



SUSTAINABILITY REPORT
2015

SUSTAINABILITY REPORT

at December 31, 2015

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LETTER TO STAKEHOLDERS

2015 was a particularly significant year for Moncler.

In addition to its positive business and financial results, the year saw a strong acceleration in the Group's commitment to an ever more sustainable and responsible path to growth.

During the year we established a Sustainability Unit dedicated to supporting the integration of social and environmental factors into our business decision-making. In addition we have expanded the scope of responsibility of the Control and Risks Committee within the Board of Directors to include sustainability issues so that these can be brought formally to the attention of the highest level of the Company's governance.

This commitment is also evidenced in the publication of our first Sustainability Plan and Sustainability Report which are both fundamental tools that help share our performance and future plans in this area with our stakeholders.

All of the Company's departments contributed to the production of both the Plan and the Report. This was an active and participatory process rooted in an awareness that a responsible company is also a company consisting of responsible people. People who know how to assimilate and then implement the organization's guiding principles, not only when it comes to strategic decisions but also in relation to day-to-day actions. I'm proud to be able to say that Moncler would not be what it is today – nor will it fulfill its future potential – without the talent, passion and creative energy of its people.

The most challenging of our 2015 projects related to down traceability. Thanks to the hard work of a group of experts and also representatives of a number of stakeholders, Moncler has created the Down Integrity System and Traceability (DIST) Protocol, which suppliers are required to implement scrupulously so as to ensure animal welfare throughout our down supply chain. In order to verify the correct application of the Protocol's requirements, an expert third party has carried out more than 120 audits. Its work has in turn been audited by a second accredited external body. In 2016 we are committed to purchasing only down that has been awarded the DIST certification.

Over the course of the year we have also continued to monitor our supply chain via third-party social-ethical audits. In spite of the continuing tough economic context, Moncler has created new jobs and offered professional opportunities to young people, the age-group that, particularly in Italy, has been amongst the hardest-hit by the economic downturn. In 2015 over 40% of all those who joined the Group in Italy and worldwide were aged under 30.

The pursuit of the perfect, comprehensive integration of sustainability into the way any company does business is, by its nature, a never-ending challenge and with this in mind we will not settle for the results achieved to date but instead will continue to move forward applying our innate desire for improvement.

While we are aware that we are only at the beginning of this process and that we have a long road ahead of us requiring a great deal of hard work, thought, time and expertise, we are also sure we have established solid foundations on which to build the sustainable future we desire.

We pursue sustainability and responsible behavior not only with the purpose of being competitive today and even more so in the future, but above all because we ourselves judge the value of our results by how we have achieved them and because we believe that success is durable only if it contributes to creating shared value.

The Chairman and Chief Executive Officer
Remo Ruffini







SUSTAINABILITY 2015: FACTS AND FIGURES

1st

SUSTAINABILITY REPORT
AND SUSTAINABILITY PLAN

**CONTROL, RISKS AND
SUSTAINABILITY COMMITTEE**

ESTABLISHED AT BOARD OF DIRECTORS LEVEL

DIST PROTOCOL

CREATED TO ASSURE ANIMAL WELFARE
AND TRACEABILITY THROUGHOUT
THE DOWN SUPPLY CHAIN

120 audits

CONDUCTED THROUGHOUT THE DOWN
SUPPLY CHAIN TO CHECK COMPLIANCE
WITH THE DIST PROTOCOL

26%

OF THE TOTAL VALUE OF SUPPLIER ORDERS
COVERED BY SOCIAL AUDITS

SUSTAINABILITY RISKS

INCORPORATED INTO THE ENTERPRISE RISK
MANAGEMENT SYSTEM

+38.1%

STAFF GROWTH VERSUS 2014

68.1%

OF EMPLOYEES ARE WOMEN

43.1%

OF NEW HIRES ARE UNDER 30

45.2%

OF EMPLOYEES¹ ASSESSED ON PERFORMANCE

52%

OF STORES HAVE LED LIGHTING²

approx. **995** tonnes of CO₂

ESTIMATED SAVINGS THROUGH THE USE
OF VIDEO/TELE CONFERENCING SYSTEMS

¹ Excluding workers. Percentage calculated on 2014 total number of employees, the year in which the 2015 assessment process began.

² Excluding nine shop-in-shops in which lighting is provided by the host department store, where Moncler cannot take action.

SUSTAINABILITY PLAN

Moncler's first Sustainability Plan aims to share with stakeholders the Group's mid/long-term strategic approach to sustainability.

The Plan is the expression of the Group's commitment to an ever more sustainable and responsible growth. It will be updated from year to year to report on the status of projects underway and to set new objectives for the Group's continuous improvement, in the awareness that sustainability has no end, but is an ongoing challenge.

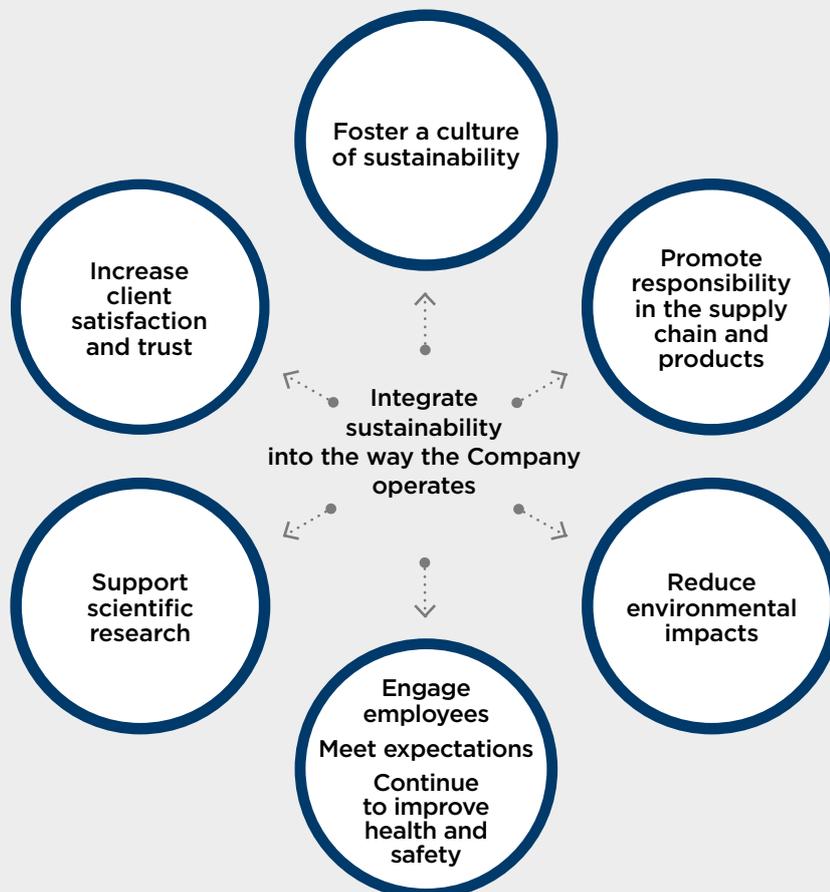
THE PROCESS

The Sustainability Unit works with the heads of the relevant departments to identify areas for improvement and associated projects. Based on this, it formulates a proposal for the Sustainability Plan (planning stage).

The plan is submitted to the Sustainability Steering Committee, which analyses its contents and feasibility.

The final step involves the plan's assessment by the Control, Risks and Sustainability Committee, which checks its consistency with Group strategy and gives its opinion to the Board of Directors, which is responsible for final approval. Responsibility for achieving the objectives of the Sustainability Plan lies with the liaison officers of the departments involved, who have the necessary resources, tools and know-how for implementing the plan (operational stage). To ensure commitments are upheld, the Sustainability Unit asks for regular progress reports on projects and, in turn, updates the Control, Risks and Sustainability Committee (control stage).

The Sustainability Plan focuses on a number of key areas, shown in the graphic below, to help the Company to integrate environmental and social aspects more comprehensively into the way it operates.



The main objectives and initiatives of the Sustainability Plan are listed below.

CORPORATE GOVERNANCE AND SUSTAINABILITY

Foster a culture of sustainability within the Group		
ACTIONS	2015 RESULTS	OBJECTIVES
Implementation of an integrated sustainability management system which incorporates environmental and social considerations into business decisions	<ul style="list-style-type: none"> ✓ The Control and Risks Committee at Board of Directors level became the Control, Risks and Sustainability Committee ✓ Sustainability Steering Committee established ✓ First Sustainability Plan created ✓ First Sustainability Report designed 	<p>2016 Inclusion of sustainability aspects into the self-assessment questionnaire for members of the Board of Directors</p> <p>2016 Presentation of the first Sustainability Report and the Sustainability Plan at the Annual Shareholders' Meeting</p>
Monitoring of Key Performance Indicators (KPIs) for non-financial aspects	<ul style="list-style-type: none"> ✓ Reporting of non-financial aspects began according to the GRI-G4 standard 	<p>2016 Increase in KPIs monitored</p> <p>2017 Analysis of information requests by sustainability rating agencies and monitoring of additional KPIs</p>
Incorporation of environmental and social aspects into employee performance objectives	<ul style="list-style-type: none"> ✓ Environmental and social aspects incorporated into the performance objectives of senior executives 	<p>2016 Incorporation of environmental and social aspects into the performance objectives of employees and management involved in the implementation of the Sustainability Plan</p>
Organisation of classroom or web-based training seminars to raise employee awareness of sustainability issues		<p>2016 Organisation of training sessions in Italian corporate offices</p> <p>2017 Extension of training activities to other Countries where the Group operates</p>
Maintain the corporate governance and risk management systems in line with best practices		
ACTIONS	2015 RESULTS	OBJECTIVES
Code of Ethics update		<p>2016 Code of Ethics update with focus on sustainability issues</p> <p>2017 Formulation and dissemination of Guidelines integrated into the Code of Ethics</p>
Expansion of the scope of Company processes covered by the Enterprise Risk Management (ERM) system	<ul style="list-style-type: none"> ✓ New risk factors linked to sustainability identified 	<p>2016 ERM update and consolidation with periodic assessment of potential risk factors including ones related to social-environmental issues</p>
Update of corporate governance system	<ul style="list-style-type: none"> ✓ Foreign Group subsidiaries' corporate governance redefined to align it to the Parent Company guidelines 	<p>Continuous monitoring of best practices and the guidelines of Corporate Governance Code for Italian Listed Companies and evaluation of potential updates</p>
Implementation of a whistleblowing procedure	<ul style="list-style-type: none"> ✓ Plan drawn up 	<p>2016 Activation of whistleblowing procedure and process</p>

Integrate sustainability issues in the dialogue with stakeholders

ACTIONS	2015 RESULTS	OBJECTIVES
Reporting of sustainability performance and targets to analysts and investors	<ul style="list-style-type: none"> ✓ Frequency of contacts with socially responsible investors (SRI) and analysts increased ✓ Sustainability approach and strategy presented at the Capital Markets Day event 	Continuous integration of sustainability issues into financial communications
Collaboration with fashion/textile companies to share best practices and increase sustainability performance in the sector	<ul style="list-style-type: none"> ✓ Participation in discussion groups related to down, potentially dangerous substances and good environmental practices 	Continuous participation to working groups related to sustainability issues

HUMAN RESOURCES

Engage employees and meet their expectations

ACTIONS	2015 RESULTS	OBIETTIVI
Conduct a people satisfaction survey to learn more about employee needs and expectations		<p>2017 Performance of a people satisfaction survey on a global level, analysis of the results and definition of an action plan</p> <p>2018 Beginning of action plan implementation</p>
Strengthening internal communications	<ul style="list-style-type: none"> ✓ New intranet site designed ✓ Meetings organised with Italian corporate staff to discuss Group performance 	<p>2016 Launch of a new intranet site</p> <p>2016 Recruitment of an individual responsible for employee engagement projects</p>

Offer equal opportunities

ACTIONS	2015 RESULTS	OBJECTIVES
Management of vacancies through a Job Posting system		<p>2016 Implementation of a pilot Job Posting programme</p> <p>2017 Launch of the Job Posting programme worldwide</p>
Supporting and taking part in the Valore D association, which aims to promote the role of women in the workplace		Continuous participation in the initiative
Implementation of a policy to ensure equal opportunities in the recruitment process		2016 Definition and implementation of the policy

Nurture talent		
ACTIONS	2015 RESULTS	OBJECTIVES
Extension of the performance assessment programme	✓ 45.2% ¹ of employees (excluding workers) evaluated on results achieved	2017 Assessment of 100% of employees (excluding workers) on results achieved
Definition and implementation of a training and development programme	✓ Conclusion of 2014-2015 development and training programmes for management and young talents	2016-2018 Design and implementation of a multiyear training programme and establishment of a career path for high potential employees and for management

Promote and support employee welfare		
ACTIONS	2015 RESULTS	OBIETTIVI
Implementation of a welfare plan		2017 Implementation of a welfare programme for Italian corporate office employees
Establishment of partnerships with facilities dedicated to health and wellness (gyms, diagnostics centres, etc.)		2016 Establishment of new agreements
Organisation of training and awareness sessions on the themes of nutrition, illness prevention and healthy lifestyles	✓ 500 employees involved in awareness sessions	2016 Continuation of the initiative through additional training sessions

Continue to improve health and safety		
ACTIONS	2015 RESULTS	OBJECTIVES
Identification of potential health and safety risks in sites and stores and implementation of improvement measures	<p>✓ Potential health and safety risks in Italian offices and stores analysed</p> <p>✓ Plans for improvement designed and implementation started in Italian offices and stores</p>	<p>2016 Finalisation of improvement measures in Italian offices and stores and achievement of OHSAS 18001 certification</p> <p>2016 Analysis of potential health and safety risks and implementation of improvement plans in offices and stores in France, Belgium and Germany</p> <p>2016 Analysis of potential health and safety risks at the Romanian production unit</p> <p>2017 Definition and implementation of improvement measures and achievement of OHSAS 18001 certification at the Romanian production unit</p> <p>2017 Analysis of potential health and safety risks and implementation of improvement plans in offices and stores in the U.K., the Netherlands, Turkey, Spain and Denmark</p> <p>2018 Analysis of potential health and safety risks and implementation of improvement plans in offices and stores in Switzerland, Eastern Europe and Austria</p>

¹ Percentage calculated on 2014 total number of employees, the year in which the 2015 assessment process began.

Prevent work-related stress

ACTIONS	2015 RESULTS	OBJECTIVES
Monitoring of work-related stress levels and definition of prevention plans	<p>✓ Employee work-related stress in Trebaseleghe (Padua - Italy) Italian corporate office evaluated</p>	<p>2016 Implementation of an action plan to prevent employee work-related stress at Trebaseleghe Italian corporate office</p> <p>2017 Assessment of employee work-related stress at Milan corporate offices and implementation of a tailored action plan</p> <p>2018 Gradual extension of employee work-related stress assessment to European offices</p> <p>2019 Implementation of an action plan to prevent work-related stress in all European offices</p>

PRODUCTS AND SUPPLY CHAIN

Promote a responsible supply chain

ACTIONS	2015 RESULTS	OBJECTIVES
Definition and dissemination of social, ethical and environmental standards for suppliers		<p>2016 Creation and distribution of a Supplier Code of Conduct</p> <p>2016 Creation and dissemination of a manual that contains the social, ethical and environmental standards required for suppliers</p> <p>2017 Supplier training on the manual</p> <p>2017 Progressive inclusion of contractual clauses on compliance with the Supplier Code of Conduct</p>

ACTIONS	2015 RESULTS	OBJECTIVES
Analysis of risk within the supply chain	<ul style="list-style-type: none"> ✓ Self-assessment questionnaire designed to assess potential and existing suppliers also on sustainability aspects ✓ Risks map for the supply chain created 	<p>2016 Distribution of self-assessment questionnaires to key suppliers</p> <p>2017 Integration into the vendor rating system of the sustainability results collected via the self-assessment questionnaire and audit results</p> <p>2016 Definition of a three-year social, ethical and environmental audit plan designed to cover 80% of the value of supplier orders</p>
Performance of audits to verify compliance with social, ethical and environmental standards	<ul style="list-style-type: none"> ✓ 45 ethical-social audits performed, covering 26% of total value of supplier orders ✓ Suppliers formally informed of any non-compliance issues identified during audits and corrective actions requested 	<p>2016 Performance of an additional 20 social audits and 10 environmental audits</p> <p>2017-2018 Performance of additional social-ethical-environmental audits, in line with the three-year coverage plan</p> <p>Continue to define joint supplier-company plans to solve non-compliance issues identified during audits and monitoring of results</p>
Certification of the down supply chain	<ul style="list-style-type: none"> ✓ DIST (Down Integrity System and Traceability) Protocol created to ensure animal welfare and down traceability and quality ✓ Protocol implementation started: 120 third-party audits performed ✓ Auditors trained by the Department of Veterinary Medicine of the University of Milan 	<p>2016 DIST Certification of 100% of purchased down</p> <p>2016 Creation of training material for farmers in four languages</p>
Ongoing review and monitoring of banned or restricted substances (Restricted Substances List, RSL) in products and production processes	<ul style="list-style-type: none"> ✓ RSL updated according to the most restrictive limits in international regulations 	<p>2016-2021 Continued review of the list of substances banned or restricted in Moncler products, in line with the latest and most reliable researches or new regulations on the subject</p> <p>2016-2018 Analysis of waste water deriving from the production systems of some suppliers/third parties</p>

ENVIRONMENTAL IMPACT

Improve energy efficiency and reduce CO ₂ emissions		
ACTIONS	2015 RESULTS	OBJECTIVES
Assessment of the environmental impact of the relevant sites/stores and implementation of improvement measures	✓ Energy audits at the Italian corporate offices in Trebaseleghe (Padua) and Via Solari in Milan carried out	<p>2016 Definition and implementation of an improvement plan to reduce the environmental impact of the audited sites</p> <p>2016 Environmental audit of the Romanian production unit</p> <p>2017 Definition and implementation of improvement measures at the Romanian production unit with the objective to be aligned with the ISO 14001 standard</p>
Purchase of electricity from renewable sources		<p>2016 50% of the electricity used in offices, stores and in the logistics hub in Italy to come from renewable sources</p> <p>2017 100% of the electricity used in offices, stores and in the logistics hub in Italy to come from renewable sources</p>
Use of lighting systems with a low environmental impact	✓ 52% of stores worldwide ¹ (100% in the United States) fitted with LED lighting	<p>2016 100% of stores in Europe to be fitted with LED lighting</p> <p>2017 100% of stores worldwide to be fitted with LED lighting</p>
Introduction of sustainability requirements in store format		<p>2016 Introduction of sustainability requirements in store format</p> <p>2017 Start of implementation of store format integrated with sustainability requirements</p>
Virtualisation of servers	✓ 41 servers on virtual infrastructure implemented. Total of 245 servers on virtual infrastructure implemented on 24 physical servers	<p>2016 Adoption of 10 new virtual servers to reach a total of 255 servers on virtual infrastructure implemented on 24 physical servers</p> <p>2016 Technological update of server rooms at the corporate offices in Trebaseleghe (Padua – Italy), Milan and at the logistics hub in Castel San Giovanni (Piacenza – Italy)</p>

¹ Excluding nine shop-in-shops in which lighting is provided by the host department store, where Moncler cannot take action.

Use of paper from responsible sources

ACTIONS	2015 RESULTS	OBJECTIVES
Use of paper originating from responsible sources	<ul style="list-style-type: none"> ✓ Since September 2015, all paper material bearing the brand logo (used in folders, business cards, “with compliments” cards, client data sheets, notebooks, envelopes, headed letters, catalogues, etc.) used in Europe and the United States is ECF¹ and comes from responsibly managed sources and ISO 14001 or EMAS certified production facilities ✓ 91% of office paper coming from responsible sources 	<p>2016 Extension of ECF¹ paper from responsibly managed sources and ISO 14001 or EMAS certified production facilities to the entire world for all paper material bearing the brand logo (used in folders, business cards, “with compliments” cards, client data sheets, notebooks, envelopes, headed letters, catalogues, etc.)</p> <p>2016 Use throughout the world of office paper from responsible sources</p>

Reduce the environmental impact of the shopping experience

ACTIONS	2015 RESULTS	OBJECTIVES
Design and production of a low environmental impact shopping bag	<ul style="list-style-type: none"> ✓ Low environmental impact shopping bag designed and launched 	2016 Worldwide use of the shopping bag
Design and production of low environmental impact boxes used to send items purchased via e-commerce	<ul style="list-style-type: none"> ✓ Design of a low environmental impact box 	2016 Worldwide use of the new boxes

Raise employee awareness of the environmental impact of daily activities and encouragement of responsible behaviour

ACTIONS	2015 RESULTS	OBJECTIVES
Definition of guidelines that focus on incentivising responsible use of paper, toner, and electric energy and foster recycling of waste		2016 Formulation and dissemination of the guidelines throughout the world
Use of technology to support remote interaction among employees with the goal of decreasing business travels	<ul style="list-style-type: none"> ✓ Tele presence technology room installed at the Trebaseleghe (Padua - Italy) corporate office and in Via Solari, Milan. Total of 11 rooms with video conference/tele presence equipment worldwide 	<p>2016 Installation of two new video conference rooms in the Moncler offices in Korea and Romania</p> <p>2016 Use of a new application enabling video conferencing directly from computers, tablets and smartphones</p>
Adoption of technology to monitor and rationalise the use of printers		2016 Installation of personal codes on printers with a view to encouraging responsible behaviour and rationalising/limiting the number of printed documents and consequently the consumption of toner and paper in the Italian corporate offices

¹ Elemental Chlorine Free.

