



MONCLER

GROUP

CORPORATE PRESENTATION

MONCLER





Our Brand Values and Purpose



**PUSH FOR
HIGHER
PEAKS**

**ONE
HOUSE,
ALL
VOICES**

**EMBRACE
CRAZY**

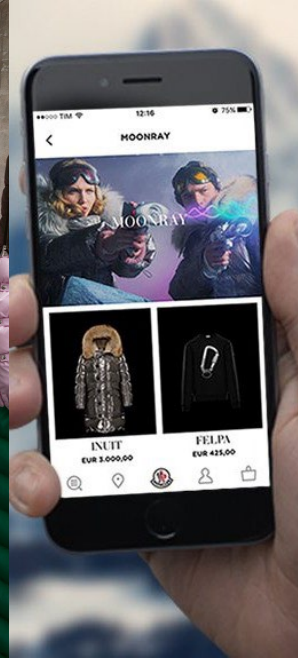
**BE
WARM**

**CREATE
AND
PROTECT
TOMORROW**

UNLEASH THE EXTRAORDINARY IN *EVERYBODY*



An Ever-Evolving Brand. The Brand of Extraordinary



1952

Mountain Product

1968

Ski Icon

1980

City Icon

2006

Fashion Shows

2018

Moncler Genius
Retail Reset

2021

Digital DTC
Moncler.com
Moncler App

2024

Community Obsessed
One Brand,
3 Dimensions

Sustainability
Our new normal

Digital New Era
Connections &
Engagement

A History of Evolution, Transformation and Growth

Revenues (Eur M) 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024-25

3000
2000
1000
0

+23%
2003—2023 CAGR

>1 BN

IPO

>2BN

Re-engineering phase

Expansion

Genius transformation

COVID

Moncler Group

New high-end segments

New nationalities

New attitudes

New Generations

CONSUMERS

Traditional marketing

Tailored/CRM engagement

Digital

Communities

MARKETING

Icon products, outwear

Gammes, new categories

GENIUS

3 dimensions

PRODUCT

Wholesale enhancement

Retail development

Omnichannel

Experience

DISTRIBUTION

Initial governance and DIST

Progressive integration

Moncler Purpose and Values

Stone embraces Group targets

SUSTAINABILITY

FROM CLIENTS CENTRICITY TO COMMUNITIES OBSESSED

The background of the slide is an aerial photograph of a majestic mountain range. The peaks are rugged and covered in snow, with deep shadows cast across the slopes. The sky is a clear, deep blue. The overall tone is serene and majestic.

A CONSUMER CENTRIC & COMMUNITY OBSESSED BRAND

A Unique Brand Positioning, for a Complementary Brand Offence



Hi tech



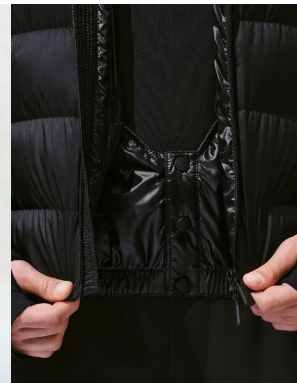
Luxury



Streetwear



Sportswear



Outdoor Wear



Sport & Wellness



Fast Fashion


MONCLER



ONE BRAND, 3 DIMENSIONS





MONCLER | COLLECTION



For the Love of Winter

*The spirit of winter
is elevated to unparalleled heights.*

*Where love brings warmth,
and human connection
becomes the ultimate comfort.*

*With love,
Moncler*



OUR CORE.

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

MONCLER | GENIUS



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

MONCLER | GRENOBLE



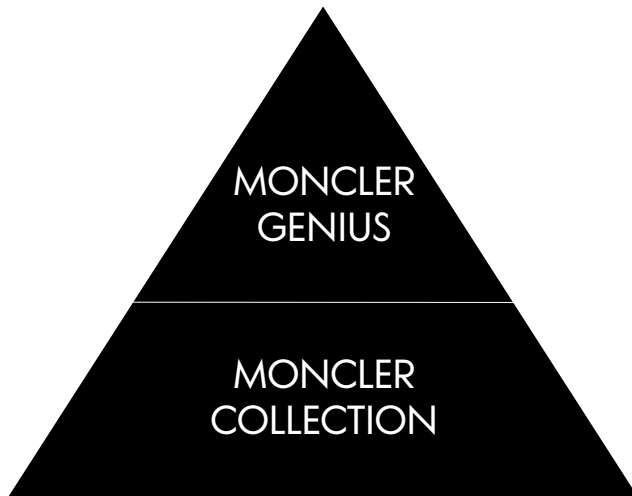
A PERFECT BLEND OF HIGH PERFORMANCE AND HIGH STYLE FOR AN "ALL YEAR AROUND" PROPOSITION.

