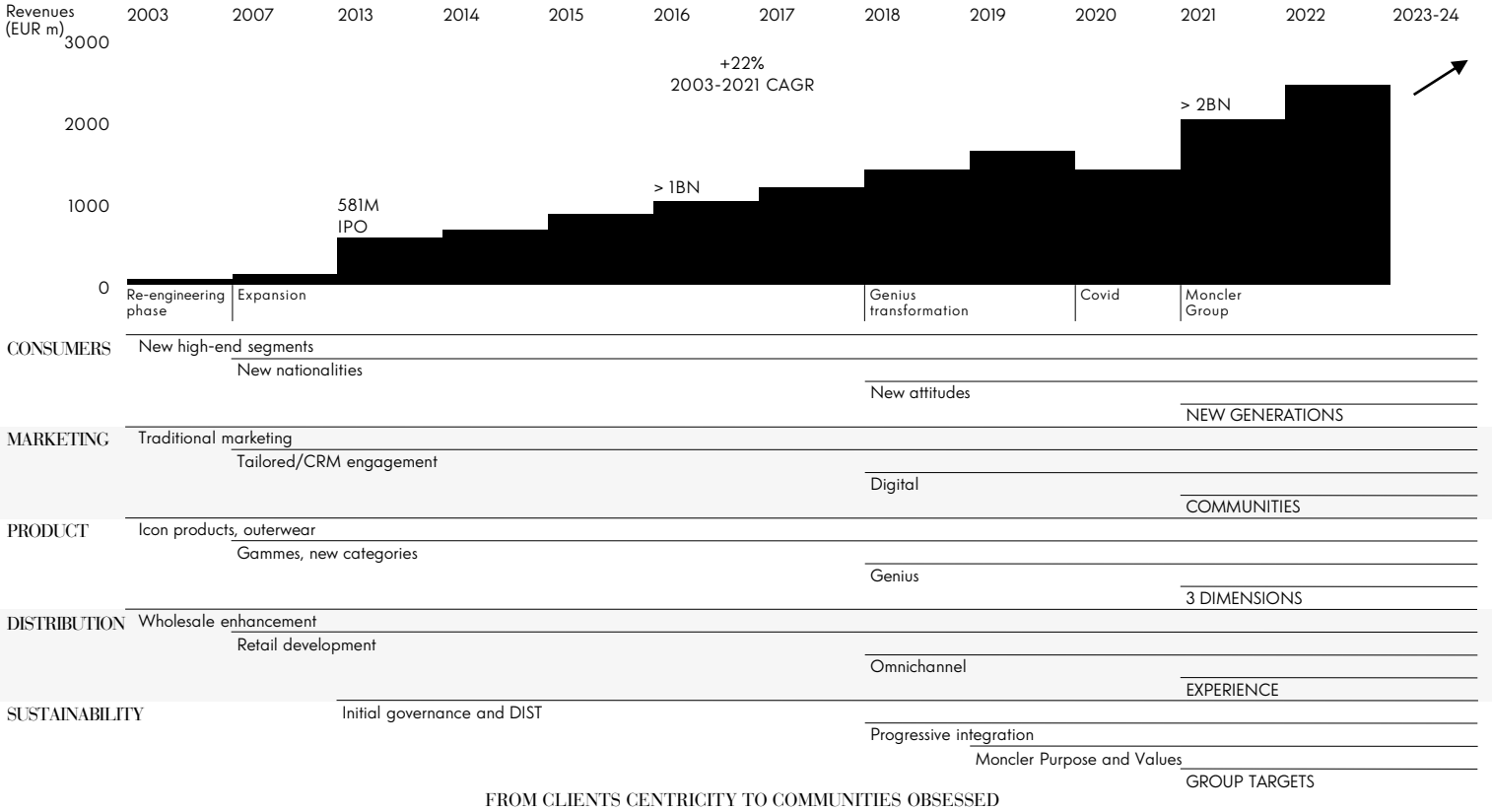


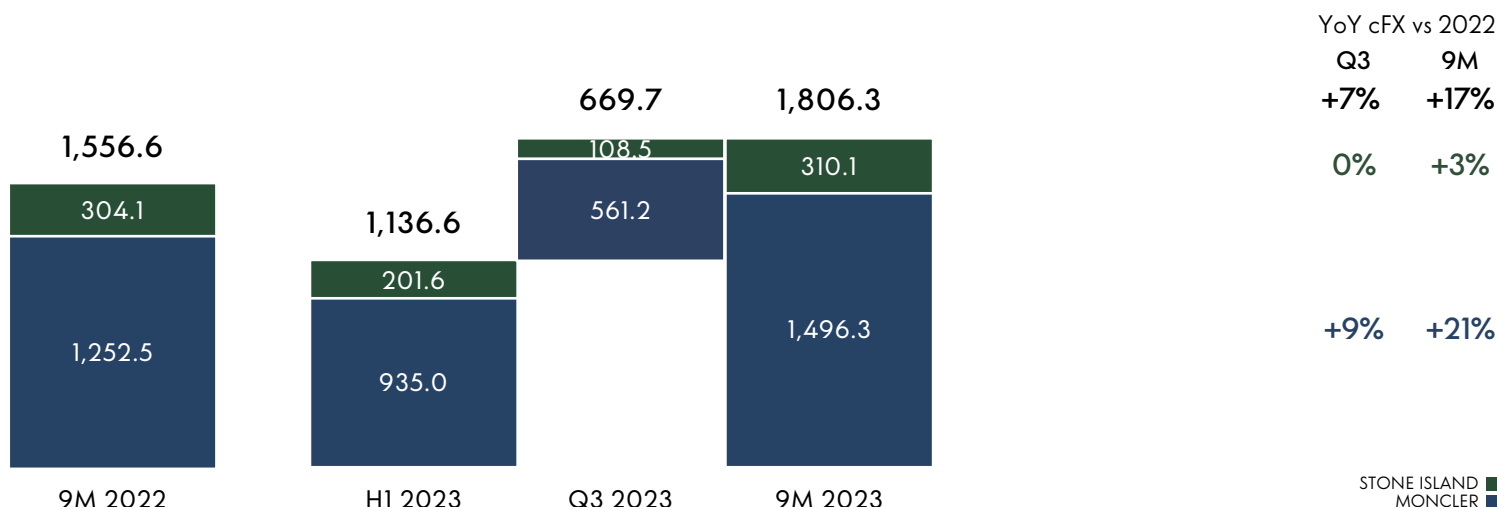
ENGAGE, EMPOWER, ENSURE

A HISTORY OF EVOLUTION, TRANSFORMATION AND GROWTH



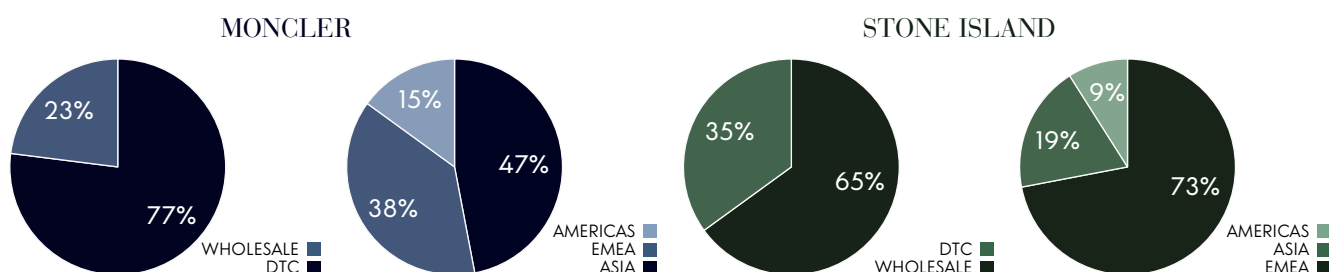
...READY TO REACH NEW HEIGHTS

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

9M 2023 GROUP REVENUES⁽¹⁾

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

9M 2023 REVENUES BREAKDOWN BY CHANNEL AND GEOGRAPHY

RESULTS KEY HIGHLIGHTS⁽²⁾

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

(2) 2023 and 2022 figures include the results for both Moncler and Stone Island brands, while the 2021 results included only nine months for the Stone Island brand, since the consolidation started from 1 April 2021; (3) H1 and FY 2021 data include PPA and transaction adjustments for the Stone Island transaction, with an impact at EBIT level of EUR 10.1m in H1 and EUR 23.8m in FY 2021; (4) At 30 June 2023, lease liabilities were equal to EUR 837.7m, compared to EUR 837.4m at 31 December 2022 and EUR 739.9m at 30 June 2022.

SHAREHOLDING

	%	# SHARES (M)
Double R S.r.l.	23.7%	65.1

MARKET		
Morgan Stanley	10.1%	27.6
Capital Research and Management Co.	5.0%	13.6
Blackrock Inc.	4.2%	11.5
Treasury Shares	1.6%	4.5
Other Shareholders	55.4%	152.3
TOTAL	100.0%	274.6

Last update: 30.09.2023

UPCOMING EVENTS

28 FEBRUARY 2024
B.o.D. for the Approval of the Draft Consolidated Results at 31 December 2023

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