CLIENTS RELATIONS

Redefine the entire retail organisation with an ever-increasing client focus

ACTIONS	2015 RESULTS	OBJECTIVES
Comprehensive redefinition of client engagement methods and content, through the use of all channels of interaction	✓ Retail Excellence project defined and launched	2016 Redefinition of the selling ceremony, the methods and tools for engaging and listening to the client, the after-sales service policy – application at worldwide level
Update of skills and increase of engagement and the sense of belonging of retail personnel, to align them with client expectations		2017 Redefinition of internal store organisation and retail personnel profile, incentives, training and career path – application at worldwide level
Optimising operational efficiency at mono-brand stores to ensure improved service and time spent on client relationship		2016 Redefinition and standardisation of internal store procedures, stock optimisation and improvement in communication flows between stores and headquarters – application at worldwide level

COMMUNITY DEVELOPMENT AND SUPPORT

Support scientific research through donations, awareness-raising initiatives and fund-raising

ACTIONS	2015 RESULTS	OBJECTIVES
Organisation of initiatives and funding of scholarships or bursaries for researchers to raise awareness and fund-raise for associations dedicated to the fight against AIDS and cancer	<p>✓ Participated in the ART FOR LOVE initiative in support of the amfAR foundation that runs the Countdown to a Cure for AIDS research programme, created to find a cure for AIDS by 2020</p> <p>✓ Two research bursaries for researchers at the Umberto Veronesi Foundation funded</p>	2016-2018 Continuous support for scientific research





MONCLER GROUP

PHILOSOPHY AND VALUES

A HISTORY OF INNOVATION WITHIN TRADITION

MARKET PRESENCE

STRATEGY

FINANCIAL PERFORMANCE



PHILOSOPHY AND VALUES

The philosophy and values of the Moncler brand are intrinsically tied to its unique history. Over the years the brand has been involved in ambitious climbing expeditions and pioneering initiatives. Long associated with the world of sport, the mountains, active life and nature in its truest forms, Moncler has constantly and faithfully founded its philosophy and values on simple, solid principles, summed up in the words of its Chairman and Chief Executive Officer, Remo Ruffini.

“There is no present or future without a past; Moncler products are synonymous with an excellence in quality that does not change with fashion”

“Moncler’s stores convey the unique values of the brand”

“Moncler is a globophonic company: it has a global vision with a domestic strategy”

Moncler has a unique heritage and positioning. With over 60 years of history, the brand injects its DNA into innovative, versatile products that withstand the tides of fashion, making them “timeless”. Products that draw inspiration from values tied to the love of sport and nature, marked by a renowned elegance and excellence of quality.

Moncler has a business model which is integrated and focused on quality control with a value chain that directly manages and coordinates the phases with higher added value. Promoting responsibility in the supply chain is an integrated part of this process.

Moncler’s presence in major multi-brand stores and luxury department stores and the selective locations of its retail stores on the most prestigious shopping streets and holiday resorts, along with a distinctive store concept that embodies the Moncler DNA, without ever standing still, are all clear expressions of the brand’s values.

Moncler has a policy of directly overseeing operations in the regions where the brand is present, with local management and organizations that act in strict coordination with the Parent Company. Moncler operates through the headquarters and five regional organizations (Regions): Europe, Asia Pacific, Japan, Korea and the Americas. Moncler firmly believes in the importance of strengthening and consolidating its presence in each of these areas and has long promoted the hiring of local managers and people able to understand and analyse trends in each single market.



“In order to communicate a unique product, you must have a unique communication strategy”

Moncler’s communication strategy is innovative and never banal. It always conveys the uniqueness of the product and the values of the brand in a distinctive and unequivocally identifying way.

“There can be no long-term growth without responsibility and respect”

We judge the value of our results also by how we have achieved them. There can be no long-term growth without responsibility and respect. Some years ago the Company started to integrate sustainability issues into the business model and business decisions.

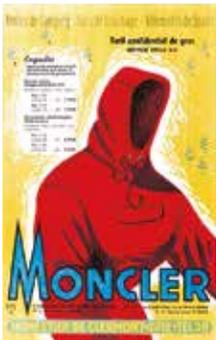
“I want to be amazed by the talent of others”

Moncler has a cohesive, motivated and experienced senior management team, led by Remo Ruffini as Chairman and CEO, with clear powers and responsibilities and a demonstrated ability to deliver strong results.

A HISTORY OF INNOVATION WITHIN TRADITION

1952

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



1954



Moncler makes its **first nylon down jacket**

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

1968

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



1980s



Moncler products start to be used on a daily basis in cities, pioneering a **true fashion phenomenon** among younger consumers, especially in Italy, France and Japan



2003



Remo Ruffini acquires a stake in the Group and the process of repositioning the brand gets underway, focusing on the creation of unique, premium quality and “timeless” products that are versatile and innovative, designed to be worn for any occasion

2006



The Moncler **Gamme Rouge** women’s collection is launched, combining the highest quality features with a detailed study of design, impeccable craftsmanship in the production of products, factors typical of haute couture fashion, and an exclusive distribution network

Moncler Gamme Rouge is today designed by Italian fashion designer Giambattista Valli



2007

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

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



2009



Moncler's **Gamme Bleu** men's collection is launched, featuring premium tailoring and an exclusive distribution network

Moncler Gamme Bleu today is designed by the American fashion designer Thom Browne

2010

Moncler's **Grenoble** collection, designed for men and women, debuts in New York: a collection of technical products embodying Moncler's origins, but with a distinctively innovative design and exclusive distribution network



2013



The first Moncler **eyewear** collection is unveiled. As of 2016, the range will be produced and distributed by the Marcolin Group

In December 2013, Moncler lists on the **Italian Stock Exchange** organised and operated by Borsa Italiana at a price of Euro 10.20 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 produces its first **Sustainability Plan**

A **joint-venture** controlled by Moncler is established in **Korea** with Shinsegae International

On 31 August, Moncler finalises the acquisition of a **production site in Romania**, as it aims to create an industrial and technological R&D hub for down jackets and to vertically integrate a portion of its production

Best Investor Relations Programme for Moncler in the ranking All-Europe Executive Team 2016 – luxury segment





MARKET PRESENCE



173

Mono-brand
Directly Operated Stores (DOS)



AMERICAS
19

Four DOS opened in the United States
and a second DOS opened
in Canada (Vancouver)

Moncler is present in around **70 markets worldwide** through a retail channel consisting of mono-brand Directly Operated Stores (DOS) and an online store, and a wholesale channel consisting of multi-brand stores and mono-brand sales points managed by third parties within department stores (shop-in-shops).

The Group operates in local markets through **five regional organisations**: Europe Region, managed directly from the Italian headquarters; Asia Pacific Region, with offices in Hong Kong and Shanghai; Japan Region, with offices in Tokyo; Americas Region, with offices in New York; and the newly established Korea Region, with offices in Seoul.

In recent years, the business has grown mainly through the development of the **retail channel**, which in 2015 accounted for **70% of consolidated revenues**.

In particular, within the retail channel, the **online store** is growing strongly and now serves 35 markets.

The wholesale channel remains strategic for Moncler but has shown more modest growth as the Group has a long-held policy of closely monitoring order quantities and store

selection, with a progressive reduction in the number of points of sale.

At December 31, 2015, **Moncler** had a total of **207 mono-brand stores**, an increase of 35 compared to the previous year, including 173 DOS and 34 mono-brand wholesale stores (shop-in-shops).

It is important to mention that, on January 1, 2015, a **joint venture** was established in **Korea with Shinsegae International**, an existing business partner, in an effort to consolidate and expand the Moncler brand on the Korean market. The joint venture is 51% owned by Moncler and 49% owned by Shinsegae International, one of the Country's biggest retailers in the fashion and luxury goods segment. With the Korean joint venture, Moncler has achieved its goal of exercising **direct control over all the markets in which it operates**.

With regard to the Group's mono-brand wholesale stores, in 2015 eight new mono-brand stores were opened in major luxury department stores, while the 12 wholesale stores in Korea were converted into DOS.



(No.)	31/12/2015	31/12/2014	Net Openings	(Million euros)	Revenues	% change vs. 2014	Share %
Retail mono-brand	173	134	+39	Italy	137.0	+5%	16%
Italy	19	19	-	EMEA (excl. Italy)	268.5	+15%	30%
EMEA (excl. Italy)	53	51	+2	Asia	333.5	+42%	38%
Asia	82	50	+32	Americas	141.4	+48%	16%
Americas	19	14	+5	Total	880.4	+27%	100%
Wholesale mono-brand	34	38	-4				
Total	207	172	+35				

STRATEGY

Moncler's goal is to pursue the sustainable and responsible development of the brand in the luxury goods segment throughout the world, in harmony and in line with the uniqueness of its heritage.

Five pillars underpin the Moncler strategy:



The Moncler brand has a unique heritage which is its main asset and permeates through its entire strategy. Heritage, quality, uniqueness and consistency define and characterise every Moncler product – a brand that withstands the tides of fashion, because real luxury today is having a high quality product that lasts.

In recent years Moncler has pursued a strategy of growth underpinned by two fundamental principles, clearly outlined and firmly embraced by its Chairman and CEO, Remo Ruffini: to become a global brand and have no filters with the market.

Today, 84% of Moncler's turnover is generated outside Italy.

This has been achieved by keeping a firm control on business and by reaching out directly to our clients, both wholesale and retail.

Thanks to its strong tradition and the credibility it has built over the years, Moncler has consolidated its position as worldwide leader in the premium down jacket segment. The Group is now selectively expanding outside its core business into complementary market segments – segments where it has, or is able to achieve, instant recognition and in-depth know-how. "Creating special products with a specialist's approach" is the motto that drives Moncler and will continue to steer it in the future.



**DIRECT RELATIONSHIPS
WITH OUR CLIENTS
TO CONTINUE TO
SURPRISE THEM**

Dealing directly with clients, engaging them and understanding their expectations, even when latent and unexpressed, are the keystones of the relationship that Moncler seeks to build with its clients, never failing to amaze them.

**SUSTAINABLE GROWTH
THAT CREATES VALUE
FOR ALL
STAKEHOLDERS**

The brand has progressively strengthened its commitment to long-term sustainable growth, with a view to meeting stakeholders' expectations and creating shared value.

FINANCIAL PERFORMANCE

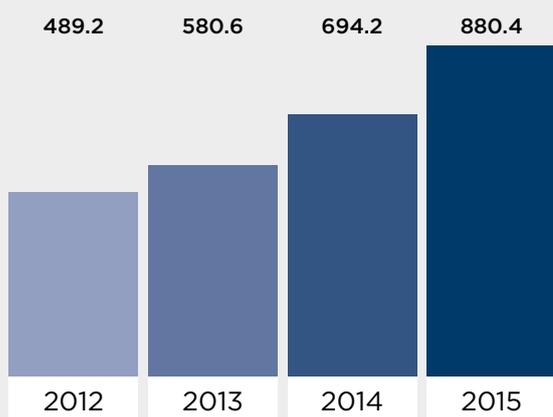
RESULTS

Again in 2015, Moncler achieved **double-digit growth** in its results. **Revenues** reached **880,4 million euros**, up 27% at current exchange rates and 19% at constant exchange rates. This performance was driven mainly by the retail channel (+44% compared to 2014) thanks to organic growth (+6% comparable stores sales growth¹) and the opening of new stores.

Results in all geographical areas where Moncler operates were significant, both in the domestic market and abroad. In particular, international markets saw growth of 32%, contributing 84% of consolidated revenues in 2015.

EBITDA² reached **300 million euros**, with an **EBITDA margin on revenues of 34.1%**, while net income, Group share was up 29% to 167.9 million euro.

REVENUES



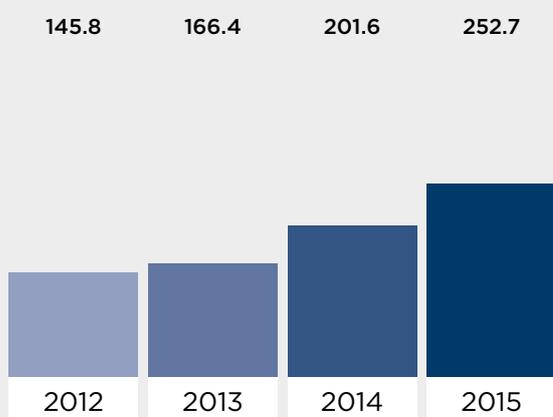
Million euros

EBITDA²



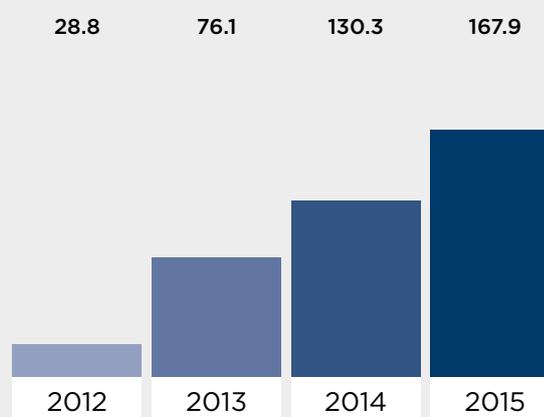
Million euros

EBIT



Million euros

NET INCOME, GROUP SHARE



Million euros

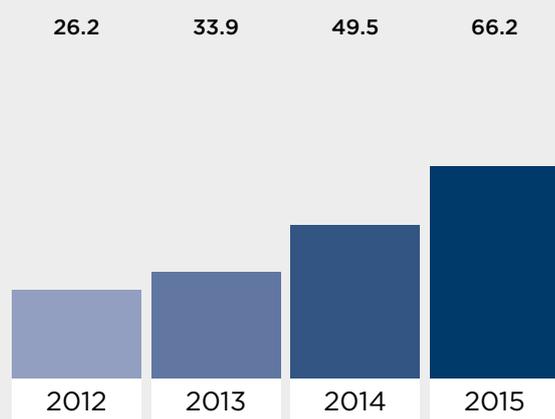
¹ Increase in revenues of retail stores (DOS) open for at least 52 weeks. The figure includes online sales but excludes outlets and stores that have been relocated or extended.

² Operating income before depreciation, amortisation and non-recurring costs.

Capital expenditure in 2015, mainly linked to the development of the retail business, amounted to 66.2 million euros, while net working capital at December 31 was 110.9 million euros, equivalent to 13% of revenues over the last 12 months, down on

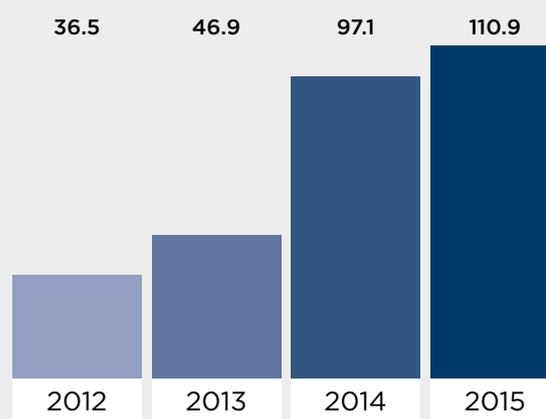
the 14% recorded on December 31, 2014. In addition, in 2015 Moncler generated 118.6 million euros in free cash flow and 61.6 million euros in net cash, bringing net debt at December 31, 2015 to 49.6 million euros.

CAPITAL EXPENDITURE³



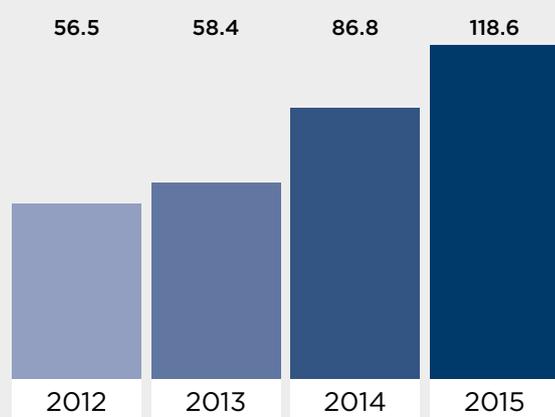
Million euros

NET WORKING CAPITAL



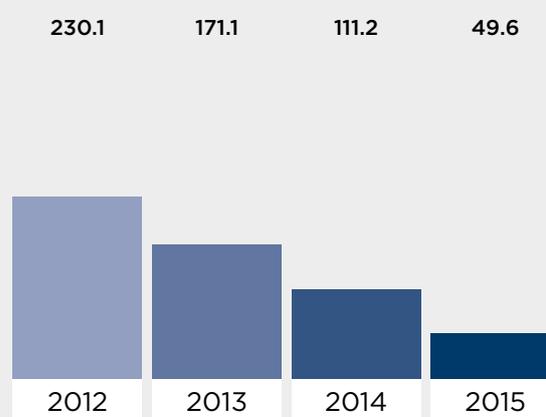
Million euros

FREE CASH FLOW



Million euros

NET DEBT



Million euros

³ Net of assets' disposal.

CREATING VALUE FOR STAKEHOLDERS

Economic value generated and distributed are representative of a company's ability to create wealth and share it among its stakeholders.

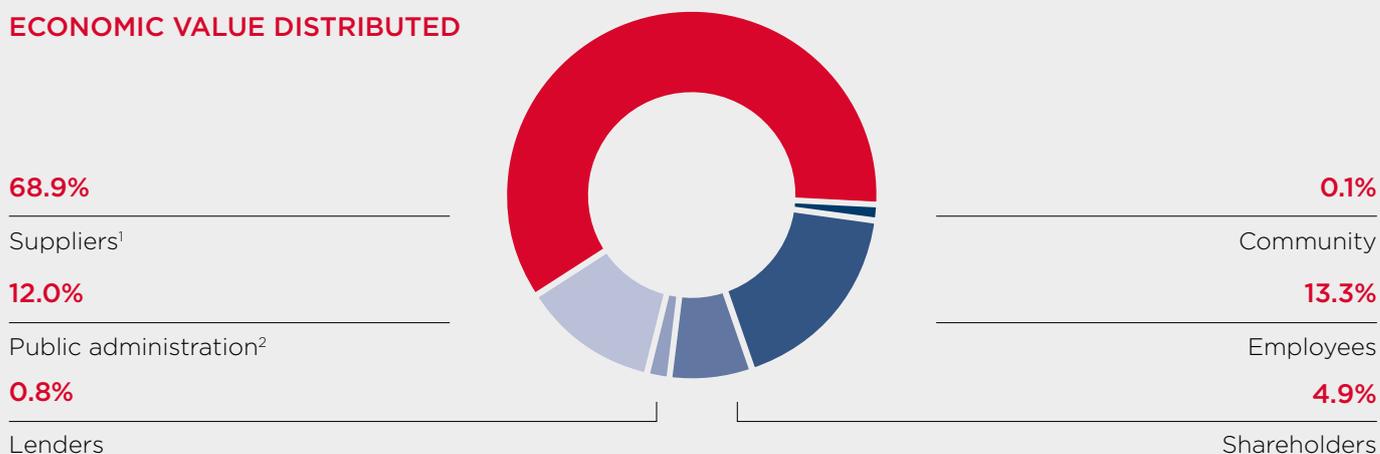
In 2015 Moncler generated an economic value of 886.1 million euros, up 26% over the previous year. Economic value

distributed by the Group moved from 576.3 million euros in 2014 to 712.3 million euros in 2015, an increase of 24%.

As shown in the table below, 80% of value created by the Group was distributed to internal and external stakeholders, with the remaining 20% kept within the Company.