Unleashing the Next Phase of Brand Engagement and Business Growth

From A Pyramidal Model

Focused on influencing and connecting with different segments of the same target audience

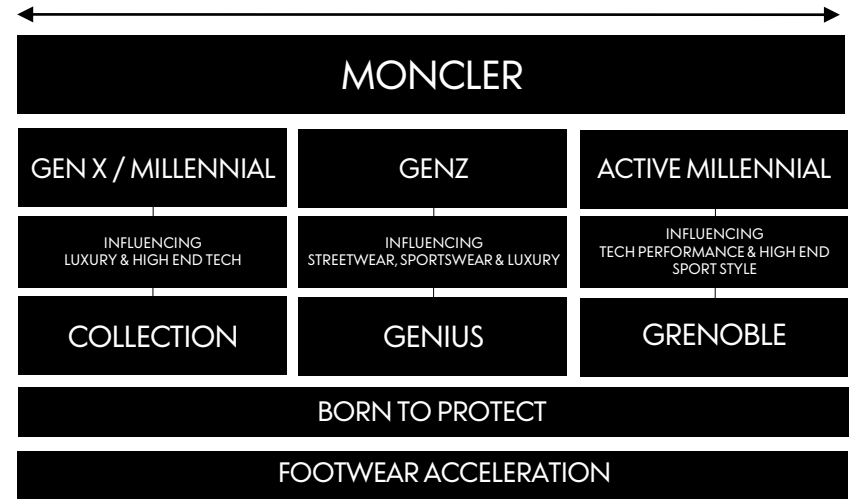
Based on the same product mix



To A Complementary Model

Focused on influencing and connecting with different audiences, creating long lasting communities and different access points to the brand

Based on a distinctive & complementary target audiences & product mix

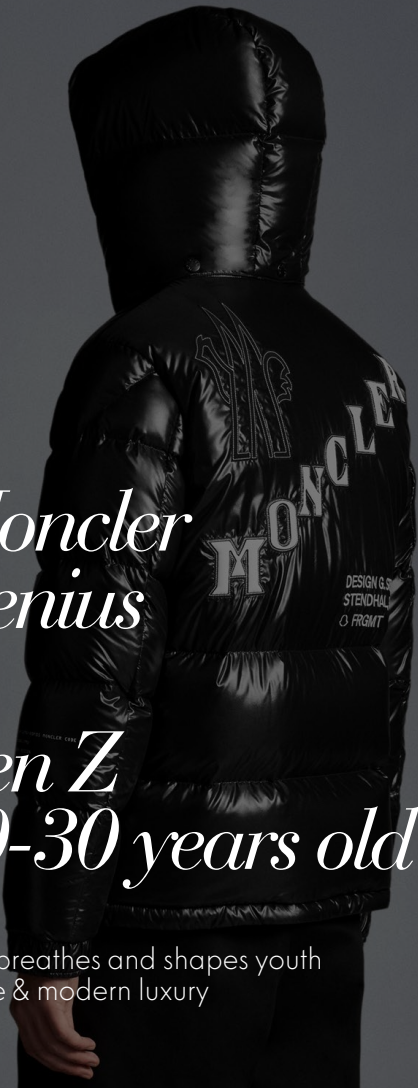


Up to some 80% of the revenue mix in the same part of the business, in one season

A more healthy and balanced revenue mix across all dimensions of the brand & all seasons



A Consumer Centric Complementary Offence: Inspiring and Engaging Current and New Audiences



*Moncler
Genius
X
Gen Z
20-30 years old*

Lives, breathes and shapes youth culture & modern luxury



*Moncler
Collection
X
Gen X / Millennials
30-50 years old*

Consumes and aspires for a luxurious lifestyle



*Moncler
Grenoble
X
Active Millennials
30-40 years old*

Seeks high style with technical performance

Footwear Offer from Outdoor to City Luxury

Out Lux

Luxury Outdoor Redefined

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

Street Lux

Utilitarian take on athletic sneakers

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

Hybrid Lux

The future of footwear, now

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

City Lux

Where Style meets Tech

High end Italian craftsmanship combined with Moncler outdoor's DNA



How Our Distribution Network Will Support the Brand Evolution

EMPOWER
NEW BRAND
STRATEGY

ELEVATE
CUSTOMERS
ENGAGEMENT

UNLOCK
FULL
REGIONAL
POTENTIALS

...Powering on 3 Levers

Leveraging on our know-how and omnichannel excellence 3.0

Magnifying store experience

Make the most of our wholesale leadership

Implementation of the New Brand Strategy in Each Channel

01

Retail

- Flagship as brand manifesto with a focus on key relevant cities
- From transactional to experience: differentiation of stores magnifying experience for defined communities
- Windows unique creativity to be leveraged as media communication store format VM to celebrate new categories

