172.1
Market-based	4,824.1	4,402.5
Total emissions/number of employees		
Location-based	2.47	2.50
Market-based	0.91	0.90
Total emissions/revenues (million euros)		
Location-based	6.38	6.67
Market-based	2.36	2.41

10 The data include total consumption based on the total cost of natural gas expenses (excluding cases where the data is managed by the host department stores).

11 The data include the consumption and emissions of the car fleet with reference to the global scope in 2021. In 2021 the Moncler car fleet was characterised by 65% hybrid and electric vehicles (56% at Group level), to which the respective vehicle consumption factors have been applied.

12 This figure includes green energy certified according to the Renewable Energy Certificate (REC)/Guarantee of Origin (GO).

13 The figure includes insignificant dispersion of refrigerant gases for a total amount of 60 kg in Italy.

14 Calculation of CO₂e emissions (including CH₄, NO₂, HFC, PFC and SF₆ emissions, where present) has been carried out in accordance with the GHG Protocol guidelines. The parameters used for the calculation are derived from IEA, 2019, 2020 (emission factors for electricity), UNI EN 16258 (fuel emission factors) and the Department for Environment, Food and Rural Affairs (DEFRA).

SCOPE 3 INDIRECT CO₂e EMISSIONS**Reporting period:**

**01.01.2021 – 31.12.2021 for the Moncler brand
and 01.04.2021 – 31.12.2021 for the Stone Island brand**

TONNES OF CO₂e

	Moncler Group	Moncler Brand
	2021	2021
Indirect emissions (Scope 3)	200,686	146,005
Purchased goods and services	142,631	97,873
Capital goods	15,237	14,699
Fuel-and energy-related activities	773	716
Third-party warehouses	407	407
Transportation and distribution	22,148	18,114
<i>of which by ship</i>	258	101
<i>of which by air</i>	19,809	16,538
<i>of which by road/train</i>	2,081	1,475
Waste generated in operations	72	69
Business travel	589	540
Employee commuting	6,624	6,031
Use of sold product	9,055	5,338
End-of-life treatment of sold products	3,150	2,218

Scope 3 categories excluded from the perimeter**Reason for exclusion**

Leased assets (upstream and downstream)	This category is not applicable to the Moncler Group as it does not own assets or properties leased to other companies.
Downstream transportation and distribution	Most transport of finished products for which the Moncler Group has paid the shipping costs is already included in the category "Transport and distribution". The other sources of emissions in this category are not relevant for the calculation of the total data.
Processing of sold products	This category is not applicable to the Moncler Group since the sold products do not require further processing or transformation.
Investments	This category is not applicable to the Moncler Group since all the companies in which the Group invests are fully consolidated, therefore emissions are already included in scope 1 and 2 data.

PARENTAL LEAVE

Moncler grants parental leave to all its employees in accordance with applicable laws and local regulations. In particular, for mothers working in Italy, the Group grants up to 44 weeks of parental leave (both compulsory and optional). Women can also benefit from hours of paid leave for nursing and rest.

In addition, from 2021 in Italy, all employees of the Moncler's Italian companies who became fathers as from 1 January 2021 have been granted a total of 15 days' paternity leave, i.e., five more than that established by law or the national collective labour agreement.

In addition to parental leave policies, Moncler also provides additional extraordinary paid leave for its employees in Italy; in particular, Moncler grants employees who require this latter type of paid leave, additional leaves to accompany their children to medical appointments or to care for their children during illness.

In 2022, 93 Moncler employees, accounting for 2.2% of the eligible female workforce and 0.2% of the eligible male workforce, took some form of parental leave; also seven Stone Island employees took some form of parental leave. Around 119% of Moncler employees returned to work after the leave period, including those who took parental leave starting in 2021. Of those who returned to work in 2021, 46% were still working for the Company 12 months later.

The Group also helps both men and women balance their professional and private lives by offering flexible working hours that can be tailored to personal needs. See also pages 116-117.

COMPLIANCE

The Moncler Group strives towards the highest principles of transparency, integrity and loyalty in its operations, in compliance with all applicable laws in the countries in which it operates, while concentrating efforts on building relationships of trust with its stakeholders.

In confirmation of the above, in 2022, no Final Decision was handed down against the Group companies in any of the following areas:

- unfair competition and antitrust
- product health and safety
- product labelling
- marketing, including advertising, promotion and sponsorship
- disputes impacting the community
- environment
- intellectual property rights
- privacy.

PRIVACY

The protection and processing of personal data are an important area for the Moncler Group that has become increasingly significant in recent years, also in view of the Group's digital transformation.

As also stated in the Moncler and Stone Island Codes of Ethics, the Group is constantly committed to establish and implement appropriate measures of an organisational and technological nature to appropriately meet the privacy protection needs of their employees, collaborators, clients and suppliers, in compliance with all applicable laws and regulations and in accordance with the most recent best practices.

In this context, the Group has also adopted the necessary steps to ensure prompt compliance with all the provisions of Regulation (EU) 2016/679, the **General Data Protection Regulation (GDPR)**, which came into effect in May 2018.

At both Stone Island and Moncler a **Data Protection Officer (DPO)** has been designated, tasked with monitoring compliance with the GDPR and all laws and regulations on the protection of personal data. In addition, at Moncler the DPO also provides targeted advice to the company and employees on the compliance with, and implementation of the provisions and obligations arising from the GDPR. In 2022, a DPO was also appointed for the Group's German subsidiaries in accordance with local law.