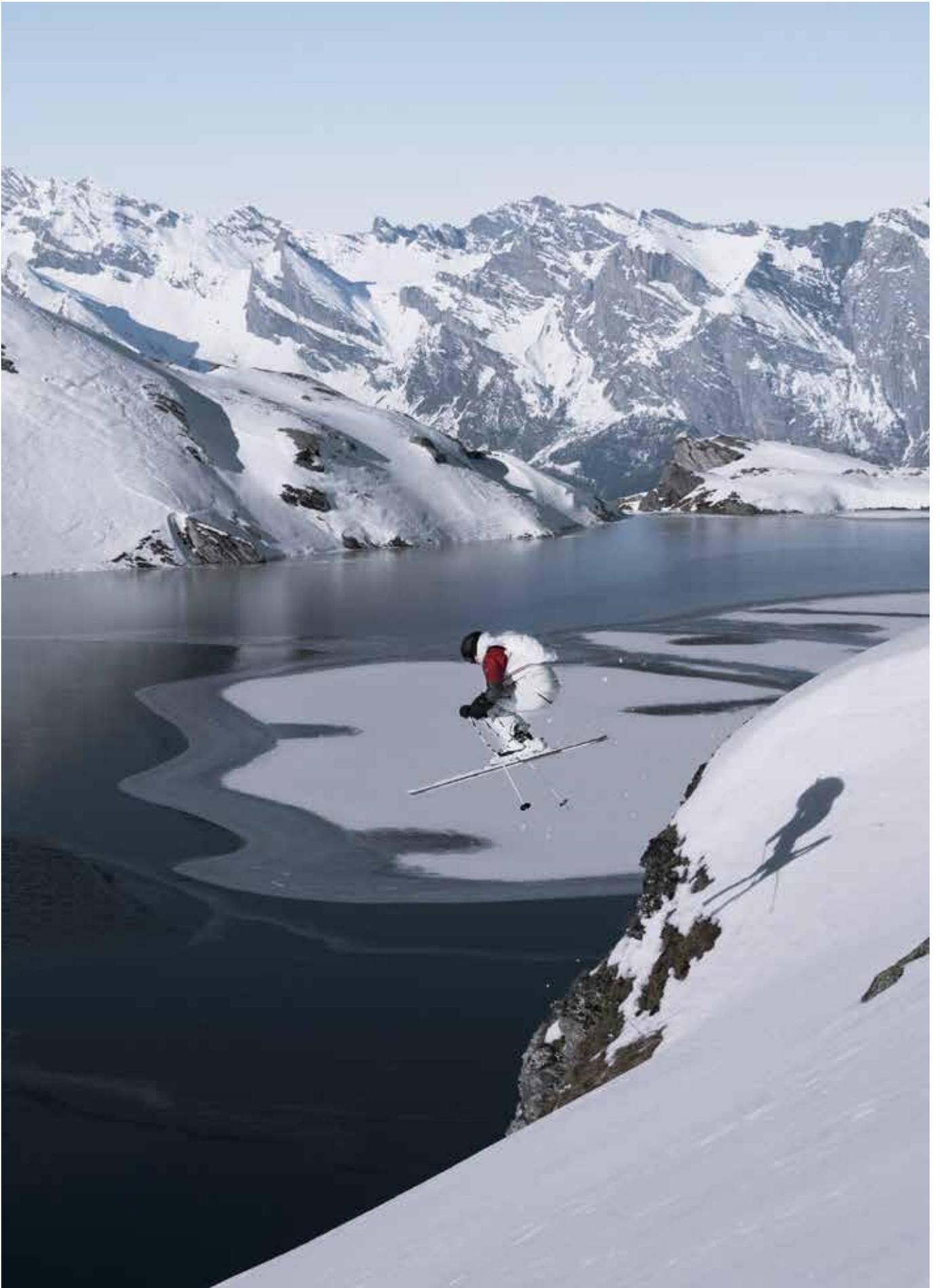
(Euro/000)	2015	2014
Economic value generated by the Group	886,130	703,119
Revenues	880,393	694,189
Other income	5,735	5,744
Financial income	284	318
Impairment of financial assets	-	-
Impairment of receivables	(3,210)	(2,682)
Exchange rate gains (losses)	3,983	5,782
Gains (losses) from assets' disposal	(1,055)	(232)
Impairment of assets	-	-
Economic value distributed by the Group	(712,337)	(576,314)
Economic value distributed to suppliers ¹	(490,777)	(391,231)
Economic value distributed to employees	(94,708)	(75,375)
Economic value distributed to lenders	(5,975)	(12,163)
Economic value distributed to shareholders	(35,017)	(30,014)
Economic value distributed to the public administration ²	(85,205)	(67,121)
Economic value distributed to the community	(655)	(410)
Economic value retained by the Group	173,793	126,805
Amortisation and depreciation	(35,959)	(26,276)
Provisions	(4,941)	(434)
Dividends	35,017	30,014
Reserves	167,910	130,109

ECONOMIC VALUE DISTRIBUTED



¹ The figure refers to suppliers of goods and services.

² Economic value distributed to the public administration also includes deferred taxes.



2

RESPONSIBLE BUSINESS MANAGEMENT

THE CORPORATE GOVERNANCE PATH

CREATING SUSTAINABLE VALUE



SUSTAINABILITY IS A WAY OF DOING BUSINESS. IT IS THE COMPANY'S COMMITMENT TO CREATING STABLE LONG-TERM VALUE. SUSTAINABILITY MEANS CLEAR RULES, SOLID CORPORATE GOVERNANCE AND STRUCTURED PROCESSES. BUT NOT ONLY.

THAT IS NOT ENOUGH. A COMPANY IS SUSTAINABLE WHEN EVERY SINGLE EMPLOYEE UNDERSTANDS ITS VALUE AND ENDEAVOURS IN HIS DAILY WORK TO APPLY ITS KEYSTONES: RESPONSIBILITY, COMMITMENT AND CONSIDERATION FOR STAKEHOLDERS' EXPECTATIONS.

SUSTAINABILITY IS A LONG JOURNEY WITH NO SET DESTINATION. THERE IS ONLY ONE GOAL: CONTINUOUS IMPROVEMENT.



THE CORPORATE GOVERNANCE PATH

2013

December 16, 2013 – **Admission to trading** of Moncler S.p.A. **ordinary shares** on the Italian Stock Exchange of Borsa Italiana



Adoption of an internal procedure for the management and processing of confidential information and for the external disclosure of documents and information

Adoption of a procedure for keeping and updating a Register of Persons with access to inside information

Adoption of a procedure governing internal dealing

Establishment of the **Control and Risks Committee** and the **Nomination and Remuneration Committee** and adoption of regulations governing their functioning

2014

Adoption of a **Code of Ethics**



Adoption of an **Organisation, Management and Control Model** in accordance with Italian Legislative Decree 231/2001 and the establishment of the **Supervisory Body**

Adoption of a procedure governing related-party transactions

Implementation of an **Enterprise Risk Management (ERM)** process

2015

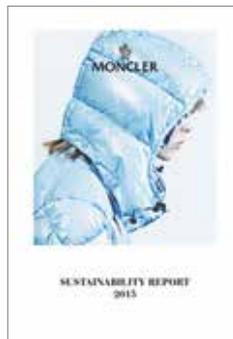


Training programme for the Group's Italian offices employees on governance, management of confidential information and internal dealing

Training programme launched for Italian employees on the contents of the Code of Ethics and the Organisation, Management and Control Model

Publication of the first **Corporate Governance Report**

Creation of the **Sustainability Unit** and the **Sustainability Steering Committee**



Control and Risks Committee tasked with supervising sustainability issues connected to the activities of the Company and its interactions with stakeholders (renamed the **Control, Risks and Sustainability Committee**)

Establishment of a **Group Compliance** function



Bo
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GOVERNANCE MODEL

The corporate governance system adopted by Moncler plays a key role in the transparent and responsible running of business operations, contributing significantly to the creation of sustainable medium/long-term value. The system complies with the principles set forth in the Corporate Governance Code for Italian Listed Companies.

Moncler adopts a traditional administration and control system that ensures continuous dialogue between management and shareholders, as follows:

- the **Board of Directors** manages the Company and determines Group guidelines;
- the **Board of Statutory Auditors** oversees, inter alia, (i) compliance with the law and with the By-laws as well as on the principles of proper management; (ii) to the extent of its competence the adequacy of Company's organisational structure, the internal control system and administrative-accounting system, as well as the reliability of the latter to correctly represent operational realities; (iii) the practical ways in which the Company implements the corporate governance rules set out in the codes of conduct that it has publicly claimed to adopt; (iv) the effectiveness of the internal audit and risk management system, the auditing of accounts and the independence of the independent auditor;
- the **Shareholders' Meeting**, in ordinary or extraordinary session, is responsible for taking resolutions regarding, inter alia, (i) the nomination and revocation of members of the

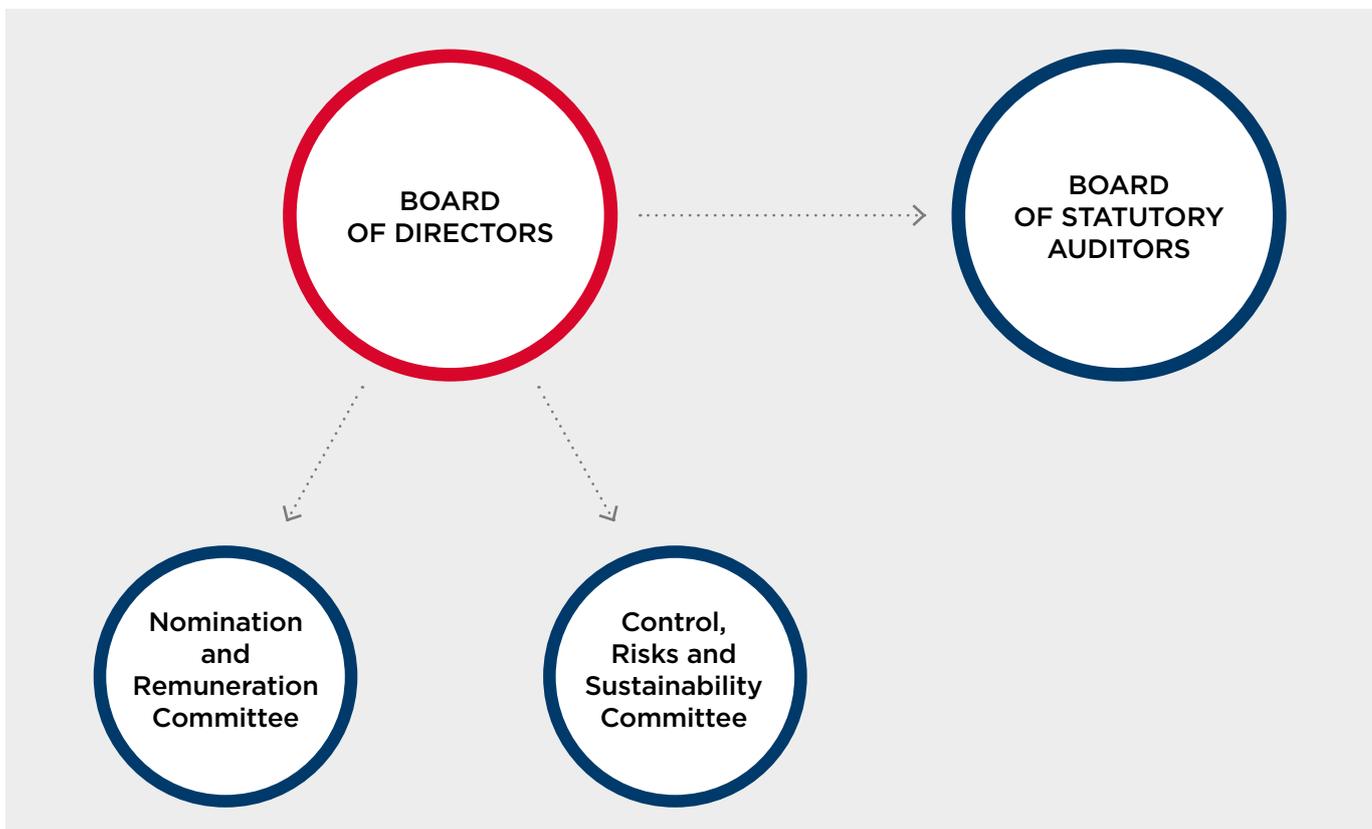
Board of Directors and Board of Statutory Auditors and their remuneration; (ii) approval of the financial statements and allocation of profits; (iii) amendments to the By-laws; (iv) appointing the independent auditor, upon reasoned proposal of the Board of Statutory Auditors; (v) incentive plans;

- the **Independent Auditor** carries out the statutory auditing of the accounts. The independent auditor firm is appointed in accordance with the By-laws by the Shareholders' Meeting. In accordance with the Civil Code, the independent auditor carries out its activities in an independent and autonomous fashion and therefore is not a representative of neither the minority or majority shareholders.

At December 31, 2015, the Moncler Board of Directors consisted of 11 members, including the Chairman.

The Board of Directors is supported in its work by two committees tasked with a consultative and advisory role: the **Control, Risks and Sustainability Committee** and the **Nomination and Remuneration Committee**.

The Chairman and Chief Executive Officer, Remo Ruffini, is assisted in the definition and implementation of strategy by a **Strategic Committee**, which is tasked with ongoing consultative functions and acts as a link between the main strategic areas of the Group, ensuring consistency and the sharing of Moncler's guiding values.



BOARD OF DIRECTORS COMPOSITION

EXECUTIVE AND NON-EXECUTIVE DIRECTORS

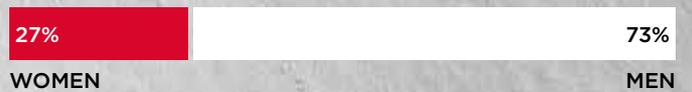
2 executive
(Chief Executive Officer and one Director)

9 non-executive

INDEPENDENT DIRECTORS

4 As per the Corporate Governance Code for Italian Listed Companies

BREAKDOWN BY GENDER



AVERAGE ATTENDANCE AT BOARD MEETINGS



AVERAGE AGE



CODE OF ETHICS

A constant striving for excellence and innovation and the steady pursuit of challenging goals and a unique, distinctive style represent the driving forces behind the success of Moncler.

But more is needed. Enduring success cannot exist without ethics and responsibility.

Moncler calls on all its employees and managers to act with honesty, passion and integrity and to build a relationship with stakeholders based on reciprocal trust, to ensure that growth is steered by the principle of shared value.

Firmly convinced that the success of a company goes hand in hand with ethical business conduct, the Group has adopted its own Code of Ethics, applied without exception across all the Countries in which the Group operates.

The Code of Ethics is a **pillar of the Group's corporate governance system**. It outlines the principles and guidelines that inspire the Company in its day-to-day activities and which guide the conduct of its employees, managers and the various contractors who work with Moncler in fulfilling their duties and responsibilities.

The Code of Ethics identifies, shares and promotes ethical business practices in all economic, social and environmental fields and features sections dedicated to the different stakeholders – employees, customers, suppliers and the environment itself.

The Code of Ethics is also a fundamental and integral part of the **Organisation, Management and Control Model** (“Model”) adopted by Moncler S.p.A. in accordance with Italian Legislative Decree 231/2001. The Organisation, Management and Control Model sets forth the principles, rules of conduct, operating procedures and disciplinary measures designed to prevent corporate crime and ensure the ethical conduct of all those who act on behalf of the Company, upholding the principles of legitimacy, propriety and transparency.

Compliance with the Code of Ethics and the Organisation, Management and Control Model is **monitored by designated supervisory bodies** through audits and specific checks, which may also be triggered on the basis of reports of behaviour that does not comply with the principles of conduct required by Moncler. Audit findings may lead to disciplinary measures which, depending on the severity of the case, can also result in dismissal.

The Supervisory Body is tasked with supervising in Italy the suitability of and compliance with the Organisation,

Management and Control Model and its underlying principles. The body is collegial in form, consisting of three members – two external professionals with expertise in the accounting and legal fields and the head of the Group's Internal Audit division. The Supervisory Body lies at the apex of the company's organisational structure to ensure its independence and free it from potential interference and/or conditioning.

Internal Audit activities in 2015, with regard to the Group's Italian companies, involved the auditing of key corporate processes (payments, purchases, etc.) and of the main “sensitive” areas identified by the Model.

As concerns international subsidiaries, in 2015 the Group's Internal Audit division conducted audits on the management of accounting risks at the operating companies in the United States, China, Hong Kong and France, aimed at identifying and/or preventing any potential cases of fraud.

With regard to the management of store operations, in 2015 the Internal Audit division audited more than 30 stores, selected on the basis of the significance of their turnover, level of risk and geographic diversification. The audits enabled improvements to be introduced to existing operating and control procedures.

In 2015 a total of three breaches of the Code of Ethics were identified, which led to the application of disciplinary measures and the strengthening of internal procedures.

Moncler treats reports of specific cases of non-compliance with the Code of Ethics, whether by employees or external entities, as serious.

Any employee who reports, in good faith, suspicious, alleged or effective breaches of the Code of Ethics is protected by Moncler against any form of retaliation, discrimination or penalisation, without prejudice to statutory obligations in force and the rights of the Company or people falsely or mistakenly accused of misconduct.

Accordingly, in 2016 the Group will launch a **whistleblowing** system, designed to ensure the proper management and swift verification of any breaches reported, the adoption of appropriate measures and the anonymity of the whistleblower.

The Code of Ethics is disseminated to employees using the most appropriate means, in keeping with local practices. It is available in English and Italian and can be downloaded freely from the Group's corporate website (www.monclergroup.com).



In June 2014 an online and classroom-based **training programme** was launched for all employees in Italy to ensure the widespread dissemination of principles, their proper understanding and the development of virtuous behaviours, as identified by the Code of Ethics. Moncler is committed to fostering the spirit of its Code of Ethics in its business partners (suppliers, consultants,

customers, wholesalers, etc.) and encouraging fair and transparent business conduct. In this regard, Group contracts include specific clauses requiring the contracting parties to acknowledge and endorse the principles of the Group's Code of Ethics and comply with all laws in force in the Country of reference.

INTEGRATED ENTERPRISE RISK MANAGEMENT

Moncler has adopted an integrated Enterprise Risk Management (ERM) system based on international best practices. The system involves the governance bodies, each with regard to their respective competences.

In line with guidance and best practice in the field, the main objective of ERM is to ensure the effective **identification, measurement, management and monitoring of risks**.

The ERM system covers all types of risk that can potentially affect the achievement of strategic objectives, impair company assets or undermine the value of the brand. ERM is incorporated into strategic decisions and key decision-making processes.

The risks identified may be of an internal or external nature to the Company. External risks are tied to situations in the sector or market, but may also be connected to the perception stakeholders have of Moncler's way to operate.

Moncler's ERM system categorizes risks into four classes:

- Strategic Risk;
- Business Risk;
- Business Support Risk;
- Compliance and Integrity Risk.

Each class of risk is assigned a risk owner, tasked with overseeing relative risk factors, the proper functioning of controls and the implementation or improvement of mitigation actions.

Strategic risks encompass changes in business or an inadequate response to changes in the competitive playing field. Sustainability risks fall within this class of risk.

Business risks are connected with the sector of reference and company operations.

Business support risks concern the organisational structure, control processes and IT and reporting systems of the Group.

Compliance and integrity risks are connected with breaches of internal procedures or laws and regulations applicable to company operations at the national or international level.

In the case of internal risks, the objective of ERM is to manage the risk through specific prevention and control measures

incorporated into company processes, designed to eliminate the risk or minimise the likelihood of it arising, or, in the event that it does arise, contain its impact.

With external risks, the objective of ERM is to monitor the risk itself and mitigate its impact if it arises.

All these risks and relative mitigation actions are recorded in a Risks Register. The register is updated regularly in concert with 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 or to take into account any increased likelihood or impact of a risk arising.

In 2015 a detailed review was conducted of the **risks connected to operations**, with focus placed on the supply chain, retailing and business support processes belonging to the administration and control, treasury and legal divisions.

The results of ERM activities are discussed in meetings of the Control, Risks and Sustainability Committee and subsequently by the Board Of Directors at least half-yearly.

Moncler's ERM system involves the following governance bodies:

- the Board of Directors defines guidelines and assesses the suitability of the internal control and risk management system;
- the Control, Risks and Sustainability Committee supports the Board of Directors, in an investigative and advisory capacity, in decisions concerning the risk management system;
- the Director in charge of the internal control and risk management system identifies main company risks and implements the guidelines, as identified by the Board of Directors;
- the Head of the Internal Audit division checks the internal control and risk management system is operative and suitable and coordinates the ERM process;
- the Board of Statutory Auditors oversees the effectiveness of the internal control and risk management system.



CREATING SUSTAINABLE VALUE

SUSTAINABILITY GOVERNANCE

At Moncler we believe that long-term success in business is based on the ability to create value for all stakeholders and take into consideration their different expectations: from clients to employees, communities, NGOs, business partners, the environment and future generations.

Including the evaluation of social and environmental impacts into business decisions is playing an increasing role in the Company's strategic approach.

In 2015 Moncler strengthened its commitment to increasingly integrated sustainability management by establishing a governance system that calls for interaction among the different bodies responsible for supervising and managing these areas.

The **Sustainability Unit** was created, reporting directly to the Chairman and Chief Executive Officer, which is responsible for identifying, promptly informing top management and, together with the relevant company departments, managing sustainability risks and identifying areas for improvement and ways to improve. The Unit is also tasked with proposing the sustainability strategy and drafting the Sustainability Plan, preparing the Sustainability Report and fostering a culture of sustainability within the Company.