02

Wholesale

- Moncler Genius: align accounts to the new strategy with exclusive and deeper assortment
- Moncler Grenoble: develop penetration in selected sportswear accounts
- Footwear: focus on US and in key specialty stores through tailored activations
- SIS selected development. Airports locations to serve new countries and nationalities

03

Digital

- End to end brand engagement: create, serve e retail demand from 1:all, to 1:1 thanks to "logged in" strategy
- China ecosystem: local content studio, WeChat mini program acceleration, TMall

OMNICHANNEL APPROACH:

BEYOND SERVICE TO ENABLE TRUSTWORTHY CONNECTIONS FOSTERING CLIENTELING CULTURE

EMPOWER CHINA

Short term uncertainties mirrored by untouched potential

- China BU creation at Moncler's HQ to spread culture across divisions
- China local content creation studio / Dedicated Marketing approach Festival driven / Special Projects
- Boost multichannel approach
- Organization reinforced

UNLEASH USA

Unleash opportunities in an underpenetrated market

- Community-obsessed approach to drive brand awareness and local connectivity
- Harnessing the power of American pop culture to accelerate growth
- Footwear marketplace acceleration to drive Brand's awareness and business impact
- Leveraging the organizational strength and agility to drive results

Supply Chain: Quality, Accountability, Responsiveness, Sustainability

01

Savoir faire

- Collection excellence
- Full digitalisation
- 3D further development

02

Technology innovation

- Lean Production

03

Demand Driven approach

- Shorten lead time

04

Production development

- Enlarge own production facilities
- Partnership with key manufacturers
- Insource footwear know-how

STONE ISLAND





1982

Conceptual Impetus



2008

Perceivable Research



2014

Consumer Evolution

Moncler Group



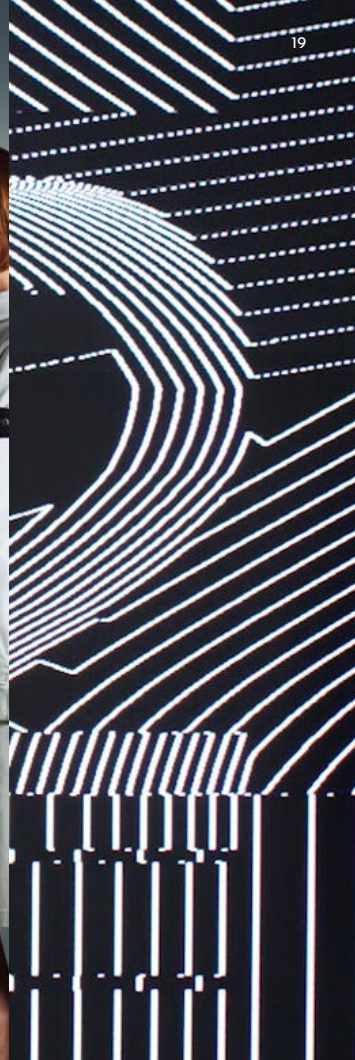
2020

Moncler Group



2021

Laying Foundations



2022-25

Accelerated Evolution



Values and Mission

LAB

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

LIFE

The existence of Stone Island products in the lives of its consumers and the significance infused into the brand by the lifestyle of the wearer.

An acknowledgement of the cultural importance of Stone Island to a variety of cultural strains, ranging from terrace culture to underground music scenes