In order to ensure structured and efficient management of privacy issues, Moncler and Stone Island have adopted internal procedures, tools and guidelines, including (i) the **Data Protection Master Policy**, which describes the rules and instructions for processing personal data and the applicable retention periods, while also defining and designating the people involved in that process, their roles and responsibilities; (ii) the record of personal data processing activities; (iii) the **Data Protection Impact Assessment (DPIA)**, (iv) the **procedure for the management of a data breach**; and (v) the regulation on the use of IT tools by employees.

In addition, both Brands have set up an email address dpo@moncler.com, and dpo@spwco.it through which it is possible to drive the attention of the DPO on requests for information and clarification or possible privacy violations; these work alongside the existing privacy@moncler.com and spwprivacy@spwco.it, which allows any party to contact the Company regarding privacy issues. Where required by applicable legislation and/or on the basis of accountability assessments and with the support of the DPO and external advisors, the Group is legally obliged to notify clients of any data breach incidents involving their data and to undertake investigations to deepen these situations, as well as to promptly implement remediation actions.

During 2022, also in light of changes occurred in the legislative and regulatory framework, the activity of monitoring and update of the documentation and procedures continued in order to ensure an ongoing alignment with the GDPR and local regulations in the countries where the Group companies operate.

In 2022, the audits periodically carried out by the Internal Audit function, including with the help of external consultants with regard to compliance with privacy legislation were also conducted on SPW; the activities mainly concerned the methods of collection and management of clients' data, with particular reference to the CRM and marketing purposes and areas.

Each year the Group provides training sessions to specific offices and from 2021 video-tutorials were launched for all employees on the main procedures of the GDPR and on the risks in the use of IT tools.

In 2022, regular meetings between the DPO and the Privacy Committee for Moncler, and with the legal office for Stone Island, composed of liaison officers from most involved departments, continued with the aim to provide updates on the subject, planning the activities necessary to ensure constant alignment of the Company's and Group's projects and activities to the regulatory requirements.

In 2022, the necessary measures and activities following the malware attack detected by Moncler in December 2021 were also implemented. These included, among the others, the notification of the competent authorities for the protection of personal data and of those affected by the incident.

In 2022, in relation to the above-mentioned data breach, Moncler received, around 2,000 requests of various kinds through the official channels, including requests for deletion from its database pursuant to Article 17 of the GDPR, the exercise of the right of access pursuant to Article 15 of the GDPR and in-depth analyses of the management of data.

In 2022 the Moncler Group was not notified of any complaints to the Italian Data Protection Authority pursuant to Article 77 of the GDPR.

TAX POLICY

In administrative management and in drafting the Financial Statements and any other type of accounting documentation, Moncler complies with the applicable laws and regulations, adopts generally accepted accounting practices and standards, and is inspired by the principle of **transparency** in relations with stakeholders, including the tax authorities. It faithfully represents management events according to criteria of **clarity, truthfulness** and **fairness**, in accordance with internal procedures, as stated in the Brand's Code of Ethics. In this context, the Board of Directors plays a central role in the leadership and management of the Company and the Group according to the values of honesty and integrity and the principle of legality.

Moncler pays close attention to the legislation's evolutions aimed at fighting tax avoidance and evasion at the national and international level. Furthermore, it has a **tax strategy** that governs how the Company manages this subject.

The Moncler brand has adopted a **Tax Policy** in order to ensure compliance with the tax rules of the countries in which it operates and to guarantee the financial and reputational integrity of all the Group companies. In particular, the principles have been established to ensure the uniform management of tax matters for all Group companies:

- complying with all the applicable laws, rules, regulations and disclosure requirements on tax matters in all the countries in which it operates;
- apply diligent professional care and judgment to reach well-reasoned conclusions, ensuring all decisions are taken at an appropriate level and supported with documentation that evidences the decision-making process;
- achieve certainty on tax positions adopted; whereas tax law is unclear or subject to interpretation, perform a robust risk assessment, supported by adequate advices to ensure that the Group tax position adopted would be, more likely than not, settled in Group's favor;
- develop and foster good working relationships with tax authorities, government bodies and other related third parties, undertake all dealings with them in a professional, courteous and timely manner;
- be compliant with anti-bribery legislation;
- constantly interact with industry bodies or associations, governments, and other external bodies (e.g. OECD and the EU), where possible, and appropriate to shape future tax legislation and practice in ways that balance the Group's interest (e.g. consistency, stability, competitiveness) with those of the relevant authority or policy;
- do not make use of secrecy jurisdictions, tax havens, tax structures without commercial substance or law tax jurisdic-

- tions in order to obtain tax advantages or tax structures intended for tax avoidance;
- comply with the Group Transfer Pricing Policy applicable world-wide on the basis of the principle of arm's length, or normal value, stated by OECD Guidelines.

The Tax Policy Principles were approved by the Moncler Board of Directors.

In Moncler's organizational model, the **Group Tax Department** (GTD) is responsible, among other things, for developing the Group's tax strategy by identifying, analysing, and managing different optimization initiatives and monitoring the most relevant topics. Alongside the Group Tax Department, the Tax Affairs units of individual countries, acting in accordance with the values and principles defined by the Parent Company, are in charge of compliance management and tax planning and tax monitoring activities at the local level.

Moncler has strengthened its tax risk internal control system, the **Tax Control Framework** (TCF), making it suitable for monitoring tax risk. The main objective of the Tax Control Framework is to provide Group companies with uniform, consistent guidance in adopting a proper and effective approach to tax risk management. Because they operate in different jurisdictions, the Group companies have to adopt the TCF in accordance with the specific business context and the domestic laws of their countries of reference. In keeping with the principles and guidelines set forth in the tax strategy, Moncler aims to manage tax risk proactively and believes that adopting a TCF can assure its timely detection, accurate measurement, and effective control.