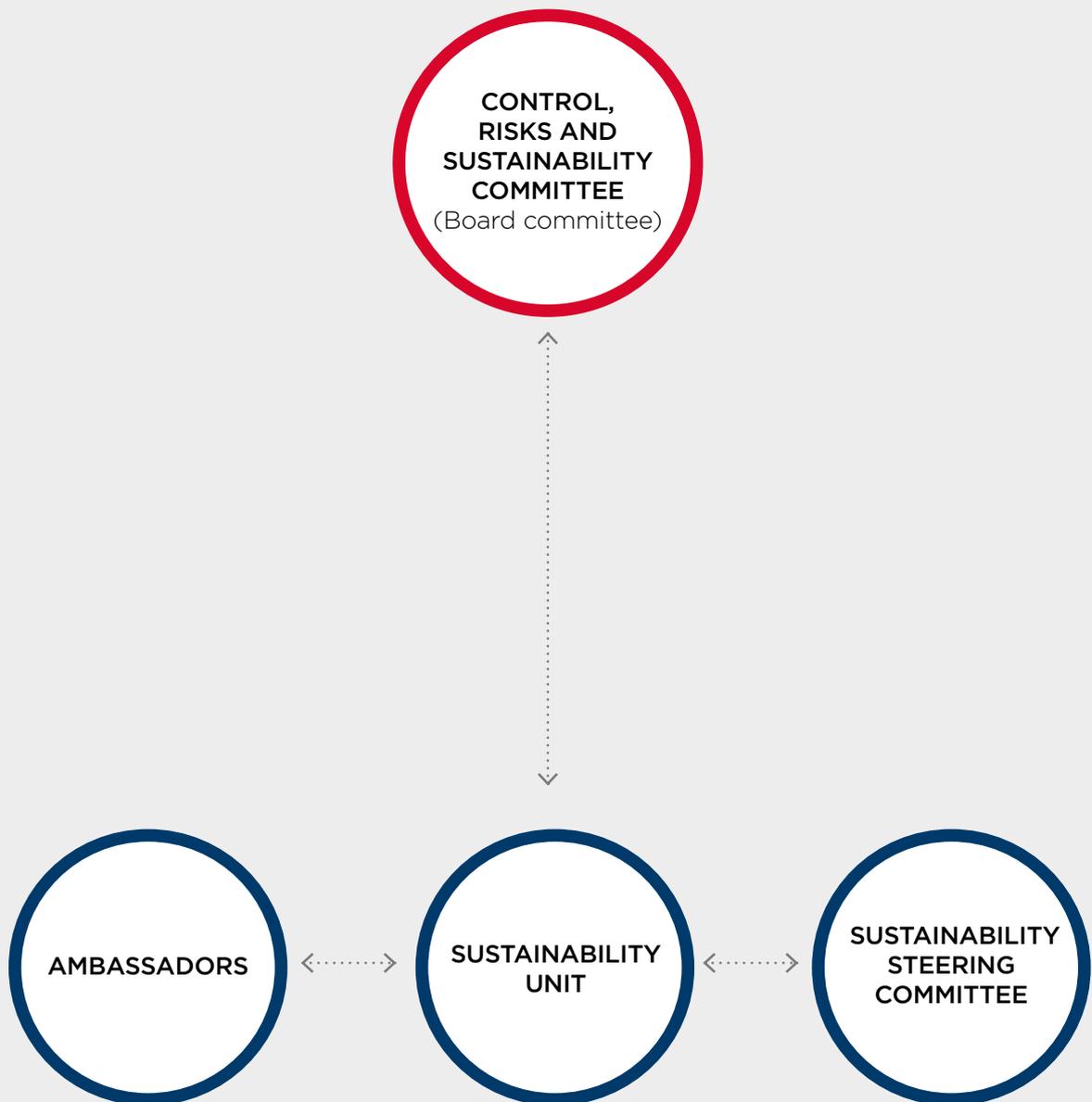
The Sustainability Unit also consults with a **Sustainability Steering Committee**. This Committee, comprising the heads

of the relevant functions of the Moncler Group, performs a consultative role, assesses the proposals of the Sustainability Unit, supervises sustainability guidelines and objectives, and analyses the extent to which targets are achieved.

Within each department, a number of "**ambassadors**" have been identified who are responsible for raising awareness of social and environmental issues within their own areas. They are also responsible for meeting the objectives set out in the Sustainability Plan in their areas of competence and for supporting the Sustainability Unit with drawing up the Sustainability Report.

In a further sign that the Company's top management supports and promotes sustainability, in 2015 the Board of Directors expanded the scope of the Control and Risks Committee to include sustainability issues, changing its name to the **Control, Risks and Sustainability Committee**.

The Control, Risks and Sustainability Committee comprises five non-executive directors, most of whom are independent. The Committee is tasked by the Board of Directors with supervising sustainability issues connected to the business activities of the Company and its interactions with stakeholders, defining strategic sustainability guidelines and the associated action plan (Sustainability Plan), and also with reviewing the Sustainability Report.



MATERIALITY MATRIX

In 2015 Moncler conducted its first materiality analysis with a view to identifying, in line with business strategy, the strategic social and environmental priorities of the Group and outlining the content of the Sustainability Report 2015.

Material issues are matters which have a significant impact on the economic, social and environmental performance of the Company or which may substantively influence the assessments and decisions of stakeholders. Accordingly, the analysis of materiality takes into consideration the point of view not only of the organisation but also of its stakeholders.

The materiality analysis was conducted by the Sustainability Unit with the support of a specialist consultancy, consisting of a structured process that involved Group management.

Materiality was analysed through a four-stage process:

- Identification of all issues of potential material significance for Moncler, involving a review of Company documentation (Code of Ethics, Annual Report, Strategic Plan, etc.), external literature on changes in scenario¹, assessment questionnaires by sustainability rating agencies and an analysis of the sector of reference, media and internet research and multi-stakeholder standards/initiatives²;
- Prioritisation of issues by officers from internal Moncler divisions, tasked with assessing individual issues from the Company's point of view and from the point of view of stakeholders, assigning a ranking of importance from 1 to 5.

For this first materiality analysis, all stakeholders were considered on par, with assessments made on the basis of the perceptions of the internal officers;

- Approval by the Sustainability Steering Committee;
- Presentation to the Board of Directors.

The materiality analysis identified 15 issues³, shown in the matrix on the next page, including: brand reputation; product quality and safety; responsible sourcing; client relations and satisfaction; employee performance assessment and career development; fostering a culture of sustainability; animal welfare and employee engagement.

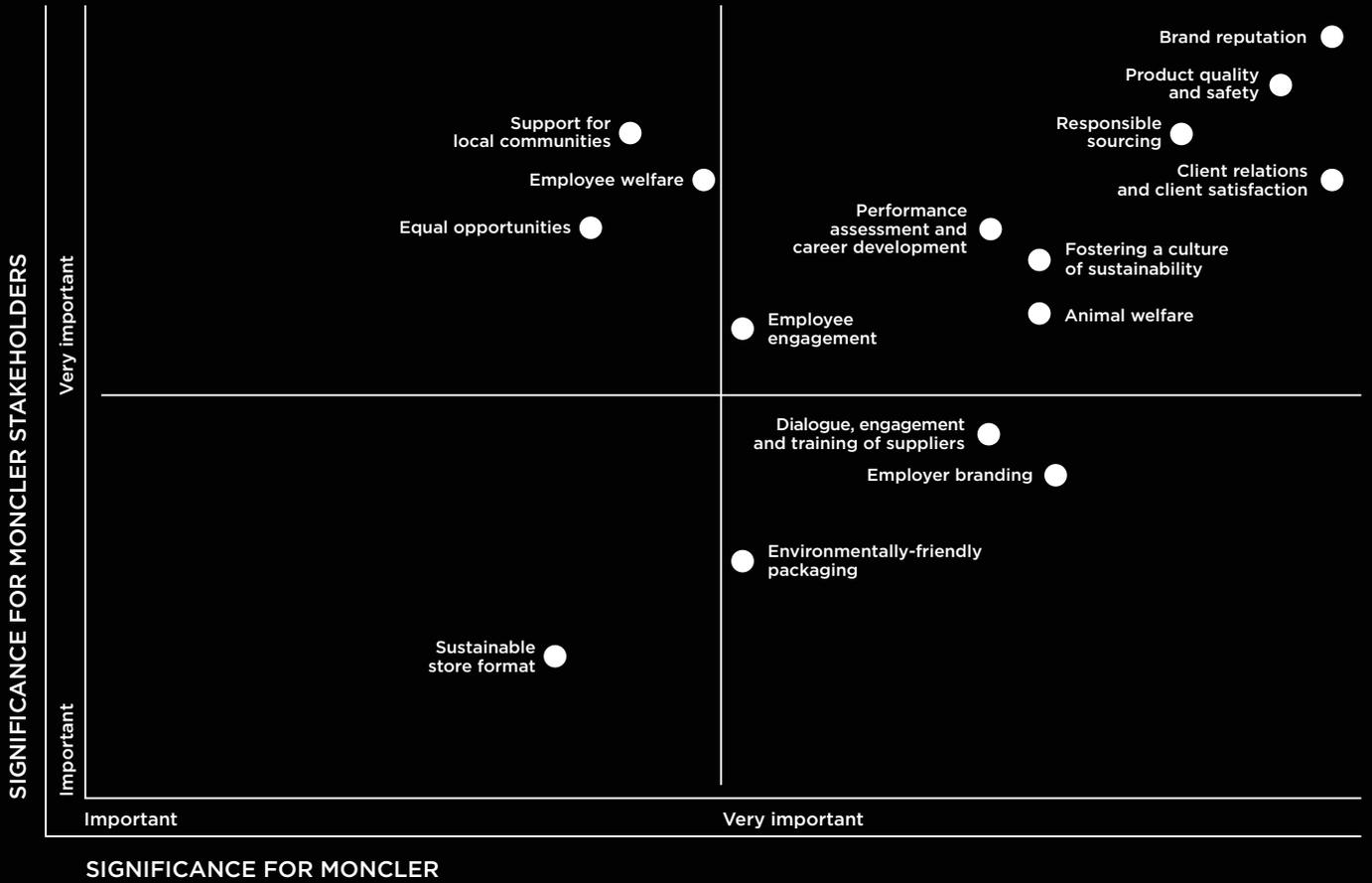
A table correlating the material issues identified with GRI-G4 indicators is provided on page 161 of this report. The analysis of materiality is a dynamic process. While on the one hand the outcomes of the analysis steer internal divisions in identifying the areas in which initiatives are to be focused, on the other, ongoing engagement with stakeholders, the implementation of the Sustainability Plan and developments in the operating context will require the regular review of the matrix and the updated assessment of the risks and opportunities connected with sustainability.

¹ World Economic Forum report, the Sustainability Manifesto for Italian Fashion, reports and studies of the Nordic Initiative Clean and Ethical and the Sustainable Apparel Coalition (Higg Index).

² Global Compact, GRI-G4 Sustainability Reporting Guidelines, OECD Guidelines for Multinational Enterprises.

³ In the analysis, aspects related to governance, regulatory compliance and economic performance are prerequisites and therefore have not been included individually in the process, although they are covered in this Report.





STAKEHOLDER DIALOGUE

Stakeholder	Tools and channels of interaction	Stakeholder expectations
Employees	<ul style="list-style-type: none"> ● Constant dialogue with Human Resources Department ● Annual meetings to discuss career plans and set individual objectives and review performance assessment ● Meetings with all staff to announce results and future company goals ● Meetings to raise awareness on health and welfare issues and disseminate information ● Training sessions ● Induction programmes for new hires 	<ul style="list-style-type: none"> ● Information on Group strategy and results ● Responsible business management ● Clear objectives and rewards system ● Training and career development ● Stimulating and safe work environment ● Equal opportunities ● Involvement in company life ● Welfare initiatives
Trade unions and workers' representatives	<ul style="list-style-type: none"> ● Meetings with trade union representatives 	<ul style="list-style-type: none"> ● Responsible business management ● Engagement and prompt information on issues affecting the company workforce ● Updates on progress in training delivered
Final clients	<ul style="list-style-type: none"> ● Direct, ongoing relationship with sales personnel ● Client care service ● Phone, postal, e-mail and social media communications ● Creation of personalised initiatives and experiences ● Market researches and focus groups ● Client satisfaction surveys 	<ul style="list-style-type: none"> ● Product quality, safety and durability ● Products manufactured with respect for the environment, people and animals ● Stylishness, uniqueness, innovation and a wide product range ● High service level during sales and after-sale ● Competent, professional and caring sales personnel ● Personalised shopping experience and engagement
Wholesale clients	<ul style="list-style-type: none"> ● Events at Moncler showrooms and at stores ● Ongoing engagement via phone and business updates via e-mail 	<ul style="list-style-type: none"> ● Product quality and innovation ● Safety and transparency concerning environmental, social and animal welfare issues throughout the sourcing chain ● Brand reputation
Suppliers, business partners	<ul style="list-style-type: none"> ● Daily dealings ● Conventions ● Definition and distribution of standards 	<ul style="list-style-type: none"> ● Continuity of supply ● Respect for contractual terms and conditions ● Engagement in the setting of supply standards, including social and environmental criteria, and prompt notification of new requirements ● Partnership and support in the management of any production issue

Stakeholder	Tools and channels of interaction	Stakeholder expectations
Local communities	<ul style="list-style-type: none"> ● Meetings with representatives of local associations and organisations or of the local community ● Creation of initiatives or projects managed directly or in partnership 	<ul style="list-style-type: none"> ● Support or funding of initiatives ● Support of awareness-raising campaigns
Investors and analysts (traditional and sustainability-focused)	<ul style="list-style-type: none"> ● Annual Shareholders' Meeting ● Regular conference calls following key announcements ● Price-sensitive announcements and information ● Seminars, industry conferences, road shows and meetings ● Daily engagement (meetings, phone calls, e-mails) ● Corporate website ● Dedicated investor app ● Questionnaires designed to assess sustainability performance 	<ul style="list-style-type: none"> ● More in-depth and consolidated knowledge of the Group and its business model ● Value creation (return on investment, business sustainability) ● Transparent and responsible management ● Timely and open dialogue ● Suitable management of risks, including social and environmental risks
Media	<ul style="list-style-type: none"> ● Press days ● Interviews with top management ● Press conferences ● Media plan ● Constant dialogue ● Fashion shows/events ● Specially-organised meetings and events ● Corporate website 	<ul style="list-style-type: none"> ● Available, timely and accurate information ● Information on upcoming season trends
Local bodies, public administration, regulatory bodies, industry associations and Non-Governmental Organizations	<ul style="list-style-type: none"> ● Specially-organised meetings ● Participation in work groups ● Outline and development of joint projects 	<ul style="list-style-type: none"> ● Participation in projects of public utility ● Inclusion of environmental, social and animal welfare issues in company strategy and sourcing system ● Communication of company objectives in relation to environmental, social and animal welfare issues ● Active participation in discussion groups ● Efficient use of raw materials ● Elements of sustainability in new points of sale

3

PEOPLE

PROFILE

MANAGEMENT AND DEVELOPMENT

OCCUPATIONAL HEALTH AND SAFETY

INDUSTRIAL RELATIONS



PEOPLE, WITH THEIR TALENT, PROFESSIONALISM, CREATIVITY, PASSION AND DEDICATION, HAVE MADE MONCLER WHAT IT IS TODAY AND THEY WILL CONTINUE TO BE A KEY DRIVER OF THE BRAND'S SUCCESS.

FULFILLING STRATEGY AND CREATING LONG-TERM VALUE ARE CLOSELY LINKED TO HUMAN CAPITAL, A STRATEGIC ASSET WHICH MONCLER IS FIRMLY COMMITTED TO RESPECTING, PROTECTING, MOTIVATING AND NURTURING.



MONCLER INVESTS GREAT ENERGY AND EFFORT IN SEARCHING OUT THE BEST TALENTS, FOSTERING THEIR GROWTH, PROMOTING WELFARE AND OFFERING A WORKPLACE THAT IS SAFE, MERITOCRATIC AND STIMULATING, WHERE DIVERSITY IS FOSTERED AND EVERY SINGLE PERSON CAN GIVE FULL EXPRESSION TO THEIR ABILITY, POTENTIAL AND TALENT.



PROFILE

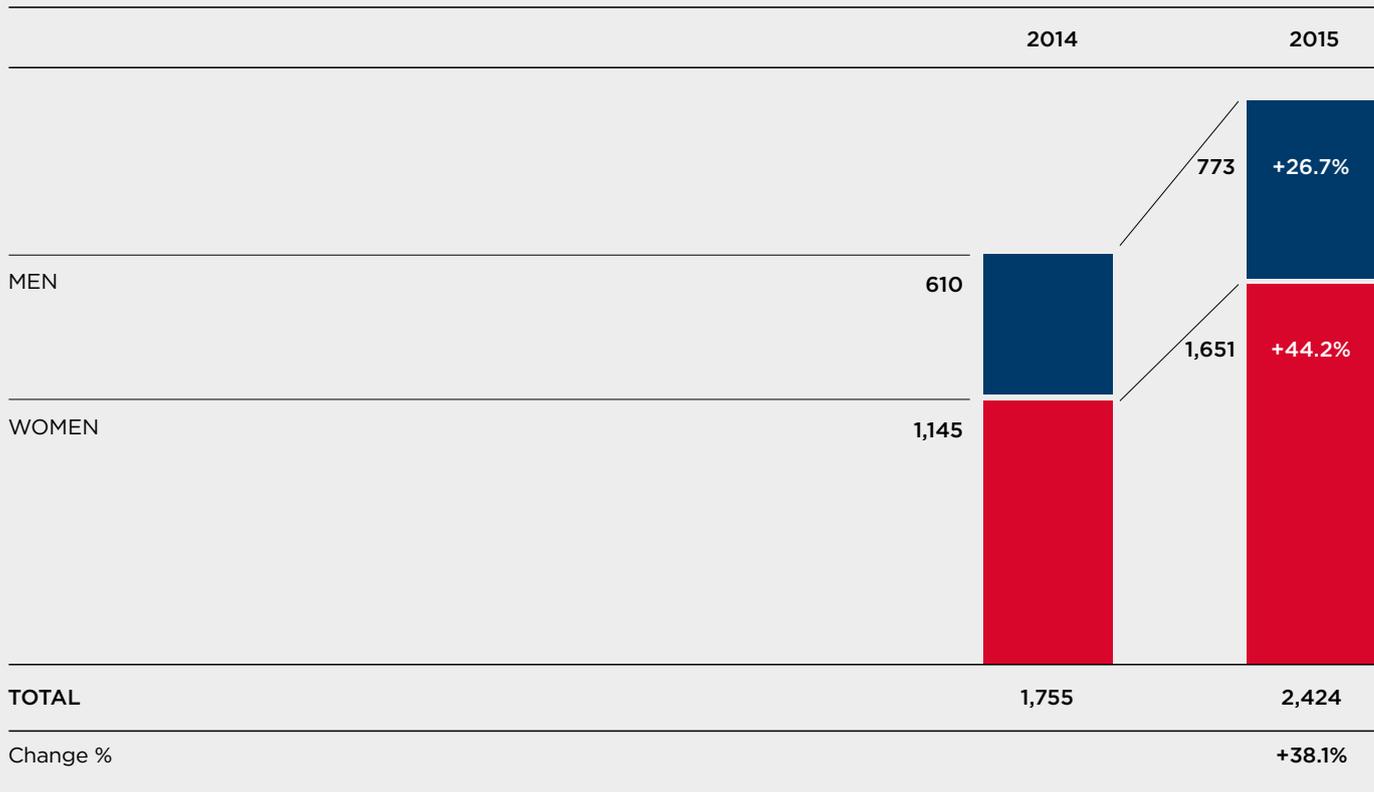
GEOGRAPHIC AREAS AND CATEGORIES

Moncler is a company that recently has undergone rapid expansion, as can be seen in the **strong growth in its workforce** in recent years. The Moncler Group at December 31, 2015 employed a total of 2,424 people (2,249 Full Time Equivalent), an increase of 38.1% on the previous year. Growth versus 2014 (669 people) was driven by the expansion of the direct sales network, the acquisition of a

production site in Romania (287 people), the establishment of a joint venture in Korea (97 people), the strengthening of corporate organisational units and the creation of new organisational divisions.

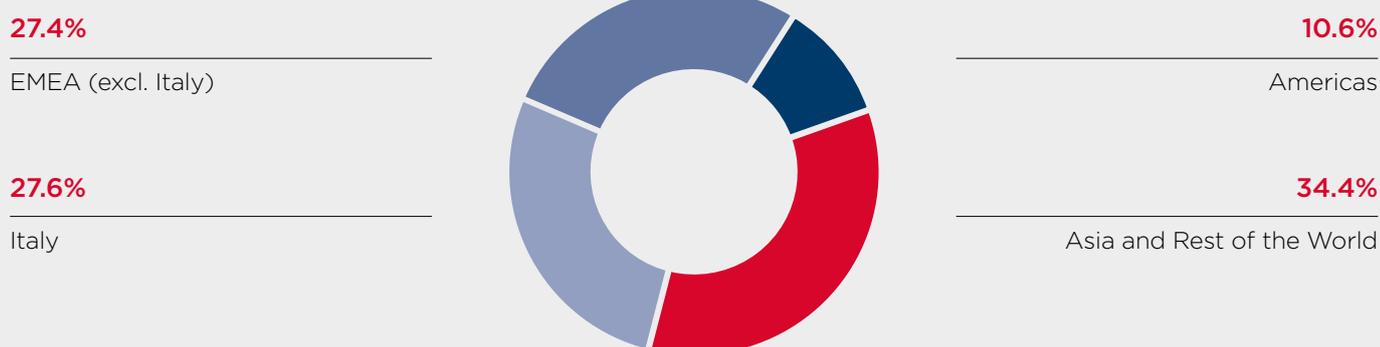
In addition to these people, at the end of 2015 the Group had a total of 117 people under other forms of collaboration (internships, etc.).