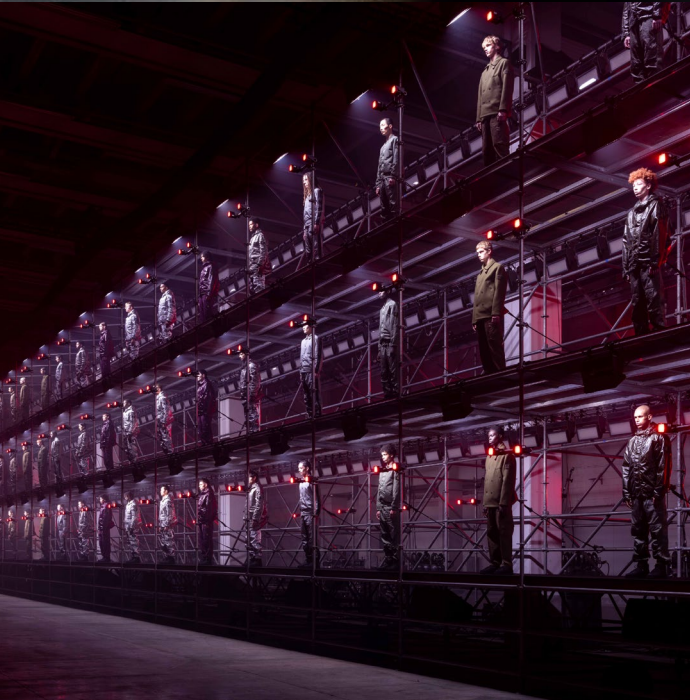
SPREAD THE CULTURE

To new territories & new communities



The Next Chapter

BRAND



PRODUCT



DISTRIBUTION



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

Establishing a Distinctive and Engaging Brand Positioning



New Brand Image

MAIN
Core product.

GHOST
Luxury inspired / pinnacle product.

STELLINA
Urban-tech inspired / understated style.

MARINA
Heritage inspired / fashion oriented.

Integrated Media

Full funnel approach
across media.

Focus on brand
awareness in 2024.

Celebrities and Influence

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

Experience

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



STONE ISLAND | MAIN



A RESEARCH PROJECT
IN 100 QUESTIONS

PARTICIPANT:
JASON STATHAM,
ACTOR

WEAVERS:
PETER MARSDEN & CO

LOCATION:
LONDON,
51.5092°N 0.127°W

- QUESTION 01 OF 100
WHY COULDN'T YOU LIVE WITHOUT
CIGARETTES?
- QUESTION 02 OF 100
WHAT ARE YOUR FAVORITE
CANDYBARS AND...
- QUESTION 03 OF 100
WHO ARE YOUR INSPIRATIONS?
BRUCE LEE AND AKA MOK.
- QUESTION 04 OF 100
WHAT THING/THING ARE IN YOUR MIND
RIGHT NOW?
- QUESTION 05 OF 100
WHAT DO YOU WANT TO SUBSIDIZE
HEALTH?
- QUESTION 06 OF 100
WHAT IS YOUR FAVORITE CITY IN
THE WORLD?
- QUESTION 07 OF 100
WHICH BOTTLE/ BOTTLES YOU LIKE TO
LIVE BY?
- QUESTION 08 OF 100
WHAT TIME DO YOU WAKE UP?
ALWAYS EARLY.
- QUESTION 09 OF 100
WHAT ARE YOUR FAVORITE
CLASSIC OR MODERN OR BOTH?
CLASSIC.

Original research
conducted by:



STONE ISLAND
PROJECT CONTINUES AT STONEISLAND.COM



A RESEARCH PROJECT
IN 100 QUESTIONS

PARTICIPANT:
TRACY,
MUSICIAN

WEAVERS:
TERRY METALLIC RUN-PROOF
TEAM

LOCATION:
LONDON,
51.5092°N 0.127°W

- QUESTION 01 OF 100
WHAT IS YOUR FAVORITE SEASON?
SUMMER.
- QUESTION 02 OF 100
WHAT IS YOUR FAVORITE
TEMPERATURE?
- QUESTION 03 OF 100
WHAT IS YOUR FAVORITE MODE OF
TRANSPORT?
- QUESTION 04 OF 100
WHAT IS YOUR FAVORITE COLOR?
RED.
- QUESTION 05 OF 100
DO YOU PREFER THE DESERT, FOREST,
MOUNTAINS OR BEACH?
THE DESERT.
- QUESTION 06 OF 100
ARE YOU ORGANISED OR SPONTANEOUS
OR BOTH?
- QUESTION 07 OF 100
WHAT TIME DO YOU WAKE UP?
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CLASSIC.