Moncler ensures transparency and integrity in its relationships with the tax authorities, in case of audits referring either to Group companies or third parties. The Company constantly acts with a transparent, cooperative approach with all industry associations and institutions to support the development of effective tax systems in the different countries in which it operates, and is active in various working groups on taxation, such as the one organized by Altagamma.

EXCERPT FROM COUNTRY BY COUNTRY REPORT 2021

MILLION EUROS

2021							
	Tax rate range	Countries included in the range	Revenues from third parties ¹⁵	Income before taxes ¹⁶	Taxes paid ¹⁷	Taxes accrued ¹⁸	Employees (FTE)
EMEA	x<10%	- United Arab Emirates - Hungary	7.79	0.59	0.01	0.02	17.50
	10%<x<15%	- Ireland	2.20	0.26	-	0.04	4.90
	15%<x<=20%	- Romania	81.27	4.65	0.85	1.22	1,301.70
		- Czech Republic					
		- United Kingdom					
- Poland							
- Switzerland							
- Kazakistan							
- Russia							
- Ukraine							
20%<x<25%	- Sweden	20.98	6.14	-	1.58	44.80	
	- Denmark						
	- Norway						
	- Türkiye						
x>=25%	- Italy	734.20	390.12	89.34	111.11	1,746.40	
	- Belgium						
	- Germany						
	- France						
	- Austria						
	- Spain						
	- Netherlands						
Total EMEA		846.44	401.76	90.20	113.97	3,115.30	
Americas	x>25%	- Brazil	322.24	19.15	5.56	6.01	352.30
		- Canada					
		- Mexico					
		- United States					
Total Americas		322.24	19.15	5.56	6.01	352.30	
Asia	10%<x<15%	- Macao SAR	12.35	4.01	0.27	0.46	17.60
	15%<x<=20%	- Hong Kong SAR	40.36	-4.89	0.67	0.94	101.80
		- Singapore					
		- Taiwan					
	20%<x<25%	- South Korea	162.43	45.93	8.76	12.49	202.80
x>=25%	- Australia	614.50	129.21	39.74	41.88	844.80	
	- Japan						
	- Mainland China						
	- New Zealand						
Total Asia		829.64	174.26	49.44	55.77	1,167.00	
TOTAL		1,998.32	595.17	145.20	175.75	4,634.60	

15 Revenues from third parties, amounting to 1,998.32 million euros, differ from the amount reported in the 2021 Annual Report, equal to 2,046.10 million euros, because in this table they include revenues contained in the local statutory financial statements of the individual companies.

16 Income before tax, amounting to 595.17 million euros, differs from the figure reported in the 2021 Annual Report, equal to 557.61 million euros, because in this table it includes the pre-tax income contained in the local statutory financial statements of the individual companies.

17 Taxes paid differ from taxes accrued primarily because they consist of the balance of the previous year (2020) and only advance payments for the current year (2021).

18 Taxes accrued refer only to current taxes accrued in 2021. In addition, the nominal tax rate is applied to pre-tax profits, which have been adjusted on the basis of local tax laws.

EU TAXONOMY

Regulation (EU) 2020/852 introduced the Taxonomy into the European regulatory system in order to determine whether economic activity can be considered environmentally sustainable and to stimulate transparency in green finance transactions by identifying the degree of environmental sustainability of an investment.

Environmentally friendly economic activities are assessed on the basis of whether they contribute to six environmental objectives:

- climate change mitigation
- climate change adaptation
- sustainable use and protection of water and marine resources
- transition to the circular economy, including with regards to the reduction and recycling of waste
- pollution prevention and control
- protection and restoration of biodiversity and ecosystems.

In order to be considered environmentally sustainable, activities must meet specific criteria including: contributing positively to at least one of the six environmental objectives; not having negative impacts on any of the other objective (DNSH - Do Not Significantly Harm criterion); being carried out in accordance with minimum social guarantees; and complying with the technical criteria identified by delegated acts adopted by the European Commission.

At the date of publication of this Document, the list of activities defined as environmentally sustainable by the Taxonomy is only available for two of the six environmental objectives defined in Article 9 of Regulation (EU) 2020/852: "Climate change mitigation" and "Climate change adaptation". In particular, for the 2022 reporting year, Regulation (EU) 2020/852 requires information to be provided on the share of turnover, capital expenditures (CapEx) or operating expenses (OpEx) associated with economic activities aligned with the Taxonomy criteria.

Regulation (EU) 2020/852 provides the reporting to be extended to the other four environmental objectives in the future.

With reference to disclosure pursuant to Article 8, paragraphs 6 and 7 of Regulation (EU) 2021/2178, which requires the use of the forms set out in Annex XII for reporting activities related to nuclear and fossil gases, all the models have been omitted as they are not representative of the company's activities.

CAPEX:

For the capital expenditures (CapEx) indicator calculation, at the denominator was considered the increases in tangible fixed assets and intangible assets during the year, before depreciation and any revaluations, including those arising from restatements and reductions in value, for the year in question, and excluding changes in fair value. In particular, the denominator includes acquisitions of tangible fixed assets (IAS 16), intangible assets (IAS 38) and assets for rights of use (IFRS 16).

With regards to the numerator, increases in fixed assets linked to the purchase of output from economic activities aligned with the Taxonomy and/or relating to the measures implemented to allow a reduction in CO₂ emissions in the atmosphere were considered eligible, mainly investments in construction works associated with the opening of new stores and the expansion and renovation of corporate sites and existing stores and, in particular, for the energy efficiency and reduced energy consumption by these properties, thus attributable to economic activity classified as “7.2 Renovation of existing buildings” in Regulation (EU) 2020/852.