EMPLOYEES



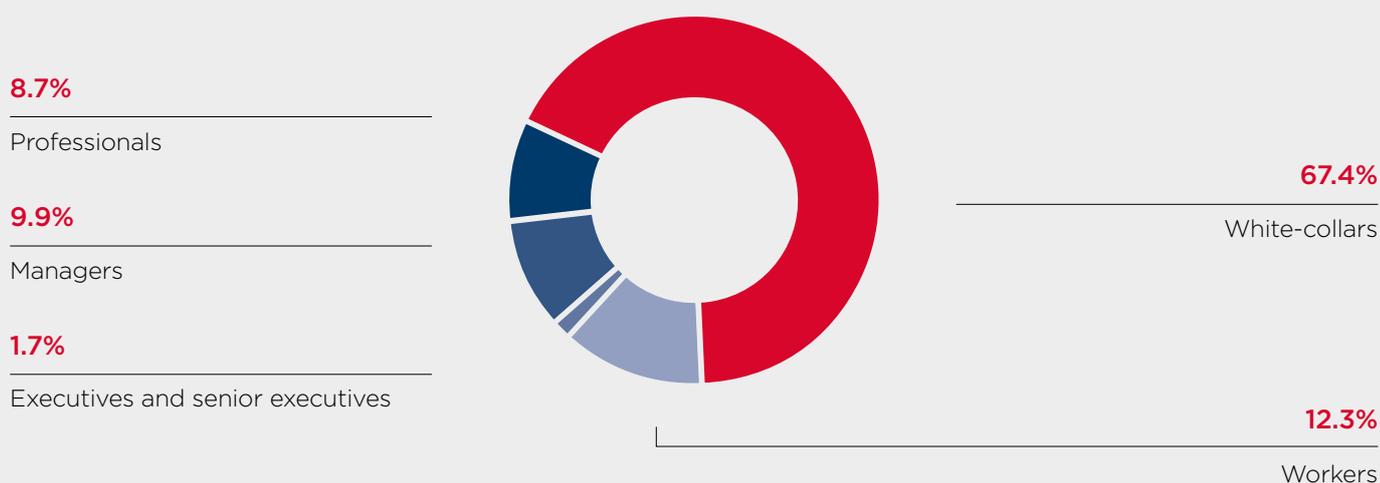
Group employees were mostly concentrated in EMEA (including Italy). At the Country level, the largest number of people were employed in Italy (27.6%) and Japan (13.5%). See also pages 149-150.

EMPLOYEES BY GEOGRAPHIC AREA



White-collar employees accounted for the largest number of employees, reflecting the Moncler business model in which the largest share of its workforce is concentrated in the retail area (59.6% of the total company workforce is employed in retailing). See also page 149.

EMPLOYEES BY CATEGORY¹



¹ Employees are categorised into five employee categories: workers, white-collar, professionals, managers, executives/senior executives. Executives and senior executives include the first and second highest level decision-makers of a company division/business unit; they contribute to the definition of both corporate and division strategy, and thus have an impact on their performance. Managers are people responsible for the implementation of certain operating activities and processes, generally through the direct management of a group of people. The category includes senior managers responsible for implementing corporate or division strategy through the leadership or management of people. Professionals are people with specialist skills who manage activities or parts of processes of significance to the organisation. They may be in charge of coordinating a team of technical people. The category also includes young people of high potential. White-collar are people tasked with operational responsibilities or duties assigned by a senior officer. Workers are people with semi-skilled or unskilled operational duties within the company.

TURNOVER

In 2015, 1,591 people were hired by the Group and 891 left. **The majority of the new hires were people aged under 30 years (43.1%)** and between 31 and 40 years (34.9%).

None of the people who left the Group in 2015 exited through downsizing programmes in connection with company restructuring or rationalization plans.

Negative turnover, that is the percentage of employees on permanent employment contracts who left the Company, was 22% and consisted primarily of retail personnel, a somewhat “natural” phenomenon considering competition in the sector.

New hires and Group leavers by gender and age ¹	TOT	MEN	WOMEN	<30	31-40	41-50	>50
New hires	1,591	432	1,159	685	556	250	100
Group leavers	891	254	637	432	297	110	52

¹ Referring to employees employed on both permanent and temporary employment contracts who left or joined the Group during the year.

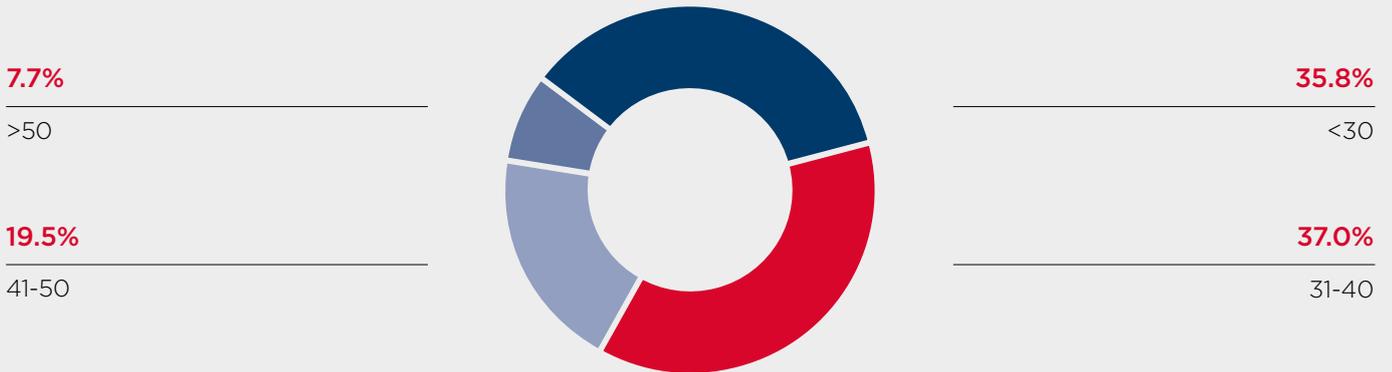


AGE, LENGTH OF SERVICE AND EDUCATION LEVELS

The majority of the Group’s workforce (37%) is aged between 31 and 40 years; **average age is 35.2 years**. With regard to length of service in the Company, the majority of employees has been with the company for “0–5 years” (86.7% of the workforce), a direct reflection of the Group’s recent rapid expansion.

As concerns education levels, the majority of employees had a **medium/high-level qualification**: 39.4% of employees hold a university degree (or equivalent) and 31.1% had completed their high school education. See also pages 149-150.

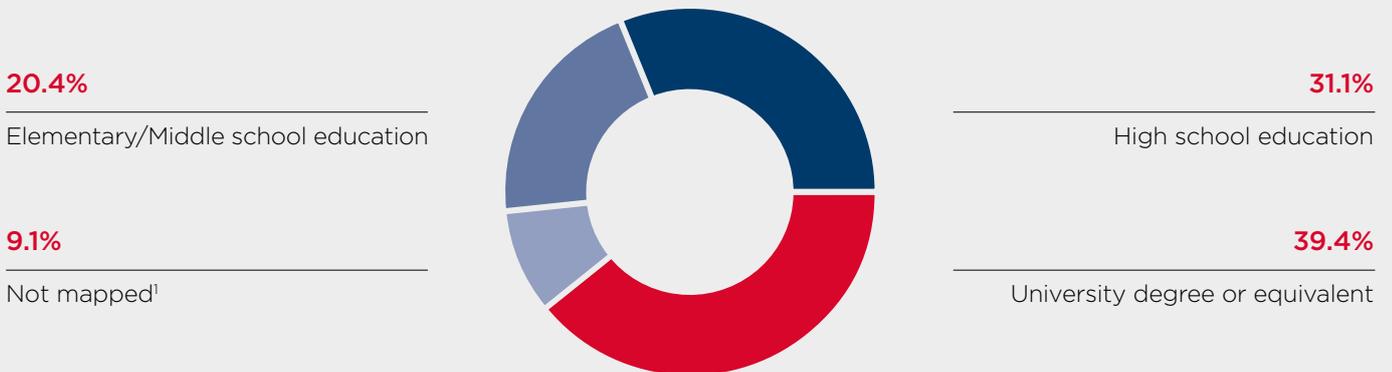
EMPLOYEES BY AGE GROUP



EMPLOYEES BY LENGTH OF SERVICE



EMPLOYEES BY EDUCATION LEVEL



¹ Cases in which information on education level was not available.

EMPLOYMENT CONTRACTS

A total of **71.5% of people were employed on permanent employment contracts**, an increase compared to the previous year, with **92% of them working full-time**.

Temporary employment contracts are mostly connected with the seasonal nature of certain business and sales activities. In 2015, 86 temporary contracts were transformed into permanent employment contracts. See also page 150.



NATIONALITY OF LOCAL MANAGEMENT

Moncler operates directly in around 70 Countries around the world through five local offices, where senior management, in collaboration and synergy with corporate offices, manage the respective areas of competence.

Although no specific policy has been adopted, the Group has always **privileged the hiring of local professionals** with suitable skills and characteristics in order to acquire a stronger understanding of the competitive trends and culture of the local Country. This approach, together with a strong capacity for organisational integration on a global scale, has created significant value for the Group. Over 98% of senior managers in the various Regions come from the local area, with no substantial difference in gender.

Senior management of local nationality (%)

EMEA (including Italy)	100%
Americas	100%
Japan	100%
Korea	100%
China and Hong Kong	89%
Total	98%



MANAGEMENT AND DEVELOPMENT

RECRUITMENT

The Group places great importance on the selection and recruitment of personnel. In recent years in particular, it has invested much in the process.

Moncler seeks to **attract and identify the best talent**, people who stand out for their strong technical-professional and managerial skills but also for their personal qualities, passion, flexibility, identification with the Group's values and, last but not least, a capacity for interpersonal relations that promotes positive, effective communication and an ability to adapt to a context in constant development.

Driven by the Group's growth and geographic expansion, the recruitment process has focused on people with an international profile and broadly different cultural and educational backgrounds, as well as on expertise and experience suited to the future challenges the Group faces.

The interest drawn by the Company and its attractiveness as an employer are borne out by the growing number of job applications it receives.

In 2015 alone, approximately **14,000 resumes** were **submitted** through the corporate website. Moncler has also joined the ranking of Italy's **InDemand Companies**, the Country's most desirable employers as identified on the basis of millions of interactions by LinkedIn members, their effective level of engagement and growth in followers, responses to published job advertisements and the number of people reached through online campaigns.

In order to guarantee even more the effective promotion of equal opportunities and the nurturing of company people even at the recruitment stage, in 2016 a new procedure that takes into consideration aspects of **equal opportunities** will be incorporated into the recruitment process and in 2017 vacant positions will be managed at the international level through a formal **Job Posting** system.



PROJECTS WITH STUDENTS

Moncler has a consolidated relationship with the best vocational schools, universities and business schools on which it places great importance. Initiatives include internships for students and new graduates, the **development of projects, participation in work groups and visits to operating premises**.

Employer branding activities represent a key opportunity to showcase the Company in its recent development, enhance its attractiveness and reach out to a high number of talented people. Every year Moncler offers **internships** to young people with high potential, giving them the opportunity to experience business life and take advantage of a learning opportunity. In 2015, 74 interns were taken on in Italy, 28% of whom went on to be hired on employment contracts.

Various projects were run in 2015 which involved Moncler personnel sharing their experience and expertise and working closely with students from universities and fashion schools in Italy.

The Domus Academy of Milan launched a contest for the development of a strategic merchandising plan for the shoes and small leather goods segment, with the involvement of Moncler. Personnel from the relevant department at Moncler were involved in outlining the project brief and assisting students in the development of projects, and cooperated with the school in the selection of the best works.

Personnel from the Pattern Making department instead worked with students from the Istituto Secoli of Milan on the various stages involved in the development of a women's collection, from the sourcing of materials and accessories through to the final fashion show.

Another initiative involved students from the Masters in Business Administration at the Politecnico of Milan in an analysis project aimed at assessing the impact of new technologies on clienteling.

Finally, representatives of the Moncler Enfant business unit worked with students from the Istituto Marangoni of Milan on the outline and development of a creative project.

TRAINING

Training¹ plays a key role in the process of nurturing people. It is an important tool for consolidating and **developing individual skills** while at the same time **disseminating the Company's values and strategy**, supporting cultural and organisational growth.

Certain training programmes are also designed to enable people to contribute actively to the development and optimisation of business processes through work group sessions.

In 2015 a total of around **440 thousand euros** was invested in training (**+22.4% versus 2014**) and approximately 12,300 training hours were delivered (substantially in line with the previous year) to some 1,330 employees (**+40.4% versus 2014**); 65% of those employees were women. Training was delivered almost exclusively through classroom lessons (over 97%).

This mainly involved professional training (42.4%), health and safety (27.8%) and managerial development (14.9%).

	2015	2014
Training expenditure (euros)	435,905	355,999
Hours of training (No.)	12,333	12,558 ²
Employees involved (No.)	1,339	954

Between 2014 and 2015, 518 people, including all employees involved in company security management, received training on the Code of Ethics (which includes human rights issues) for a total of approximately 660 hours.

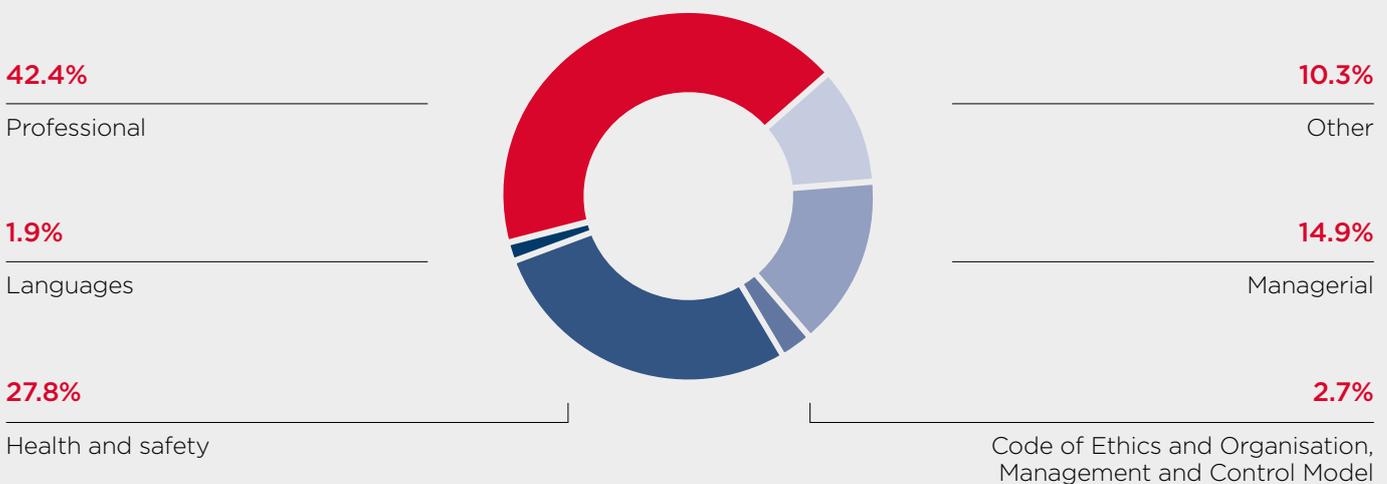
Employees involved in training activities included white-collars (69.1%), managers (14.9%), professionals (12.5%), executives and senior executives (1.9%) and workers (1.6%). At the corporate level, Moncler primarily organised training programmes designed to reinforce the sense of company identity and the embracing of challenge, provide the methods and tools to interpret complex scenarios, stimulate innovation and the creation of value and ensure continuity and managerial expertise in key roles.

In 2014 and 2015 two specific training programmes were rolled out, one dedicated to **management** and one for **young talents** operating in corporate offices.

The first was focused on consolidating managerial skills, disseminating the values of Moncler and a company leadership style and developing methods for the effective management of people and work teams.

The young talents programme was focused on developing leadership skills, the capacity for personal initiative and skills for understanding and implementing strategy. The last unit of the programme involved work by the participants on four projects dealing with organisational issues of strategic importance suggested by senior management; the projects were

TYPE OF TRAINING



¹ Training indicators do not include the Romanian perimeter.

² The figure differs from the Annual Report at December 31, 2014 because it is calculated using a different method.



developed with the support of internal tutors and the assistance of external mentors.

In the **retail** segment, Moncler invested in initiatives aimed at boosting the professionalism of sales personnel, with training programmes ranging from technical product knowledge (raw materials and the production process for footwear, handbags and sunglasses) to understanding the brand and its history, to the development of interpersonal and managerial skills,

with a view to promoting a service model and sales style able to make the shopping experience unique and distinctive.

In 2015 all employees at Italian corporate offices were given training on the issues of courage, the capacity to set ever more ambitious goals and learning to accept new challenges with enthusiasm. The programme was designed to put people and the value of their contribution at the centre of company life.

REMUNERATION

Moncler's remuneration system is designed to attract, motivate and retain people with the professional qualities needed for the future business growth envisaged by the Group.

It is based on the principles of **fairness, equal opportunities and meritocracy**.

As a listed company, Moncler has adopted a Remuneration Policy for Group directors and strategic executives in line with the recommendations set forth in the Corporate Governance Code for Italian Listed Companies. Remuneration policy involves the contribution of Human Resources Department, the Nomination and Remuneration Committee, the Board of

Directors and shareholders through the Annual Shareholders' Meeting (see the Report on Remuneration available in the Governance section www.monclergroup.com).

Remuneration for company employees takes into consideration specific criteria, including market standards and internal fairness, roles and responsibilities assigned and the distinct skills of people, with every effort made to uphold objectiveness so as to prevent any form of discrimination. Annual compensation reviews are based on the meritocratic criterion, taking into account business results and individual performance assessments with a view to rewarding talent.

COMPARISON BETWEEN ENTRY-LEVEL SALARY AND MINIMUM WAGE¹

minimum wage = 100



The figures refer to the Countries in which around 91% of the company workforce is employed.

In every Country in which the Group operates, Moncler offers entry-level salaries equal to or above the statutory minimum provided by law or collective bargaining agreements, with no substantial difference between men and women.

82% of the professionals, managers, executives and senior executives employed have a dual salary structure with fixed and variable parts, balanced on the basis of the Company's strategic objectives.

The **variable component** may be **short-term** in nature (Management By Objectives for store managers and corporate employees, sales commissions for retail personnel and production bonuses for people employed at the Trebaseleghe office – Italy) or **long-term** (stock option plans).

The Management By Objectives (MBO) system takes into consideration mostly quantitative objectives tied to the Group's general performance (primarily EBITDA) and to the function and role. Objectives are generally economic-financial

¹ Entry-level salary means the lowest wage paid to a full-time employee hired at the lowest employment category; minimum wage means the lowest wage allowed by the law.

in nature, alongside qualitative objectives tied to strategic-operating activities.

As an incentive to achieve more remarkable results, mechanisms are in place that reward overperformance, with a higher bonus offered where assigned objectives are over-achieved by a certain threshold.

In 2015 objectives tied to fostering a culture of sustainability were introduced for top management, while in 2016 social or environmental objectives will be assigned for all people involved in the implementation of the Sustainability Plan.

Moncler today has in place **stock option plans** as a long-term incentive.

Stock option plans enable incentives for managerial roles and key people in the Group to be tied to the effective performance of the Company. In this way people can be steered towards strategies for achieving medium/long-term targets and the interests of the beneficiaries of the plans are aligned with those of shareholders and investors, while developing policies to attract and retain talented professionals.

In particular the “Stock Option Plan 2014-2018 Italian Corporate Structures” is designed to reward employees at the Group’s Italian corporate offices for their contribution to the Group’s growth and success in recent years by tying overall remuneration, and in particular the employee incentive scheme, to the Company’s effective performance and to the creation of new value for Moncler.

Three stock option plans have been introduced since the Company’s listing on the stock exchange:

- “Stock Option Plan 2014-2018 Top Management and Key People”, for top management and key officers in the organisation;
- “Stock Option Plan 2014-2018 Italian Corporate Structures”, for employees at Italian corporate offices engaged on a permanent employment contract;
- “2015 Performance Stock Option Plan”, for key officers in the organisation.

Further information is provided in the Report on Remuneration, available in the Governance section at www.monclergroup.com.

BENEFITS

Remuneration packages offered to employees feature a wide range of benefits, from life insurance and pension plans to wellness options.

Moncler offers employees benefits on the basis of their employee category and as such they are independent of the type of employment contract (permanent/temporary, full time/part time). Benefits are provided according to guidelines applied internationally, with possible variations depending on local policy and the Country of reference.

Main benefits offered to employees	Employees entitled to take up the benefit
Supplementary pension plans	63%
Company canteen or lunch vouchers	43%
Supplementary health plans	35%
Life insurance	13%
Participation in stock option plans	13%
Financial support for disability	6%
Fitness/sports centres ¹	6%
Other ²	15%

¹ Includes free admission to the gym, fitness courses and other initiatives.

² Includes benefits such as a company car and accommodation.

PERFORMANCE ASSESSMENT AND SUCCESSION PLANS

Identifying the best talents and retaining them at length in the company is of crucial importance.

With a view to enhancing and developing people's skills and potential, Moncler adopts a performance assessment system that measures the skills people use to achieve the objectives assigned to them. The system takes into account both leadership and technical skills, enabling a full-range assessment of the people, verification of the fulfilment of their role and potential training and development plans to be identified.

Moncler's **leadership model** is underpinned by a series of values that everyone who works with the Company is expected to adopt and promote. They are integrity, passion, identification with company culture, the capacity to establish relationships built on trust, global vision, performance excellence, innovation and the nurturing of talent.

Every **value** underpinning the model is associated with a series of managerial skills, which in turn are identified with observable and measurable behaviours, differentiated according to organisational level. **Technical know-how** is instead associated with the professional population of reference.

The assessment system is aimed at improving business

performance by changing people's behaviour. It has a medium/long-term perspective and as such it is one of the key processes for managing and developing people, identifying succession plans and retaining the best talents in the Company, as it lies at the base of the salary review process.