Original research
conducted by:



STONE ISLAND
PROJECT CONTINUES AT STONEISLAND.COM



A RESEARCH PROJECT
IN 100 QUESTIONS

PARTICIPANT:
WHA,
MUSICIAN

WEAVERS:
TERRY METALLIC RUN-PROOF
TEAM

LOCATION:
LONDON,
51.5092°N 0.127°W

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Original research
conducted by:



STONE ISLAND
PROJECT CONTINUES AT STONEISLAND.COM



A RESEARCH PROJECT
IN 100 QUESTIONS

PARTICIPANT:
TYRON BASTIAAN,
SOUL MUSICIAN

WEAVERS:
TERRY METALLIC RUN-PROOF
TEAM

LOCATION:
LONDON,
51.5092°N 0.127°W

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CLASSIC OR MODERN OR BOTH?
CLASSIC.

Original research
conducted by:



STONE ISLAND
PROJECT CONTINUES AT STONEISLAND.COM

CORE PRODUCT.



STONE ISLAND | STELLINA



URBAN-TECH INSPIRED / UNDERSTATED STYLE.



STONE ISLAND | MARINA



A RESEARCH PROJECT

PARTICIPANT:
Soldier,
Artist

LOCATION:
London,
51.5072°N 0.1276°W

COLLECTION:
Marina

STONE ISLAND Marina

314X3 Stone Island Marina
Plated Cotton Canvas >

STONE ISLAND

A RESEARCH PROJECT
A 100 QUESTIONS

QUESTION 01 OF 100
WHAT IS YOUR FAVORITE COLOR?

ANSWER:
PINK

QUESTION 02 OF 100
WHAT IS YOUR FAVORITE MUSIC?

ANSWER:
JAZZ

QUESTION 03 OF 100
WHAT IS YOUR FAVORITE FOOD?

ANSWER:
PIZZA

QUESTION 04 OF 100
WHAT IS YOUR FAVORITE CITY?

ANSWER:
LONDON

QUESTION 05 OF 100
WHAT IS YOUR FAVORITE MOVIE?

ANSWER:
THE GODFATHER

QUESTION 06 OF 100
WHAT IS YOUR FAVORITE BOOK?

ANSWER:
THE GREAT GATSBY

QUESTION 07 OF 100
WHAT IS YOUR FAVORITE TV SHOW?

ANSWER:
THE WALKER

QUESTION 08 OF 100
WHAT IS YOUR FAVORITE SPORT?

ANSWER:
FOOTBALL

QUESTION 09 OF 100
WHAT IS YOUR FAVORITE DRINK?

ANSWER:
COFFEE

QUESTION 10 OF 100
WHAT IS YOUR FAVORITE WEAPON?

ANSWER:
A GUN

QUESTION 11 OF 100
WHAT IS YOUR FAVORITE WEATHER?

ANSWER:
SUNNY

QUESTION 12 OF 100
WHAT IS YOUR FAVORITE ANIMAL?

ANSWER:
A DOG

STONE ISLAND
THE BIBLE NEW TESTAMENT AT STONE ISLAND

HERITAGE INSPIRED / FASHION ORIENTED.

A Defined and Elevated Collection Architecture



Double down on key core categories

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

Building momentum behind categories that drive brand awareness and recognition.

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

Drive a new level of product desirability

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

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

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

Selected category expansion

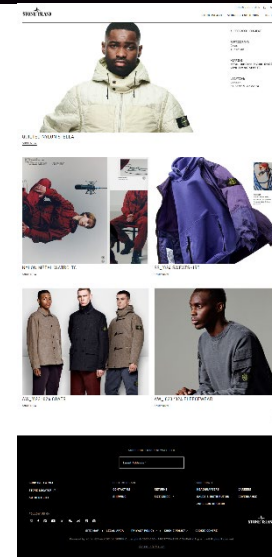
Continued partnership with New Balance on exclusive sneaker drops highlighting respective brand attributes.

Selected expansion of accessories as a traffic builder opportunity.

Optimization of Junior collection through rationalization.

HIGHER PRIORITY

Delivering an Omnichannel Customer-Centric Distribution Strategy



Focus on DTC and Customer Experience

Focus on organic growth.

Very selective network expansion under the new store concept.

Retail excellence 2.0 across all regions.

Implement lighthouse city strategy.

Selective and Upgraded Wholesale Distribution

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

Upgraded brand spaces with designated sales associates.

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

Full E-Commerce Internalization

Full internalization of e-commerce operations in August 2024.

New website launch with enhanced brand / product storytelling.

Dedicated regional assortment from local warehouse network.

Omnichannel Mindset

Harmonize product representation.

Clear assortment segmentation and drop calendar coordination.

Consistency across touchpoints and channels.

FULL ALIGNMENT WITH BRAND COMPASS: Balance between Local Relevance and Global Consistency



MONCLER
GROUP