PROPORTION OF CAPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2022

Economic activities (1)	Code(s) (2)	Absolute CapEx (3) min €	Proportion of CapEx (4) %	Substantial contribution criteria							DNSH criteria (Does Not Significantly Harm)							Minimum safeguards (17) Y/N	Taxonomy-aligned proportion of CapEx, year 2022 (18) Percent	Category (enabling activity or) (20) E	Category (transitional activity) (21) T
				Climate change mitigation (5) %	Climate change adaptation (6) %	Water and marine resources (7) %	Circular economy (8) %	Pollution (9) %	Biodiversity and ecosystems (10) %	Climate change mitigation (11) Y/N	Climate change adaptation (12) Y/N	Water and marine resources (13) Y/N	Circular economy (14) Y/N	Pollution (15) Y/N	Biodiversity and ecosystems (16) Y/N						

A. TAXONOMY-ELIGIBLE ACTIVITIES

A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Renovation of existing buildings	7.2	33.70 €	7.8%	7.8%	0.0%							S	S	S	S	S		7.8%	T
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		33.70 €	7.8%	7.8%	0.0%													7.8%	
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		- €	0.0%																
Total (A.1 + A.2)		33.70 €	7.8%																

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

Turnover of Taxonomy-non-eligible activities (B)		400.93 €	92.2%
Total (A + B)		434.63 €	100.0%

OPEX:

When calculating the operating expenditures (OpEx) indicator, for the denominator were considered all the non-capitalised direct costs related to research and development, maintenance and repair, as well as any other direct expenses connected to the daily maintenance of property, plant and machineries of the company or third parties to which such tasks are outsourced, necessary to ensure the continuous and effective functioning of such assets. Expenses relating to the daily operation of property, plant and machineries such as raw materials, cost of employees using the machine, electricity or fluids necessary for the operation of such assets were not included.

With regards to the numerator, were considered the costs included in the denominator relating to the purchase of output from eligible, and aligned, economic activities according to the Taxonomy and/or relating to the measures implemented to enable a reduction of CO₂ emissions in the atmosphere: in particular, costs of maintenance activities to ensure the functioning of energy systems for energy efficiency and to reduce the energy consumption of company sites were included, and thus attributable to economic activity classified as “7.2 Renovation of existing buildings” in Regulation (EU) 2020/852, were included.

PROPORTION OF OPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2022

Economic activities (1)	Code(s) (2)	Absolute OpEx (3)	Proportion of OpEx (4)	Substantial contribution criteria							DNSH criteria ("Does Not Significantly Harm")					Minimum safeguards (17)	Taxonomy-aligned proportion of OpEx, year 2022 (18)	Category (enabling activity or) (20)	Category (transitional activity) (21)	
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
		min €	%	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	E	T

A. TAXONOMY-ELIGIBLE ACTIVITIES

A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Renovation of existing buildings	7.2	0.27 €	5.1%	5.1%	0.0%						S	S	S	S		S	5.1%			T
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.27 €	5.1%	5.1%	0.0%												5.1%			
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		- €	0.0%																	
Total (A.1 + A.2)		0.27 €	5.1%																	

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

Turnover of Taxonomy-non-eligible activities (B)		4.99 €	94.9%
Total (A + B)		5.26 €	100.0%

Further inquiries will be carried out and reported in line with the progressive evolution of Regulation (EU) 2020/852, with particular reference to the further delegated acts for the remaining environmental objectives.



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**INDEPENDENT AUDITOR'S REPORT
ON THE CONSOLIDATED NON-FINANCIAL STATEMENT PURSUANT TO ARTICLE 3,
PARAGRAPH 10 OF LEGISLATIVE DECREE No. 254 OF DECEMBER 30, 2016, AND
ART. 5 OF CONSOB REGULATION N. 20267/2018**

**To the Board of Directors of
Moncler S.p.A.**

Pursuant to article 3, paragraph 10, of the Legislative Decree no. 254 of December 30, 2016 (hereinafter "Decree") and to article 5 of the CONSOB Regulation n. 20267/2018, we have carried out a limited assurance engagement on the Consolidated Non-Financial Statement of Moncler S.p.A. and its subsidiaries (hereinafter "Moncler Group" or "Group") as of December 31, 2022 prepared on the basis of art. 4 of the Decree and approved by the Board of Directors on February 28, 2023 (hereinafter "NFS").

Our limited assurance engagement does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the paragraph "EU Taxonomy".

Responsibility of the Directors and the Board of Statutory Auditors for the NFS

The Directors are responsible for the preparation of the NFS in accordance with articles 3 and 4 of the Decree and "Global Reporting Initiative Sustainability Reporting Standards" established by GRI – Global Reporting Initiative ("GRI Standards"), which they have identified as reporting framework.

The Directors are also responsible, within the terms established by law, for such internal control as they determine is necessary to enable the preparation of NFS that is free from material misstatement, whether due to fraud or error.

The Directors are moreover responsible for defining the contents of the NFS, within the topics specified in article 3, paragraph 1, of the Decree, taking into account the activities and characteristics of the Group, and to the extent necessary in order to ensure the understanding of the Group's activities, its trends, performance and the related impacts.

Finally, the Directors are responsible for defining the business management model and the organisation of the Group's activities as well as, with reference to the topics detected and reported in the NFS, for the policies pursued by the Group and for identifying and managing the risks generated or undertaken by the Group.