The system involves an annual assessment of teams by the team leaders. The assessment is then reviewed and finalised by a committee of senior executives, in order to ensure discussion and the calibration of assessments to guarantee they are objective and fair.

The final step of the process involves a meeting between the senior officer and the employee to discuss the assessment, the areas for improvement identified and results achieved.

The retail segment uses an assessment tool adapted to the needs of that particular business, based on the same principles and mechanisms.

At present, the assessment process is applied to all organisational roles around the world, with the exception of white-collars in corporate offices and workers. The process will be extended to white-collars in corporate offices by 2017. In 2015 a total of **781 people were assessed (45.2%¹ of the Group's worldwide workforce**, excluding workers – 39.4% were men, 60.6% were women).



¹ Percentage calculated on 2014 total number of employees, the year in which the 2015 assessment process began.

DIVERSITY AND EQUAL OPPORTUNITIES

Moncler operates in an international and multicultural context. It cherishes **diversity as an asset to be enhanced** and as a **competitive advantage** for the company. Bringing together people with diverse competences, experience and socio-cultural backgrounds enables the Group to rise and meet the challenges of the market, in what has become an increasingly global and borderless playing field.

As stated in the Code of Ethics, respect for diversity and equal opportunity and the prevention of all types of discrimination represent key principles which Moncler is committed to guaranteeing throughout the employment relationship, from recruitment and the setting of remuneration packages to opportunities for career growth, through to the termination of the employment relationship.

The Group does not tolerate any form of discrimination based on ethnic origin, skin colour, gender, sexual preference, religion, nationality, age, political leanings, trade union membership, marital status, physical or mental disability, or any other personal characteristic or condition.

In 2015 no instances were found or reports made of any episode of effective or presumed discrimination.

Moncler believes that diversity, in all its expressions, brings cultural wealth and openness and that diversity in the company is best expressed when each and every person is encouraged to fulfil their potential to the full.

Our awareness of the value of cultural diversity and the opportunities it brings is embodied in the trust that Moncler shows in its local management and personnel (see page 66).

As concerns gender differences, women make up the majority of Moncler's workforce. Around 68.1% of all employees are women, a figure up by 44% compared to 2014, and the percentage is high in all the Group's geographic regions. The proportion of women is high in all employee categories and at managerial level (manager, executive and senior executive) is 54%. The breakdown of the gender division by type of employment contract, length of service, age range and

education level does not produce findings worthy of note (see pages 149-150).

The Moncler Group is committed to equal pay for equal skills, capacities and career experience. It guarantees the principle of equal opportunity in both theory and practice and seeks to avoid the risk of discretion in its application.

For executives, senior executives and professionals, salary levels for men and women are substantially aligned; for managers, white-collars and workers a difference of between 6 and 10% has been found.

The Company is also committed to employing **disabled people**.

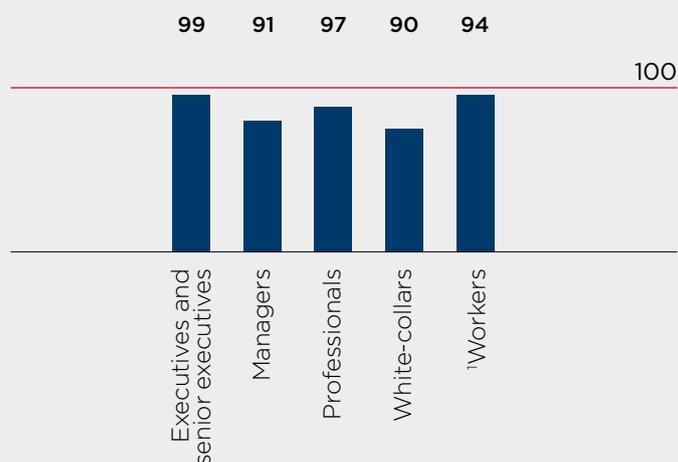
The Moncler Group manages diversity in accordance with the rules and practices contemplated by applicable laws in force and encourages company departments to employ people with disabilities.

All hires are assessed with due respect and consideration for the needs and capacities of the individual, with suitable work stations provided and work hours adapted as required. By doing so, people are protected and put in a position to give their best.

At December 31, 2015 employees with disabilities in Italy and Romania totalled 29. In forthcoming years, the Group is committed to taking on additional people with various levels of disability, also through its collaboration with institutional bodies tasked with helping the disabled find employment.

RATIO OF WOMEN'S AND MEN'S SALARY LEVELS

men's salaries = 100



EMPLOYEES BY GENDER



¹ Since the vast majority of workers are women (83.6%) and are located in Romania, while the majority of male workers are located in Italy, the comparison of men's and women's salaries would be misleading. For this reason, the analysis was conducted only within the Romanian perimeter.

OCCUPATIONAL HEALTH AND SAFETY

MANAGEMENT SYSTEM

Moncler considers the promotion of health and safety as a **key priority** of its way to operate. This is why health and safety issues are managed as an integral part of its business approach and daily operations, with a view to protecting employees, clients, contractors and anyone who enters into its sphere of influence.

Moncler operates in full compliance with the requirements contemplated by specific laws applicable in Countries where it is present, with an approach geared towards continuous improvement.

At the Group's headquarters, a team of specialist Health and Safety Staff, is responsible for ensuring that workplaces worldwide are safe and comply with laws in force. The team sets occupational health and safety guidelines, coordinates

monitoring activities and, where necessary, the improvement of safety conditions, oversees the work of designers and architects and ensures an ongoing dialogue with Italian workers' safety representatives.

Every employee plays a fundamental role in safety.

Spreading a **culture of safety** and **individual responsibility** and **sensitising people about risks** are pivotal to continuing to ensure a safe workplace.

A big emphasis is also placed on the safety of workers and contractors who work within the perimeter of Moncler's operations. In Italy, all business operations involving contractors require a risk assessment report to be signed identifying any interference risks and strict prevention measures are applied for work considered high risk.

FROM PREVENTION TO CONTROL

Moncler invests extensive time and energy in the management of occupational health and safety in an effort to minimise any risk of accidents. Even through the Group's business is not high-risk, it adopts a **preventive** approach.

Before a new workplace is opened, whether it is an office or a store, occupational **health and safety risks are carefully evaluated** through in-depth audits.

Offices and stores already in operation in Italy are subject to various compliance checks and, where necessary, an improvement plan is drawn up. This process will be extended to other Moncler workplaces over the next years.

In 2015, annual **audit plan** activities, involving documentary analyses and workplace inspections, primarily concerned checks on maintenance work performed, the identification and verification of any risks and compliance with statutory requirements. Corrective measures were then identified and implemented for any instances of non-compliance found.

In Italy, Moncler organises regular safety meetings with company representatives, specialist physicians, prevention and protection officers and workers' safety representatives. The meetings, which usually do not give rise to any formal agreement, focus on the discussion of risk assessment analyses and outcomes, injury rates, training and the personal protection equipment used.

In 2015 workplace accidents were kept to a minimum through the careful management of work spaces (offices, stores, outlets and logistics hub), an ongoing information and **awareness-raising** campaign focused on prevention and the monitoring of improvement measures and their effective implementation. Despite the sharp increase in the number of employees, the number of **workplace injuries** has **fallen** compared to the previous year, as has the incidence rate and the frequency rate; the number of travel-to-work injuries instead showed an increase.

No fatal accidents were reported involving employees or contractors.

Occupational diseases are illnesses that are a direct consequence of work, caused by the gradual and progressive harmful effect of activities performed. Occupational diseases are monitored by the Group in order to identify any workplace conditions that may have contributed to their insurgence, check for the presence of any residual workplace risks and implement any corrective actions needed to prevent them from re-occurring. In 2015 **no cases of occupational diseases were reported**. For personnel in Italy who are exposed to specific risk factors, regular health checks continued to be performed, in application of specific health protocols, defined on the basis of the risk, with supplementary specialist visits organised as necessary.

Since 2010 the Group has also focused attention on issues of **work-related stress**, as part of an inclusive approach to employee welfare.

Monitoring activities in 2015 were concentrated in particular on the Trebaseleghe (Padua – Italy) corporate office. Assessments of work-related stress formed the starting point for risk management planning, involving prevention initiatives or the implementation of organisational and operational measures.

All injury indicators, reported in the table below, are constantly monitored and measured. See also page 150.

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Injuries (No.)	14	2	12	9	2	7
workplace	3	1	2	4	1	3
travel-to-work	11	1	10	5	1	4
Lost days due to injury (No. of days)	353	34	319	104	20	84
on site	23	7	16	34	10	24
travel-to-work	330	27	303	70	10	60

Workplace injury indicators	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Incidence rate ¹	1.24	1.29	1.21	2.28	1.64	2.62
Severity rate ²	0.01	0.01	0.01	0.01	0.01	0.01
Frequency rate ³	0.89	0.79	0.95	1.52	1.12	1.72

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

² Severity rate: (number of days lost due to workplace injuries/total hours worked) x 1,000.

³ Frequency rate: (number of workplace injuries/total hours worked) x 1,000,000.



TRAINING AND INFORMATION

Prevention initiatives promoted by the Group involve training people.

In 2015, over **3,400 hours of occupational health and safety training** were delivered.

In Italy, both classroom and web-based training was delivered, focused on the prevention of work-related risks, in particular common dangers related to electrical and chemical risks, strain, noise, the use of video terminals, load handling, etc.

People tasked with specific occupational health and safety responsibilities, such as emergency and first aid officers and workers' safety representatives, were provided with specific training programmes.



HEALTH AND WELFARE

Moncler's commitment to promoting and protecting the health of its employees reaches beyond the workplace and occupational risks.

This is the driver and goal of various training and information initiatives organised by the Company, with the support of the Umberto Veronesi Foundation, concerning **cancer prevention, heart health** and **nutritional education**.

The initiatives took place in Italy and were widely appreciated

by the approximately **500 people** who took part in the sessions, for a total of almost one thousand hours of training. Of particular importance were the Q&A sessions, where employees could express their concerns and ask advice from experienced experts.

Alongside these initiatives, Moncler seeks to establish agreements with local medical centres to ensure access for employees to the best medical centres at affordable prices.

INDUSTRIAL RELATIONS

The Moncler Group acknowledges and respects the right of workers to be represented by trade unions. It maintains an ongoing relationship with union representatives in a spirit of reciprocal recognition, dialogue and cooperation. Dealings and negotiations with trade unions are managed with the highest standards of **transparency** and **integrity** and in strict compliance with laws in force.

In Italy, France, Belgium, Austria and Spain, all employees are covered by collective bargaining agreements.

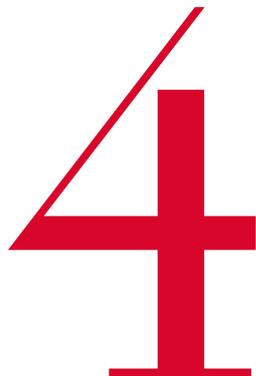
Moncler's industrial relations policy is built on a commitment to constructive dialogue, with a view to engaging workers' representatives and maintaining a positive climate in the Company.

This commitment to finding shared solutions has resulted in the total **absence of conflict**. Thanks to the collaborative climate that Moncler has sought to build over the years, once again in 2015 no strikes or union protests were organised against Moncler by workers employed by Group Companies. Similarly, no evidence was found of any action undermining freedom of association and the right to collective bargaining or placing those rights at risk.

A number of meetings were held in 2015 with trade unions at the Trebaseleghe (Padua - Italy) corporate office, headquarters for all Group operations. Agreements reached included the recognition of production bonuses for 2015 and 2016 for employees at Trebaseleghe, connected with the achievement of certain company results.

Although no corporate restructuring was pursued in 2015, Moncler is aware that certain strategic decisions can have repercussions for employees. Accordingly, in the event of significant organisational changes, such as the reorganisation of processes or other plans of significant impact, the Group is committed to activating the disclosure and consultation procedures contemplated by law.





PRODUCT

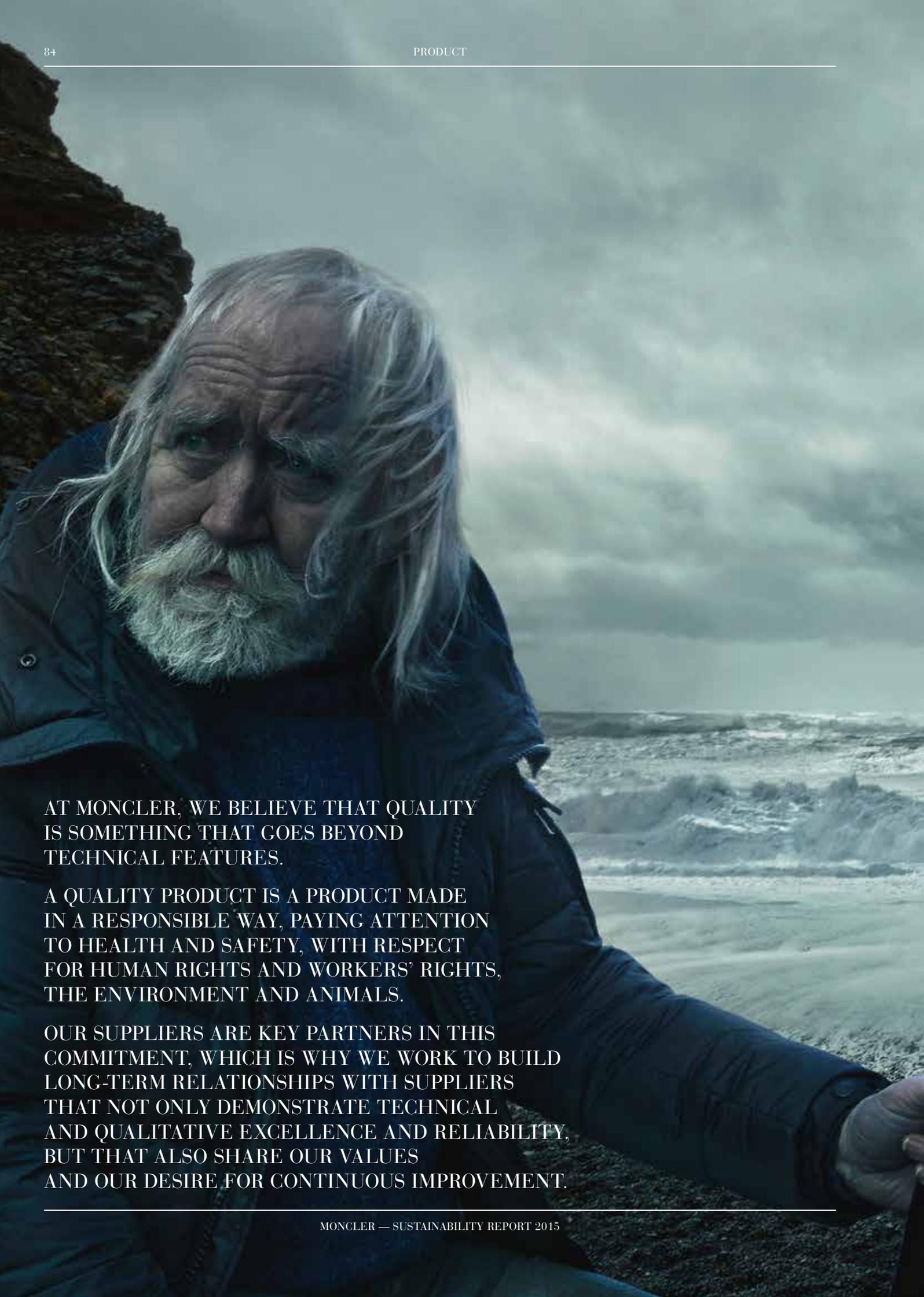
STYLE

QUALITY

THE DOWN

PARTNERS





AT MONCLER, WE BELIEVE THAT QUALITY IS SOMETHING THAT GOES BEYOND TECHNICAL FEATURES.

A QUALITY PRODUCT IS A PRODUCT MADE IN A RESPONSIBLE WAY, PAYING ATTENTION TO HEALTH AND SAFETY, WITH RESPECT FOR HUMAN RIGHTS AND WORKERS' RIGHTS, THE ENVIRONMENT AND ANIMALS.

OUR SUPPLIERS ARE KEY PARTNERS IN THIS COMMITMENT, WHICH IS WHY WE WORK TO BUILD LONG-TERM RELATIONSHIPS WITH SUPPLIERS THAT NOT ONLY DEMONSTRATE TECHNICAL AND QUALITATIVE EXCELLENCE AND RELIABILITY, BUT THAT ALSO SHARE OUR VALUES AND OUR DESIRE FOR CONTINUOUS IMPROVEMENT.



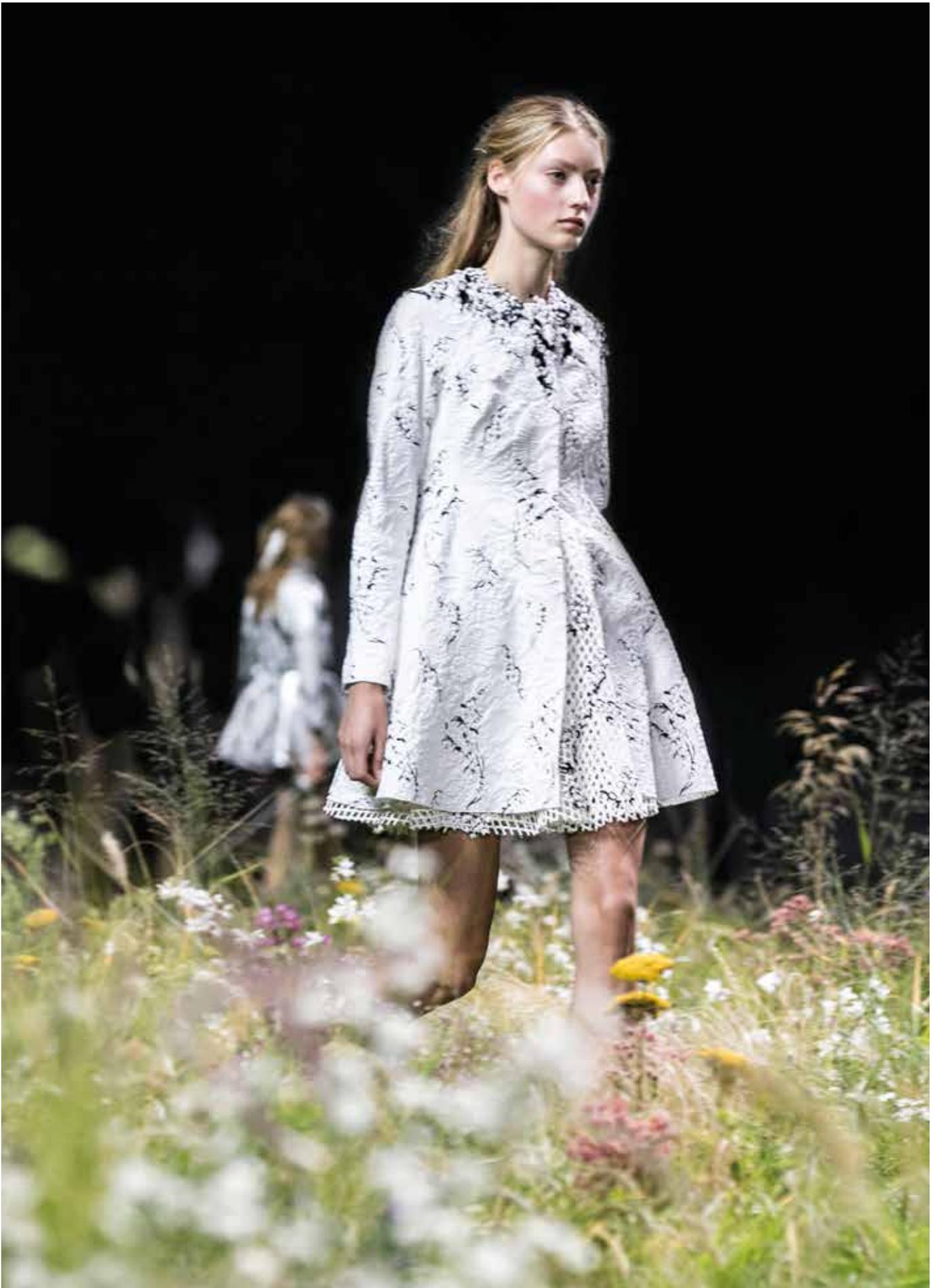
STYLE

Moncler's success is built on a brand strategy based on the development of markedly innovative products that are nevertheless "rooted" in the history of the brand. Heritage, uniqueness, quality and innovation are the terms that best describe the Moncler concept of luxury.

The source of Moncler's originality lies in its Archive, containing the inspiration of the brand's earliest creations, which still today represent an important part of the collections. Over the years, the Moncler collections have been enriched with the energy brought by some fashion designers. In 2006 the Moncler **Gamme Rouge** was launched, encapsulating the essence of *haute couture*, and is today designed by Giambattista Valli. In 2009 the Moncler **Gamme Bleu** was

launched, designed by Thom Browne and representing the perfect blend of fine tailoring and the brand's sporty spirit. Finally in 2010 the **Grenoble** collection was created, inspired by the world of skiing, designed to bring back to life the link between Moncler and its roots.

Moncler's team of fashion designers is subdivided by collection and works under the close supervision of Remo Ruffini, who sets design guidelines and ensures that they are implemented uniformly across all collections and product categories. The Style Department is assisted and supported by the Merchandising team and the Product Development team, which help build the collection and develop creative ideas.



QUALITY

All Moncler products are conceived and made under the direct and careful supervision of the Company. The Group manages internally the creative stage, the development of prototypes, the purchasing of raw materials (including accessory components) and oversees the manufacture of the final product, outsourced to dedicated suppliers.

The **quality of the raw materials** used is fundamental in guaranteeing the excellence of the final product. This is why Moncler is so selective in the suppliers it works with and why it constantly subjects materials to **strict tests** on their chemical composition and the physical and mechanical features indispensable for assuring the technical performance demanded.

Moncler requires all its production partners to work in full compliance with the most **stringent international regulations applicable to hazardous and potentially hazardous chemical substances**, including the European Union's REACH¹ regulation, China's GB² standards and the Japanese Industrial Standards (JIS).

Accordingly, all suppliers are required by contract to comply with the guidelines of a **Restricted Substances List (RSL)**, which identifies the most stringent standards for the use of certain substances and is constantly updated in line with the best international standards and with regulatory developments.

To check that RSL guidelines have been implemented, **laboratory tests** are conducted at specialist independent laboratories by the supplier and/or Moncler itself.

Accessory components used in production are subjected to additional testing to ensure their **technical compatibility**

with fabrics and household care (e.g., reaction with fabrics and with washing detergents). Fabrics are tested for their **physical-mechanical properties**, such as resistance to water, pilling, colour fastness, seam slippage, tearing strength, breathability, etc.

Moncler accepts no compromise when it comes to quality. If materials do not pass the required tests, the purchasing process will be suspended until the supplier can demonstrate it is able to supply a product that fully complies with all requirements.

In relation to manufacturing, before selecting a supplier Moncler's quality assurance experts carefully check that the aspiring partner has equipment technologically suitable to produce products that meet all standards required and that it can guarantee constant and stable quality levels; subsequently, weekly checks are conducted on progress in the supply process and on compliance with the product quality standards required.

Before entering the production process, every model is subject to a number of fittings to check every detail, consistency with design and model specifications and to ensure maximum comfort and wearability.

Finally, before their sale, products are subjected to a **final quality control** procedure, conducted by five specialised centres. Specifically, these centres check that the product matches its technical specifications and the sample product of reference and that the proper labels and tags have been attached. In this final stage, the anti-counterfeiting system is also checked using advanced electronic readers.

¹ Registration, Evaluation, Authorisation and restriction of Chemicals.

² National Standard of the People's Republic of China.



THE DOWN

TECHNICAL FEATURES

Throughout its history, down has been at the heart of each and every Moncler jacket, and has gradually come to be identified with the brand itself.

A combination of lengthy experience and continuous research and development has enabled the Company to gain unique expertise in this area, both in terms of **knowledge of down as a raw material** and of the **jacket manufacturing process**. Moncler requires all its suppliers to comply with the highest quality standards. Over the years, these standards have been – and indeed remain – a key feature that differentiates Moncler products.

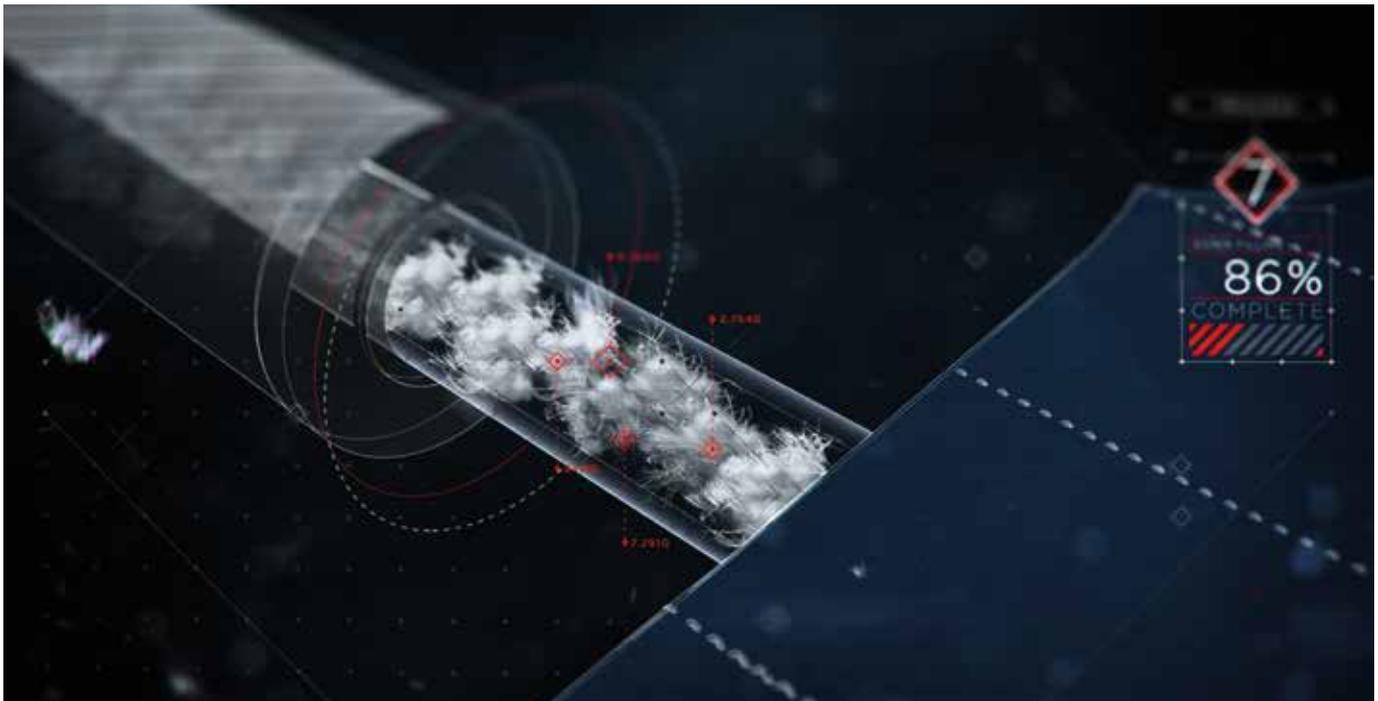
Yet for the Company, “quality” is something more than this: the origin of its down and respect for **animal welfare** are also fundamental for Moncler. When sourcing and purchasing the raw material, these aspects are held to be as important as the quality of the down itself.

The **technical qualities** of Moncler down are the result of a well-structured process that ensures that only the best white goose down is used in the brand’s products. Each batch of down is subjected to a two-step checking procedure to assess

its compliance with **11 key quality parameters** (including health and cleanness), set in accordance with the **strictest international standards** and the **stringent requirements imposed by the Company**. The first of these checks involves a series of sophisticated analyses, carried out by an accredited independent body, while the second sees that the down undergoes further tests at Moncler’s own laboratory where highly-specialised down technicians work. In 2015, a total of around 800 tests were performed.

Down cluster content and fill power are the main indicators of down quality.

Moncler products contain **at least 90% down clusters** and only 10% feathers/small feathers. This high percentage of down cluster is a guarantee of a high fill power, or the ability of the down to occupy volume. The higher the fill power, the better the performance of the down in terms of lightness, thermal capacity and insulating properties. Moncler down boasts a **fill power equal to or greater than 710** (cubic inches per 30 grams of down), resulting in a warm, soft, light and uniquely comfortable product.





ANIMAL WELFARE AND TRACEABILITY

With the aim of ensuring animal welfare, Moncler suppliers have always been contractually obliged to respect a number of key principles at every level of the supply chain:

- down must be taken exclusively from **farmed geese** and as a **by-product of the food chain**;
- **no form of live-plucking or force-feeding** of animals is permitted.

In 2014, Moncler decided to go a step further by establishing a multi-stakeholder forum, which approved the **DIST Protocol** (Down Integrity System and Traceability) in early 2015. All suppliers must comply scrupulously with the Protocol requirements, to ensure the traceability of the raw material, animal welfare and the highest possible quality throughout the supply chain.

The forum is chaired by a Professor of Management at Ca' Foscari University, Venice, who is an expert on sustainability issues. Its members include Moncler officers, experts from the Department of Veterinary Medicine at the University of Milan, the Polish National Institute of Animal Husbandry (Koluda Wielka) and from Compassion in World Farming, an NGO dedicated to the welfare of farm animals, as well as representatives from certification and consulting firms (Bureau Veritas, Control Union, IDFL, KPMG).

This diverse working group was able to develop a Protocol built around the structure of the Moncler supply chain, taking into account the expectations of the Company's various

stakeholders and assuring a scientific approach to the issue of animal welfare and product traceability.

Moncler's down supply chain is reasonably vertically integrated, and includes various kinds of entity: white geese farms, slaughterhouses where the animals are slaughtered for meat production and consequently where the down is then taken, and companies responsible for washing, cleaning, sorting and processing the raw material.

Under the Protocol, animal welfare is assessed using an **innovative approach**. Alongside the **traditional approach** which considers the environment in which the animal lives (availability of food and water, adequate space for movement, etc.), the DIST Protocol – in line with the latest European Commission guidelines – assesses welfare on the basis of careful **observation of the animal itself, through the so-called Animal-Based Measures (ABM)**¹.

The ABM allow for a direct assessment of the condition of the animal, by looking at how the goose responds to the various factors in its environment (outcome approach). There are a total of nine Animal-Based Measures used in the DIST Protocol. These include, among others, measures designed to identify unusual behaviour or aspects such as feather-pecking², twisted or broken wings, feather irregularities, and abnormal beak colour. These phenomena are associated with situations in which the welfare of the geese is

¹ The Animal-Based Measures are indicators that rely on direct observation of the animal, by assessing the actual condition of the animal in relation to its ability to adapt to specific farming environments. The measures look at physiological, pathological, behavioural indicators.

² Feather-pecking is an abnormal behaviour in avian species in which birds peck the feathers of their companions or tear them out with their beaks.

compromised. This may be due to a number of factors, including high stocking density, poor diet, lack of pasture or inappropriate animal management methods. Another important and innovative indicator introduced by the Protocol is the assessment of the human-animal relationship which is measured through responses to a specific test (HAR test, Estep and Hetts, 1992).

To have a significant impact on animal welfare and secure a process of continuous improvement, Moncler believes that it is important not to impose but **to explain, involve and engage with stakeholders**, committing to a long-term joint effort. Accordingly, before final approval by the experts of the Forum, the Protocol was discussed with suppliers that have extensive experience and long backgrounds in the industry. In addition, in 2016, Moncler will provide its partners with dedicated training material to help spread good practices in animal husbandry throughout the supply chain.

Moncler is continuously committed to certifying its supply chain by conducting on-site inspections to ensure compliance with the Protocol. To ensure the utmost **impartiality**:

- audits are commissioned by Moncler and not by the supplier;
- a qualified independent body has been appointed to carry out the certification process. Its auditors are trained by veterinaries and experts in animal husbandry of the Department of Veterinary Medicine at the University of Milan;
- in turn the certification body's work is audited by another accredited external body.

In 2015, a total of **120 independent audits** were conducted, many of which were attended by Moncler officers and experts from the University of Milan's Department of Veterinary Medicine. Even though the suppliers have chosen their best farms, some of them did not pass the audit process and have therefore been excluded from Moncler's supply chain. Others have been required to take corrective steps before obtaining certification. No instances of live-plucking or force-feeding were found at any of the farms visited.

In 2016, the Group is committed to purchasing **only down** which has been awarded **DIST certification**.

Alongside the audits to check compliance with the DIST Protocol, checks were also carried out on respect for human rights and workers' rights. In some cases these checks resulted in the development of improvement programmes, the implementation of which will be verified through follow-up audits.

This first year of audits has enabled Moncler to improve the knowledge of its supply chain and of farming practices in relation to the animals. The energy and resources invested in this process have already brought results, which are all the more remarkable since down is a by-product of the food chain. Indeed, meat production is the main source of profit; down is a secondary product.

Moncler is also very much aware that, regardless of significant achievements, it cannot stop here. The Company is duty-bound to continue to promote increasingly ambitious standards, welcoming the constructive advice and insights offered by stakeholders.



PARTNERS

SUPPLY CHAIN PROFILE

Around 460 suppliers¹ are engaged by Moncler in the manufacture of its products. They are grouped into four categories: raw materials, façon, finished products and services.

Raw material suppliers primarily provide fabrics, down, leathers, accessory components (buttons, zips, ribbons, elastics, etc.) and furs. Fabrics are sourced primarily from Japan and Italy. Suppliers of accessory components are almost exclusively Italian; furs are sourced primarily in Europe, while down is purchased from European and North American suppliers with supply chains in both Europe and Asia.

Façon manufacturers are specialist garment manufacturers with high technical know-how that receive from Moncler all the raw materials necessary and manufacture the final product. The production process is carefully monitored by Moncler experts, who check compliance with required standards through a strict methodology and weekly on-site inspections.

This process is applied to jackets, trousers, skirts, dresses and, starting from 2015, all knitwear. Most of these suppliers are located in Eastern Europe, where a long manufacturing tradition guarantees high technical expertise and a suitable production capacity.

As of August 31, 2015, Moncler acquired a small production unit located in Romania. This site marks the first phase of a project to partially integrate the production chain with the aim of creating a hub excellence in R&D for down jackets.

Finished products suppliers manufacture products on behalf of Moncler on the basis of the technical design received,

sourcing the raw materials themselves on the basis of Moncler standards, with the exception of strategic materials such as down, nylon and logoed materials, which are provided directly by the Company. Throughout the manufacturing phase, the supplier cooperates constantly with Moncler experts, who supervise the entire process closely to ensure that the final product satisfies the high quality standards required. Cut and sew products (T-shirts, polo shirts, fleeces), hats, scarves, gloves, footwear, handbags and small leather goods are generally produced in this way. Cut and sew products suppliers are vertically organised and located in Europe and Turkey. Soft accessories suppliers (hats, gloves and scarves) are instead largely Italian with a high level of specific know-how, while footwear and handbags are produced by European suppliers, mostly located in Italy.

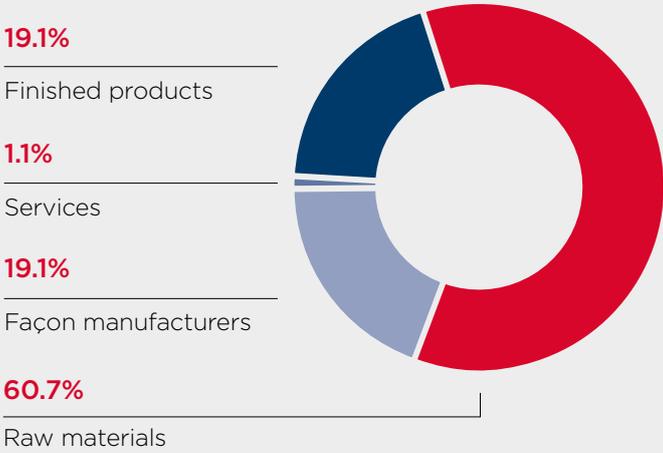
Service suppliers assist Moncler in the pattern making and quality control processes and are mostly located near the Company itself. Where possible, the Group chooses to work with local suppliers situated near its main sites so as to benefit from logistics advantages and to generate income and jobs for the local communities where the Company operates.

Over the years Moncler has rationalised its supply chain and is progressively reducing the number of suppliers it works with in an effort to exercise greater control over supply and develop closer partnerships with those suppliers who share the values and expectations of the Group, also in terms of environmental and social standards.

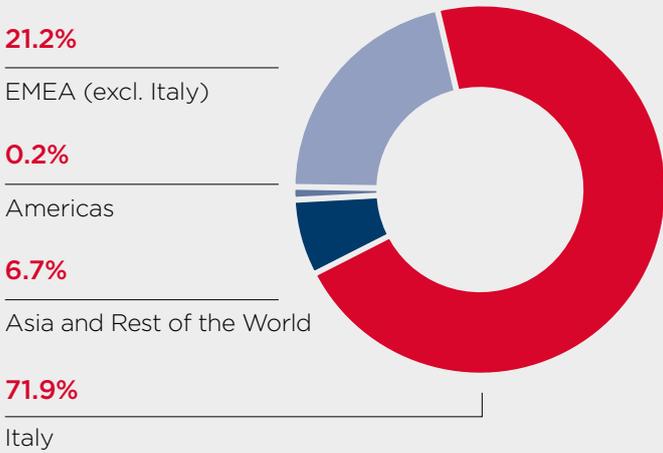
¹ The number excludes suppliers of prototyping and pattern making services and suppliers with orders of less than 1,000 euros per year.



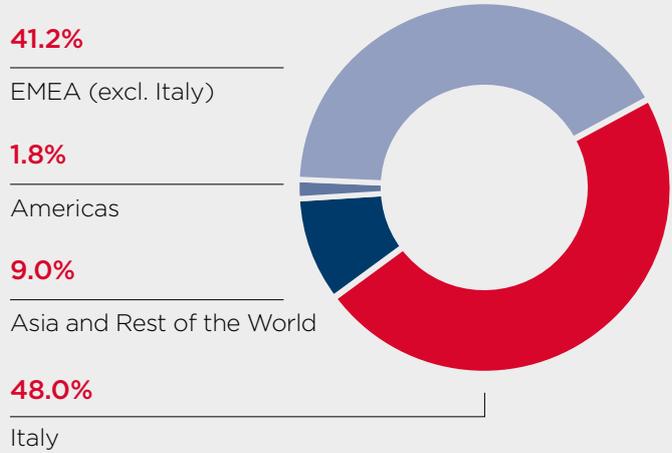
TYPES OF SUPPLIERS¹



SUPPLIERS BY LOCATION¹



VALUE OF ORDERS BY LOCATION



The majority of our suppliers (93%) are located² in EMEA, primarily in Italy.

Moncler diversifies its purchasing turnover across a number of partners so as to avoid dependency on suppliers, which would represent a business risk. In terms of concentration,

the **50 biggest suppliers** of the Group account for **72.4% of the value of orders**.

The Group is careful to identify on a timely basis any critical situation that could give rise to potential interruptions to supply and seeks to mitigate the effects accordingly.

¹ Percentage calculated on the total number of suppliers.

² For façon manufacturers and finished products suppliers, geographic location is given by the Country of manufacture ("made in") while for service and raw material suppliers the location is given by the Country in which the supplier's head office is registered.

RESPONSIBLE SOURCING

At Moncler excellence means quality, style and elegance, but also a commitment to promoting respect for **workers' rights**, **animal welfare** and the **environment** throughout the supply chain.

Moncler's relationship with its suppliers goes **beyond commercial aspects**. It encompasses the continuous sharing of best practices, with a view to ensuring the responsible and sustainable growth of business in accordance with the principles of the Group's Code of Ethics, which all partners are bound to uphold by contract¹.

Moncler believes in the value of stable relationships built on trust and cooperation and seeks long-term relationships with suppliers that can guarantee reliability in their manufacturing performance while at the same time endorsing the same values as the Group.

Moncler commissions regular audits to check compliance throughout the supply chain with applicable laws and the principles of the Code of Ethics. Audits are conducted by a **qualified independent body** of recognised experience, engaged by the Group to ensure maximum impartiality of judgement.

Social and ethical audits focus on fundamental human rights and workers' rights, with particular emphasis placed on forced labour, child labour, freedom of association, working hours, minimum wages and, last but not least, occupational health and safety.

The scope of audits and the suppliers and sub-contractors subjected to them are selected by the Internal Audit division on the basis of a **risk analysis**. The risk analysis takes into account various factors, such as the amount of orders placed with the supplier, the type of good or service provided and geographic location, as well as other parameters, including number of employees and plants and/or the use of sub-contractors and their geographic location.

In 2015 a total of **45 social and ethical audits** were conducted, covering approximately **26% of Moncler's total value of orders**. Another **120 audits were also conducted on animal welfare** in the down supply chain.

The social audits found one case of improper management of temporary workers of foreign origin. Such conduct is considered unacceptable by Moncler and accordingly the supply agreement in place with the supplier was promptly terminated.

Moncler has a policy of "zero tolerance" of any major compliance breach. Nevertheless, the Group is committed to **raising awareness throughout its supply chain and steering continuous improvement** in suppliers by requiring the implementation of corrective actions where found necessary. In 2015 the main areas of non-compliance were related to aspects linked to the formalisation of employment contracts and aspects of occupational health and safety.

Building on the progress already made, Moncler is committed to continuing to expand its social and ethical audit programme to include environmental audits. The three-year audit plan aims to achieve an **80% coverage of the value of orders**, added to which is a programme to certify down suppliers according to the DIST Protocol, which envisages audits of the entire down supply chain.

	2015		2014	
	Number	Total value of orders	Number	Total value of orders
Social and ethical audits	45	26%	25	13%
Animal welfare audits	120	11% ²	-	-
TOTAL	165	29%	25	13%

² 100% of the value of down purchased in 2015.

Another step forward will be made in 2016 in fostering greater responsibility in the Group's business partners with the distribution of a **Supplier Code of Conduct** and a related operating manual, designed to help steer Moncler's partners in achieving compliance in their operations.