The Board of Statutory Auditors is responsible for overseeing, within the terms established by law, the compliance with the provisions set out in the Decree.

Ancona Bari Bergamo Bologna Brescia Cagliari Firenze Genova Milano Napoli Padova Parma Roma Torino Treviso Udine Verona

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Auditor's Independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the *International Ethics Standards Board for Accountants*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our auditing firm applies *International Standard on Quality Control 1 (ISQC Italia 1)* and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibility

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the NFS with the Decree and the GRI Standards. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "*ISAE 3000 Revised*"), issued by the *International Auditing and Assurance Standards Board (IAASB)* for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the NFS is free from material misstatement. Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on NFS are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of information included in the NFS, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically, we carried out the following procedures:

1. analysis of relevant topics with reference to the Group's activities and characteristics disclosed in the NFS, in order to assess the reasonableness of the selection process in place in light of the provisions of art.3 of the Decree and taking into account the adopted reporting standard;
2. analysis and assessment of the identification criteria of the consolidation area, in order to assess its compliance with the Decree;
3. comparison between the financial data and information included in the NFS with those included in the consolidated financial statements of the Moncler Group;
4. understanding of the following matters:
 - business management model of the Group's activities, with reference to the management of the topics specified by article 3 of the Decree;
 - policies adopted by the entity in connection with the topics specified by article 3 of the Decree, achieved results and related fundamental performance indicators;



- main risks, generated and/or undertaken, in connection with the topics specified by article 3 of the Decree.

Moreover, with reference to these matters, we carried out a comparison with the information contained in the NFS and the verifications described in the subsequent point 5, letter a) of this report;

5. understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the NFS.

In particular, we carried out interviews and discussions with the management of Moncler S.p.A. and with the employees of Industries S.p.A., Industries Yield S.r.l. and Sportswear Company S.p.A. and we carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and transmittal of non-financial data and information to the department responsible for the preparation of the NFS.

In addition, for material information, taking into consideration the Group's activities and characteristics:

- at the group level:
 - a) with regards to qualitative information included in the NFS, and specifically with reference to the business management model, policies applied and main risks, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
 - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data.
- for the following entities, Moncler S.p.A., Industries S.p.A., Industries Yield S.r.l., Sportswear Company S.p.A. and Moncler Shanghai Commercial Co.Ltd, which we selected based on their activities, their contribution to the performance indicators at the consolidated level and their location, we carried out site visits and remote meetings, during which we have met their management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of the Moncler Group as of December 31, 2022, is not prepared, in all material aspects, in accordance with article 3 and 4 of the Decree and the GRI Standards.

Our conclusion on the NFS of the Moncler Group does not extend to the information required by art. 8 of the European Regulation 2020/852 included in the paragraph "EU Taxonomy".



Other matters

The NFS for the years ended December 31, 2020, and December 31, 2021, whose data are presented for comparative purposes, have been subject to a limited assurance engagement by another auditor that, respectively, on March 10, 2021 and on March 30, 2022, expressed unmodified conclusions.

DELOITTE & TOUCHE S.p.A.

Signed by
Franco Amelio
Partner

Milan, Italy
March 27, 2023

This report has been translated into the English language solely for the convenience of international readers.

The following index is provided to facilitate the search for content related to specific GRI indicators within the document.

The audit firm Deloitte & Touche S.p.A. carried out a limited assurance engagement on the Moncler Group's 2022 Consolidated Non-Financial Statement providing its overall conclusions thereafter. As regards the scope of activities, please refer to the Statement on the Consolidated Non-Financial Statement released by the independent auditor presented on pages 251-254.

LEGEND

- NFS Consolidated Non-Financial Statement 2022
- AR Annual Report 2022
- CE Code of Ethics
- PRP Procedure Governing Transactions with Related Parties
- CGR Corporate Governance Report 2022
- RR Report on Remuneration

INDEX OF GRI CONTENT "IN ACCORDANCE"

DECLARATION OF USE

Moncler Group has presented a report in accordance with the GRI Standards for the period 1 January 2022 - 31 December 2022.

GRI 1 USED

GRI 1 - Fundamental Principles - 2021 version

GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION
			– Requirements omitted – Reason – Explanation
GENERAL INFORMATION			
GRI 2 – General Disclosures – 2021 version			
	2-1 Organisational details	NFS pages 28-30; 48; 230-231; 246; 262	
	2-2 Entities included in the organisation's sustainability reporting	NFS pages 230-231	
	2-3 Reporting period, frequency and contact point	NFS pages 230; 262	
	2-4 Restatements of information	NFS page 230	
	2-5 External assurance	NFS pages 48; 231-232; 251-254	
	2-6 Activities, value chain and other business relationships	NFS pages 28-30; 34; 70-71; 130-132; 212-214 AR (Paragraphs: Consolidated Statement of Cash Flows; Explanatory Notes to the Consolidated Financial Statements - The Group and its core business)	
	2-7 Employees	NFS pages 92-98; 232; 233; 235	
	2-8 Workers who are not employees	NFS page 98	
	2-9 Governance structure and composition	NFS pages 48-51; 57; 65; 230-231 CGR	
	2-10 Nomination and selection of the highest governance body	NFS page 48 CGR (Paragraph: BOARD OF DIRECTORS- 4.2. Appointment And Replacement; 4.3. Composition; 4.7 Independent Directors)	
	2-11 Chair of the highest governance body	NFS pages 13; 48 CGR (Paragraph: BOARD OF DIRECTORS - 4.5 Delegated Bodies)	
	2-12 Role of the highest governance body in overseeing the management of impacts	NFS pages 13; 48-51; 57; 65; 71 CGR (Paragraph: BOARD OF DIRECTORS - 4.1. Role Of The Board Of Directors; 4.4. Functioning Of The Board Of Directors. 12. RELATIONS WITH SHAREHOLDERS - 12.1 Engagement Policy; 12.2 Activities Performed)	
	2-13 Delegation of responsibility for managing impacts	NFS pages 13; 51; 57; 65; 71	
	2-14 Role of the highest governance body in sustainability reporting	NFS pages 51; 231 CGR (Paragraph: BOARD OF DIRECTORS - 4.1. Role Of The Board Of Directors; 4.4. Functioning Of The Board Of Directors. 9.3 Composition And Functioning Of The Control, Risks And Sustainability Committee)	
	2-15 Conflicts of interest	CGR (Paragraph: 10. INTERESTS OF DIRECTORS AND RELATED PARTY TRANSACTIONS) AR CE (Paragraphs: Contributions and Sponsorships; Conflicts of Interest)	
	2-16 Communication of critical concerns	NFS pages 51-55; 57; 58-64	
	2-17 Collective knowledge of the highest governance body	CGR (Paragraph: BOARD OF DIRECTORS - 4.1. Role Of The Board Of Directors; 4.4. Functioning Of The Board Of Directors. 9.3 Composition And Functioning Of The Control, Risks And Sustainability Committee)	
	2-18 Evaluation of the performance of the highest governance body	CGR (Paragraph: 7. BOARD REVIEW AND CONTINUITY PLANS - 7.1 Board Review)	
	2-19 Remuneration policies	NFS pages 105-107 RR	
	2-20 Process to determine remuneration	NFS pages 105-107 RR	
	2-21 Annual total compensation ratio	NFS page 106	The percentual variation vs 2021 is not reported because the data collection process underlying this indicator was initiated during 2022 to meet the requirements of the new GRI Universal Standard 2021; for this reason 2021 data are not available.

GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION
2-22	Statement on sustainable development strategy	NFS page 13	
2-23	Policy commitments	NFS pages 49; 52-54; 58-60; 99; 113; 134; 146-147; 186	
2-24	Embedding policy commitments	NFS pages 49; 52-54; 58-60; 99; 101-103; 113; 134; 146-147; 186	
2-25	Processes to remediate negative impacts	NFS pages 61-64; 72-79	
2-26	Mechanisms for seeking advice and raising concerns	NFS pages 52-54 CE (Paragraph: Reporting breaches of the Code of Ethics)	
2-27	Compliance with laws and regulations	NFS page 243 During the reporting period, there were no fines or monetary sanctions for non-compliance with applicable environmental laws and/or regulations	
2-28	Membership associations	NFS pages 70-71; 146	
2-29	Approach to stakeholder engagement	NFS pages 65; 67-69	
2-30	Collective bargaining agreements	NFS page 116	
MATERIAL TOPICS			
GRI 3 - Material topics - 2021 version			
3-1	Process to determine material topics	NFS pages 65-66	
3-2	List of material topics	NFS page 66	
MATERIAL TOPIC: ECONOMIC PERFORMANCE			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 31-34; 56-57; 58-60; 62-64; 67; 96-97; 105-106	
GRI-201: Economic Performance (2016)			
201-1	Direct economic value generated and distributed	NFS page 34	
201-2	Financial implications and other risks and opportunities due to climate change	NFS pages 56-57; 58-61	
GRI-202: Market Presence (2016)			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	NFS page 105	
202-2	Proportion of senior management hired from the local community	NFS page 96	
MATERIAL TOPIC: INNOVATION, CIRCULAR ECONOMY AND LOWER IMPACT MATERIALS			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 66; 75-76; 163-165; 166-171; 240	
GRI-301: Materials (2016)			
301-1	Materials used by weight or volume	NFS pages 75-76; 164; 168; 240	
301-2	Recycled input materials used	NFS pages 75-76; 168-171; 240	
MATERIAL TOPIC: PACKAGING			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 66; 166-171	
GRI-301: Materials (2016)			
301-1	Materials used by weight or volume	NFS page 164	
301-2	Recycled input materials used	NFS pages 164-171	
MATERIAL TOPIC: CLIMATE CHANGE			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 58-59; 61; 66; 74; 184-196, 241-242	
GRI-302: Energy (2016)			
302-1	Energy consumption within the organisation	NFS pages 74; 188; 241	
302-3	Energy intensity	NFS pages 188; 241	
302-4	Reduction of energy consumption	NFS pages 188-192	
GRI-305: Emissions (2016)			
305-1	Direct (Scope 1) GHG emissions	NFS pages 189; 241	
305-2	Energy indirect GHG emissions (Scope 2)	NFS pages 189; 241	
305-3	Other indirect (Scope 3) GHG emissions	NFS pages 193; 242	
305-4	GHG emissions intensity	NFS pages 189; 241	
305-5	Reduction of GHG emissions	NFS pages 188-192	
305-6	Emissions of ozone-depleting substances (ODS)	During the reporting period, in the EMEA Region, there were insignificant dispersions of refrigerant gases for a total amount of 47 kg, divided into R410A gas for 37 kg due to a failure in the air conditioning at the location in Via Stendhal (Milan) and at two stores, and R407C gas of 10 kg due to a failure in the air conditioning at the site in Via Venezia (Trebaseleghe)	
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Given the Moncler Group's business model, there are no known significant emissions at this time	
MATERIAL TOPIC: RESPONSIBLE SOURCING			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 62; 64; 66; 71; 74; 132-133; 134-136; 137-138; 138-140; 141; 171-173	
GRI-308: Supplier Environmental Assessment (2016)			
308-1	New suppliers that were screened using environmental criteria	NFS pages 132-136; 137-138	
308-2	Negative environmental impacts in the supply chain and actions taken	NFS pages 62; 64; 71; 74; 137-138; 171-173	
GRI-204: Procurement Practices (2016)			
204-1	Proportion of spending on local suppliers	NFS pages 130-132	

GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION
GRI-414: Supplier Social Assessment (2016)			
414-1	New suppliers that were screened using social criteria	NFS pages 132; 134-136	
414-2	Negative social impacts in the supply chain and actions taken	NFS pages 58; 76; 135-136; 137-138; 141	
MATERIAL TOPIC: WATER			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 58-59; 66; 74; 197	
GRI-303: Water and Effluents (2018)			
303-1	Interactions with water as a shared resource	The Group's direct water consumption relates mainly to sanitation and, for Stone Island, to the production activities of the dye departments. The water used by Moncler is neither reused nor recycled, whereas the water used by Stone Island is recycled at the municipal purification plant of Ravarino (Modena)	
303-2	Management of water discharge-related impacts	Direct water discharges are comparable to those of residential buildings and are therefore drained into the sewage system	
303-3	Water withdrawal	The main source of water supply for the Group is water mains. Stone Island's dyeing department draws from an artesian well. During the reporting period water consumption amounted to approximately 58,000 m ³	
303-4	Water discharge	Direct water discharges are comparable to those of residential buildings and are therefore drained into the sewage system	
303-5	Water consumption	NFS page 197	
MATERIAL TOPIC: BIODIVERSITY			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 58-59; 66; 74; 199	
GRI-304: Biodiversity (2016)			
304-2	Significant impacts of activities, products, and services on biodiversity	NFS page 199	
MATERIAL TOPIC: WASTE & GARMENTS END OF LIFE			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 58-59; 66; 197-198; 240	
GRI 306: Waste (2020)			
306-1	Waste generation and significant waste-related impacts	NFS pages 58-59; 197-198; 240	
306-2	Management of significant waste-related impacts	NFS pages 58-59; 164; 165; 197-198	
306-3	Waste generated	NFS pages 197-198; 240	
306-4	Waste diverted from disposal	NFS pages 164; 165; 198; 240	
306-5	Waste directed to disposal	NFS pages 198; 240	
MATERIAL TOPIC: EMPLOYEE EXPERIENCE			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 58; 66; 79; 98; 106; 115-117; 233-235; 242	
GRI 401: Employment (2016)			
401-1	New employee hires and employee turnover	NFS pages 98; 233-235	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	NFS page 106	
401-3	Parental leave	NFS pages 115-117; 242	
MATERIAL TOPIC: HEALTH, SAFETY AND WELL-BEING			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 59-60; 66; 101-103; 113-115; 238-239	
GRI-403 - Occupational Health and Safety (2018)			
403-1	Occupational health and safety management system	NFS pages 113-115	
403-2	Hazard identification, risk assessment, and incident investigation	NFS pages 113-115	
403-3	Occupational health services	NFS pages 113-115	
403-4	Worker participation, consultation, and communication on occupational health and safety	NFS pages 113-115 There are no formal committees in this area	
403-5	Worker training on occupational health and safety	NFS pages 101-103; 115	
403-6	Promotion of worker health	NFS pages 101-103; 115	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	NFS pages 113-115	
403-8	Workers covered by an occupational health and safety management system	NFS page 113	
403-9	Work-related injuries	NFS pages 114; 239	
403-10	Work-related ill health	No cases of occupational illness were recorded in 2022	
MATERIAL TOPIC: EMPLOYEE PERFORMANCE AND DEVELOPMENT			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 58; 66; 78; 101-103; 107	
GRI-404: Training and Education (2016)			
404-1	Average hours of training per year per employee	NFS pages 101-103	
404-3	Percentage of employees receiving regular performance and career development reviews	NFS page 107	

GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION
MATERIAL TOPIC: DIVERSITY, EQUITY AND INCLUSION			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 49-50; 54; 66; 77-79; 92-98; 101-103; 110-112; 232-237	
GRI-405: Diversity and Equal Opportunity (2016)			
405-1	Diversity of governance bodies and employees	NFS pages 49-50; 92-98; 101-103; 112; 232-237 CGR	
405-2	Ratio of basic salary and remuneration of women to men	NFS pages 112; 236	
GRI 406: Non-discrimination (2016)			
406-1	Incidents of discrimination and corrective actions taken	NFS page 54	
MATERIAL TOPIC: GIVE BACK FOR SOCIAL DEVELOPMENT			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 66; 79; 104-105; 210-217	
GRI-413: Local Communities (2016)			
413-1	Operations with local community engagement, impact assessments, and development programs	NFS pages 79; 104-105; 210-217	
413-2	Operations with significant actual and potential negative impacts on local communities	Considering the Moncler Group's activities to date, no operations are deemed to have a significant actual or potential negative impact on local communities	
MATERIAL TOPIC: ANIMAL WELFARE			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 59; 66; 76; 138-140; 173	
GRI-414: Supplier Social Assessment (2016)			
414-1	New suppliers that were screened using social criteria	NFS pages 132; 134-136	
414-2	Negative social impacts in the supply chain and actions taken	NFS pages 58; 76; 135-136; 137-138; 139-140; 141	
MATERIAL TOPIC: PRODUCT QUALITY AND SAFETY			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 59-60; 66; 146-147; 171-173; 243	
GRI-416: Customer Health and Safety (2016)			
416-1	Assessment of the health and safety impacts of product and service categories	NFS pages 146-147; 171-173	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	NFS page 243	
MATERIAL TOPIC: CLIENT EXPERIENCE & COMMUNITY ENGAGEMENT			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 66; 141-145; 146-147	
GRI 417: Marketing and Labelling (2016)			
417-2	Incidents of non-compliance concerning product and service information and labelling	NFS page 243	
417-3	Incidents of non-compliance concerning marketing communications	NFS page 243	
MATERIAL TOPIC: TRACEABILITY			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 66; 76; 138-140	
MATERIAL TOPIC: PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 66; 70-71; 137; 139; 214-215; 216-217	
MATERIAL TOPIC: DATA PROTECTION & CYBERSECURITY			
GRI 3 - Material topics 2021			
3-3	Management of material topics	NFS pages 60; 145-146; 243-244	
GRI 418: Customer Privacy (2016)			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	NFS pages 145-146; 243-244	
ADDITIONAL GRI INDICATORS			
GRI 205: Anti-corruption (2016)			
205-1	Operations assessed for risks related to corruption	NFS pages 53-55; 60; 66	
205-2	Communication and training about anti-corruption policies and procedures	NFS pages 53-55; 101-103	
205-3	Confirmed incidents of corruption and actions taken	NFS page 55	
GRI 206: Anti-competitive Behaviour (2016)			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	NFS pages 145-146; 243	
GRI 207: Tax (2019)			
207-1	Approach to taxes	NFS pages 244-245	
207-2	Tax governance, control, and risk management	NFS pages 244-245	
207-3	Stakeholder engagement and management of concerns related to tax	NFS pages 244-245	
207-4	Country-by-country reporting	NFS page 246	

GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION
GRI 402: Labour/Management Relations (2016)			
402-1	Minimum notice periods regarding operational changes	NFS page 116	
GRI 407: Freedom of Association and Collective Bargaining (2016)			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	NFS page 116	
GRI 415: Public Policy (2016)			
415-1	Political contributions	NFS page 71	

AUDIT

Systematic and documented assessment (by an independent body) to verify compliance with the requirements of a given law/standard of reference.

BIODIVERSITY

Biodiversity is all the different kinds of life you'll find in one area—the variety of animals, plants, fungi, and even microorganisms like bacteria that make up our natural world.

CONCESSIONS

Directly managed mono-brand retail space located on the premises of a department store.

DEPARTMENT STORE

General shop, large- or medium-sized, divided internally into specialist departments.

DOS

Directly Operated Stores, including Free Standing Stores, Travel Retail Stores, Concessions, and Outlets.

DTC

Direct-to-consumer distribution channel.

EMEA

Europe, Middle East and Africa.

DIRECT EMISSIONS (SCOPE 1)

Air polluting emissions originating from combustion processes involving equipment controlled or owned by the organization.

INDIRECT EMISSIONS (SCOPE 2)

Emissions from the generation of purchased electricity consumed by the company. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is generated.

INDIRECT EMISSIONS (SCOPE 3)

Indirect emissions due to the company's activities. This category includes sources of emission that are not under the company's direct control, but whose emissions are indirectly caused by its activities. They are divided into 15 categories according to the indications of the GHG Protocol.

FAÇON MANUFACTURERS

Third-party supplier carrying out the 'cut-make-trim' (façon) phase of production according to the so-called industrialized method.

FLAGSHIP STORE

Mono-brand retail store that, by size and/or location, conveys the philosophy and image of the brand.

ISO 14001

Voluntary standard developed by the International Organization for Standardization (ISO), defining the requirements of environmental management systems.

ISO 45001

Voluntary standard published by the British Standards Institution, defining the requirements of occupational health and safety management systems.

KPI (KEY PERFORMANCE INDICATOR)

An indicator that monitors the effectiveness of a process.

NET ZERO

Net zero emissions are achieved when anthropogenic CO₂ emissions are balanced globally by anthropogenic CO₂ removals over a specified period, through neutralisation mechanisms. In particular, to contribute to the achievement of net zero emissions, companies have to reduce emissions and neutralise residual emissions.

OUTLET

Retail store that sells products and collections from previous years and seasons at discount prices.

MONO-BRAND STORE

Retail store that exclusively sells clothing, accessories, and products of a specific brand.

MULTI-BRAND STORE

Retail store that sells different brands of clothing, accessories, and products.

RETAIL

Distribution channel for the sale of products or goods managed directly by the Group through Directly Operated Stores (DOS) or its own e-commerce website (www.moncler.com).

SCIENCE-BASED TARGETS

GHG emissions reduction target based on climate science and in line with the decarbonisation efforts needed to keep the global temperature rise to 1.5°C above pre-industrial levels.

SHOP-IN-SHOP

Mono-brand wholesale space located on the premises of a department store.

SHOWROOM

Space used to display and sell an apparel company's products to wholesale clients.

SRI (SOCIALY RESPONSIBLE INVESTOR)

Financial operator who integrates standard financials with environmental, social, and governance considerations.

STAKEHOLDERS

Person or subject with a legitimate interest in the activities of an organization, and who affects or is affected by the organization's decisions.

TRAVEL RETAIL STORE

Point of sale located in places with heavy traffic of potential clients, such as airports and train stations.

WHOLESALE

Distribution channel for the sale of products or goods to distributors (industrial, commercial, institutional, and other professional entities), through which the Group sells its products. The channel consists of both mono-brand and multi-brand stores.

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ECF (Elemental Chlorine Free)
Heavy Metal Absence
Acid Free