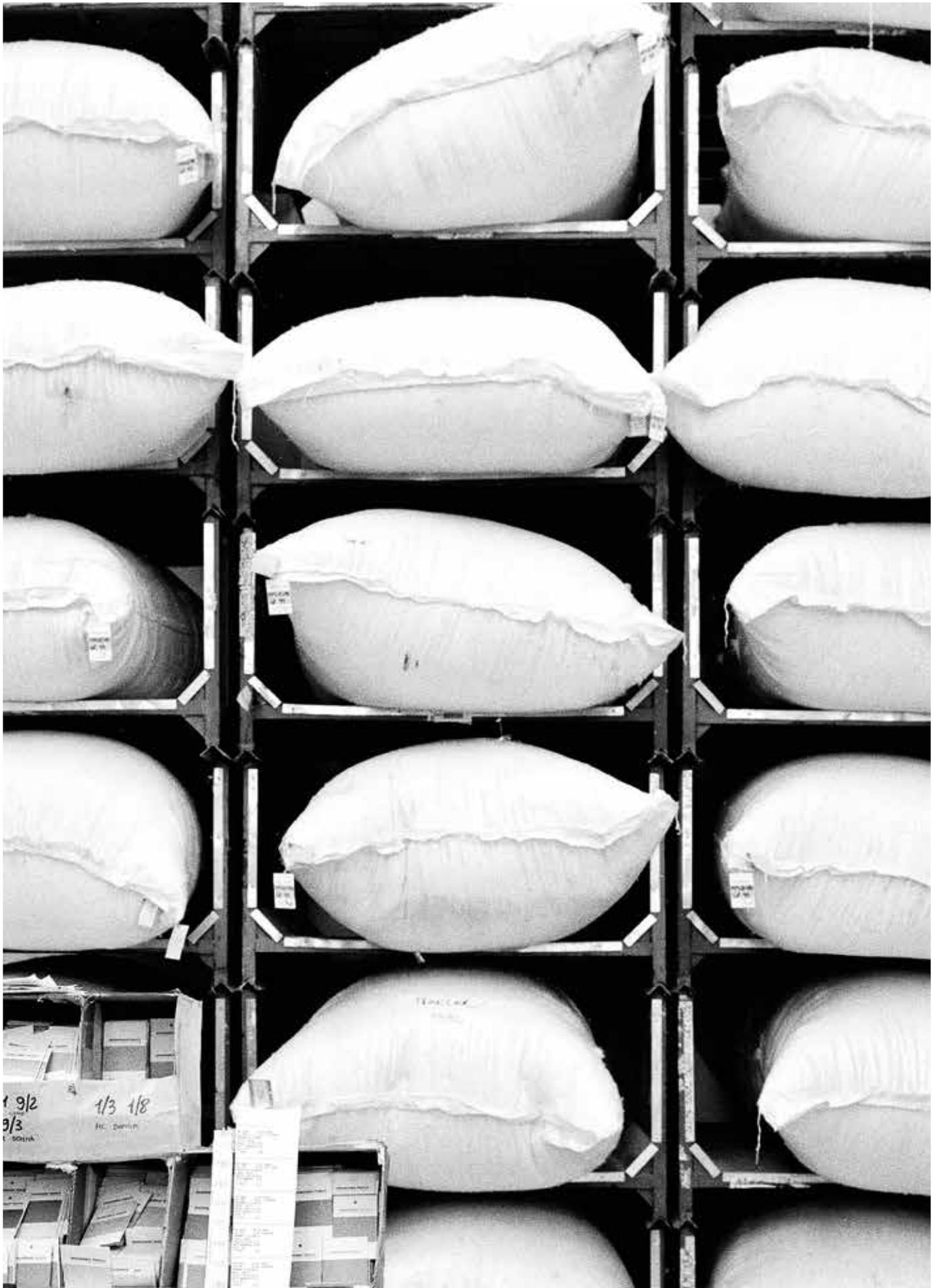
The Supplier Code of Conduct takes inspiration from the Universal Declaration of Human Rights and the main conventions sponsored by the ILO and sets forth the mandatory requirements to become or continue as a supplier of the Moncler Group. Issues addressed include the formalisation and management of employment contracts, wage levels and working hours, freedom of association, employee training, a ban on child and forced labour, equal opportunities, environmental and occupational health and safety standards, animal welfare, product safety and the safety of materials supplied and ethical business management.

In addition to this, Moncler is updating its own vendor rating system with the inclusion of new indicators which will also include sustainability issues. Each indicator will be weighted and will contribute towards the final evaluation of each individual supplier, based on scores achieved in the different areas.

The macro-areas of the **vendor rating** system are:

- Risk (country risk, financial risk, number of sub-contractors, etc.);
- Service (technological capacity, innovation, timely delivery, etc.);
- Quality (defect rate in manufacturing, quality grievances reported to client service, etc.);
- Costs (competitiveness of prices, logistics costs, etc.);
- Ethics (working conditions, environmental practices, animal welfare, etc.).

¹ 90% of significant contracts stipulate compliance with the Group's Code of Ethics.



SUPPLIER ENGAGEMENT AND DIALOGUE

Supplier relations are a strategic issue for Moncler. As such, constant channels of communication and interaction are essential to promoting profitable **collaboration** and mutually advantageous relationships.

Supplier engagement is encouraged through regular institutional meetings but also on a daily basis through contacts with Moncler experts and inspectors, tasked with overseeing the various activities involved in production.

Moncler's experts provide specialist support in all stages of production processes in order to transfer technical know-how and resolve any critical issues.

With a view to promoting mutual knowledge, consolidating its relationship with its supply chain, discussing contractual and operational issues and involve partners in the sustainability objectives that the Company has set itself and is implementing, in 2015 Moncler organised two **meetings with domestic and international suppliers** representing the various supply categories.

A total of 45 suppliers involved in the production of jackets and in the provision of raw materials (fabrics, accessory

components, furs and down) were invited to the encounters, representing 67% and 63% respectively of the value of Group orders in the categories of reference. The various issues addressed in the first meeting included an analysis of sub-contracting agreements, an illustration of the initiatives pursued by Moncler to protect the brand, a presentation of the findings of ethical, social and brand protection audits conducted in 2014 and the quality, service and product safety objectives that Moncler intends to pursue together with its production partners. The second meeting instead focused on key aspects of the General Conditions of Purchase, an in-depth look at the principles set forth in the Code of Ethics and the provisions of the Organisation, Management and Control Model as per Italian Legislative Decree 231/2001 and an overview of the initiatives and outcomes of the Group's efforts to combat counterfeiting.

It was also explained to suppliers why Moncler had decided to introduce an audit process: because it is an opportunity for mutual understanding, constructive dialogue and continuous growth and improvement towards excellence.

5

CLIENTS

FOCUS ON THE CLIENT

TRANSPARENT AND RESPONSIBLE COMMUNICATIONS



A CLIENT WITH WHOM AN ONGOING RELATIONSHIP IS BUILT BASED ON EXCITEMENT, TRUST AND ENGAGEMENT IS A CLIENT WHO WILL BE LOYAL TO THE BRAND AND WILL PROMOTE IT.

THE COMMITMENT TO ALWAYS AMAZING CLIENTS WITH PRODUCTS OF GREAT QUALITY AND UNIQUE, ORIGINAL DESIGN, THE UNFAILING PURSUIT OF INNOVATION WITHIN TRADITION, THE COMMITMENT TO RESPONSIBLE BUSINESS PRACTICES, THE CONSTANT ENGAGEMENT OF CLIENTS AND A FOCUS ON SERVICE QUALITY LIE AT THE HEART OF MONCLER'S BUSINESS STRATEGY AND ARE THE BEST FOUNDATION FOR THE BRAND'S LONG-TERM SUCCESS.





FOCUS ON THE CLIENT

DESIGNING THROUGH THE EYES OF CLIENTS

In an increasingly competitive market, building a durable relationship with clients depends not only on product quality and design but also on an ability to build a **relationship of trust** and offer a **special experience** that is distinctive, compelling and consistent across all geographic regions and the various sales and engagement channels.

In 2014 Moncler created a new organisational division dedicated to Clienteling – the active management of client relationships. The division is responsible for creating and fostering a strong culture of client care and client engagement and for understanding and organising opportunities, contents and terms of contact to reach out to client.

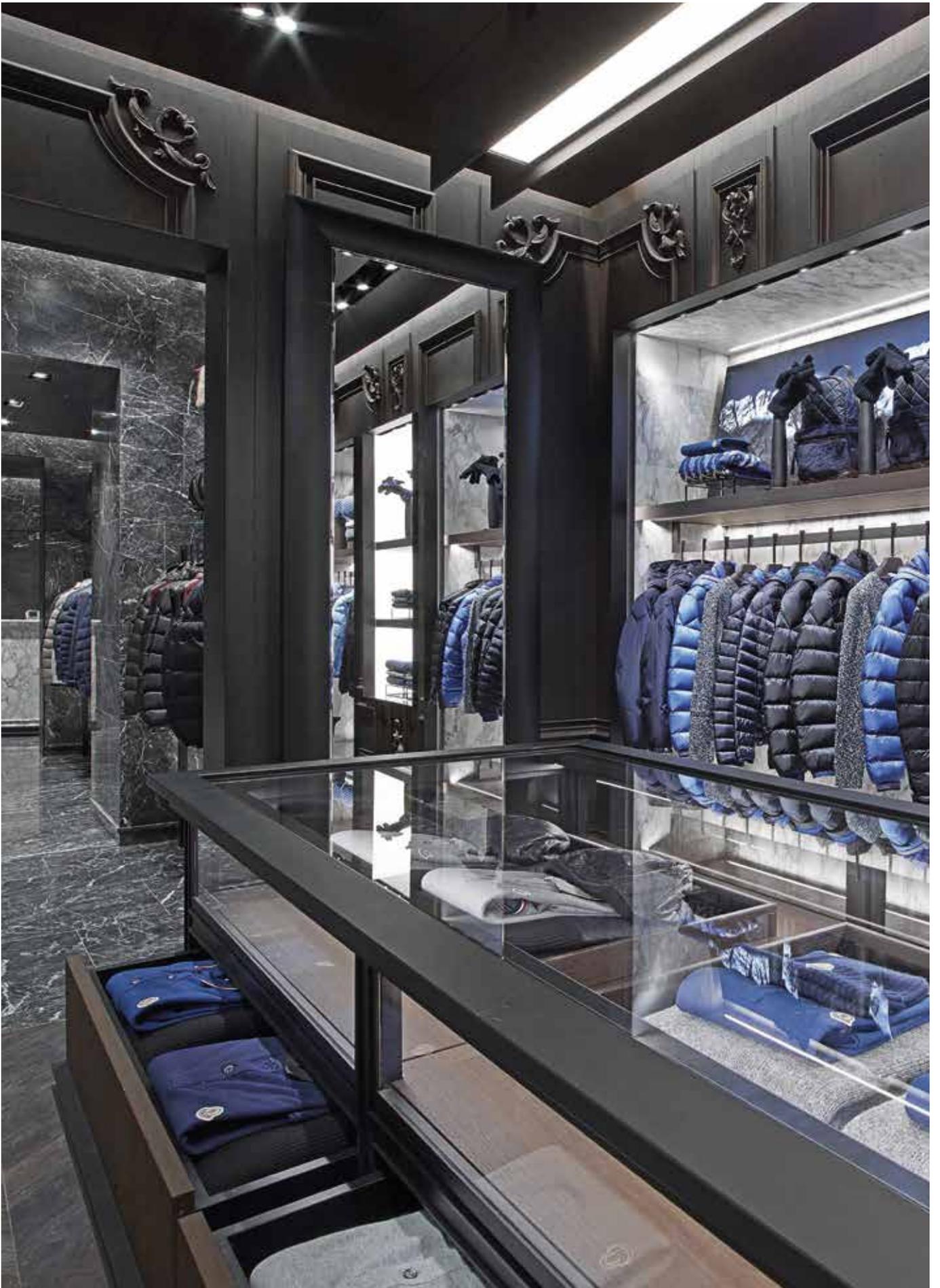
In 2015 a new professional role was introduced of Worldwide Retail Client and Performance Director, in an effort to focus

the business more closely on the client and coordinate the levers that can enhance the shopping experience (from the training of personnel to store procedures).

Another initiative launched in 2015 was the new **Retail Excellence** project.

The project has a three-year horizon and targets various areas of intervention. These include the complete overhaul of engagement practices and client relationship contents, the enhancement of the skills of retail personnel and their sense of belonging to the brand, the overhaul and standardisation of internal store procedures and the optimisation of stock management and communication flows between corporate offices and stores.





SALES PEOPLE: AN INCREASINGLY STRATEGIC ASSET

Sales personnel play a fundamental role in the shopping experience.

A competent and enthusiastic boutique assistant, who understands how to convey the uniqueness of the product and the values of the brand, not only enriches the personal and emotional quality of the shopping experience but becomes a trusted advisor, contributing substantially to the retention of loyal clients, especially local clientele.

Sales assistants are **brand ambassadors**. At the same time, however, they are an **active earpiece**, listening to clients and passing on observations to the corporate office, where they are analysed and form the basis for actions.

For Moncler, supporting sales personnel in the growth of **skills and expertise** is a strategic lever and way of differentiating the brand. Understanding the brand and its history, products, style, materials and production process and adopting the right interpersonal style with clients form the fulcrum of the ongoing training provided to boutique personnel.

In 2015 approximately 6,100 hours of training were delivered around the world, an average of approximately one entire working day (7 hours) per person.

With a view to offering a unique shopping experience and the highest levels of service, the Company assists sales personnel in creating personalised **client relationships** through a series of initiatives focused on proactive engagement.

In an effort to understand clients and offer tailored services, Moncler has created a worldwide database collecting various information about client and their shopping habits (addresses and telephone numbers, frequency of purchases, value and type of items purchased, etc.). This wealth of data is managed with guarantees ensuring the protection of personal identity and privacy. Data analysis activities underpin the management of the client care service and contribute to the creation of initiatives focused on the person, such as the mailing of catalogues and newsletters, previews of new collections, invitations to in-store events and the organisation of personalised experiences.

ASSESSING AND IMPROVING THE SHOPPING EXPERIENCE

Moncler employs a number of different tools to assess and improve client service, including a **mystery shopper** programme. Mystery shoppers are professionals who impersonate potential clients, making regular visits to stores and scoring them on more than 50 different assessment parameters, including service efficiency, how products are presented, courtesy and competence of sales personnel and the ability to satisfy the specific needs of the potential client.

More than 1,000 mystery shopping visits were performed worldwide during 2015.

The outcomes of the mystery visits were positive overall, with three mystery shoppers out of four **scoring** their in-store experience at **8/10 or above**.





BRAND “HEALTH”

Moncler firmly believes in the importance of maintaining a direct communication channel between the brand and the client, as it is imperative both for monitoring brand performance and to have continuous, reliable feedback from the market.

Moncler uses a range of regular communication and engagement channels to reach out to clients. In addition to these, in 2015 a market research survey was conducted to assess the “health” of the brand itself. The survey touched the pulse of over 2,700 luxury goods clients worldwide, aged between 20 and 55 years.

The picture that emerged was extremely positive. The brand is the undisputed leader of the down jacket segment and enjoys a level of **awareness of over 80%**, with peaks nearing 100% in Italy and Japan, where the history and tradition of the brand are most firmly rooted.

Of particular significance was the brand’s ability to convert awareness into effective purchases, with a conversion rate of over 60%.

Of this sample, over one third of the consumers considered themselves “returning clients”, having purchased more than one Moncler product in the last 12 months.

Clients’ affection for Moncler is also confirmed by the brand’s Net Promoter Score (NPS), which quantifies client loyalty through word-of-mouth promotion. With an NPS of 22%, Moncler was one of the top five luxury brands assessed by the survey (out of a panel of over 30 brands). Brand trust, product quality and the sophistication of the brand’s style were the main elements differentiating Moncler from other luxury brands.

These attributes, and in general all the values associated with the brand, when analysed over the course of recent years, show improvement in perception. Specifically, there is awareness of Moncler’s growing commitment to sustainability issues and the Group’s initiatives in this field have attracted an immediately positive reception from final client.

Source: Moncler, based on Millward Brown data.



THE FIGHT AGAINST COUNTERFEITING

Moncler spends a great deal of energy and resources to protect the value and authenticity of its products and to safeguard its intellectual property rights.

Moncler has its own internal Intellectual Property and Brand Protection department which sets global strategy for managing the portfolio of brands, designs and other intellectual property rights. The strategy underpins all brand protection initiatives conducted online and in markets, covering over 100 Countries worldwide.

The fight against counterfeiting in markets is pursued at a number of levels. Initiatives range from reports to customs in order to have fake merchandise detained, dedicated investigations and the seizure of goods to collaboration with and training for law enforcement agencies in various regions (including the Guardia di Finanza in Italy, the AIC in China, the SJP in South Korea and the CBP in the United States, etc.). In 2015, this rigorous programme led to the **seizure** of around **32,000 counterfeit finished products** and over **294,000 counterfeit accessories** worldwide.

In addition, five criminal judgements were obtained in Italy against forgers of Moncler's brand, which affirms, at the same time, the renown of Moncler brands themselves.

One particularly significant case in this area saw the Beijing Intellectual Property Court order the company Beijing Nuoyakate Garment Co. Ltd. to pay the Moncler Group RMB 3 million (around 420,000 euros) in damages for trademark infringement. The judgment marked a watershed moment, as the first to be enforced in China under new trademark protection laws requiring the defendant to pay the maximum amount of damages and applying the most severe legal penalties.

Moncler's campaign to protect the brand and its clients is also waged in the digital sphere. The Company actively tackles the trade of counterfeit goods online by constantly monitoring across the globe all the main e-commerce platforms (business-to-business, business-to-client, client-to-client), social networks, search engines and websites

that sell counterfeit goods or infringe in any other way the intellectual property rights of Moncler. In 2015 **more than 53,800 online auctions of counterfeit Moncler products were closed down** and some **1,180 websites featuring counterfeit Moncler products were blocked**.

In 2015 the Group also conducted **30 audits on suppliers** that use logoed material in their production processes to check compliance with Moncler procedures designed to ensure secure and proper brand management.

Moncler is an active member of major national and international associations dedicated to fighting counterfeiting, including INDICAM and SMI in Italy, QBPC in China, UNIFAB in Japan, UNIFAB in France and the International Trademark Association (see pages 144-145).

Moncler adopted its first anti-counterfeiting devices applied to all products in 2009. As part of the drive for constant improvement, **a complex new anti-counterfeiting system** will be in place from the Spring-Summer 2016 collection onwards, taking advantage of the most sophisticated technologies currently on the market.

Authenticity measures will continue to involve the website code.moncler.com, managed directly by Moncler, which enables clients to register and personally check that the product they have purchased is an authentic Moncler product. In addition to this, with a view to best serve clients, Moncler has created a special client assistance service dedicated exclusively to counterfeiting issues. Where necessary, Moncler prepares reports for cheated clients who wish to report a fake and recover, from the relative electronic payment service, money incautiously paid for the purchase of a counterfeit product. The commitment to fostering within the Company an awareness of the importance of protecting the brand and intellectual property rights also involves training (over 500 in-classroom hours of training were delivered in 2015) and awareness campaigns involving events for employees in Italy and abroad (nine initiatives organised in 2015) and the preparation and distribution of informative literature.

TRANSPARENT AND RESPONSIBLE COMMUNICATIONS

MARKETING, ADVERTISING AND PRODUCT LABELLING

Maximum transparency and clarity are for Moncler the *mots d'ordre* underpinning all **brand and marketing communications** focused on the promotion of its products. Although for the moment the Group has not adopted any specific codes or voluntary standards in advertising, Moncler has always taken a highly responsible approach to marketing communications.

Moncler is fully aware of the influence the brand enjoys in the 70-something Countries in which it is distributed. As such, all promotional images and messages on the various communication channels used are carefully vetted to ensure they accurately convey company values, respect human dignity, are non-discriminatory and do not depict violent behaviour or dangerous conduct. Particular attention is paid to marketing communications regarding the children's collection, with constant focus placed on complete respect for the fundamental principles for the protection of children and young people.

Moncler fully complies with all regulations governing advertising in force in each of the Countries in which it operates. A reflection of this overriding commitment lies in the fact that the marketing communications, advertising and

sponsorship initiatives tied to Moncler products have never once been found to breach regulations in force.

In line with the Group's commitment to responsible communications with consumers, great importance is also placed on product **labelling**, with a view to delivering clear, transparent and accurate information.

Moncler guarantees full compliance with all national and international regulations governing product labelling.

Accordingly, the Group actively works with its suppliers to obtain reliable information on the materials and processes employed in the various stages of production.

All Moncler products carry labels providing accurate information as to the textile composition of the various components, washing and care instructions and the Country of manufacture. All information provided is translated into 11 languages.

Products made with specific types of materials carry additional information, such as the common name of the animal in the case of leather, the common and scientific name of the animal, origin and if subject to dyeing treatment in the case of furs, and the scientific name of the animal and percentages of feather and down in the case of down.



DIALOGUE BECOMES DIGITAL

Moncler's communications strategy has been giving growing prominence to digital channels of communication in its efforts to keep the pulse of and constantly engage clients and brand enthusiasts.

Moncler is fully present across all digital media: web, social media and mobile.

Significant energy, in terms of people and investments, is dedicated to social networking as a means of spreading the brand's messages, but more so as a relational and clienteling tool, integrated with the Customer Relationship Management (CRM) platform.

This is true of the major social media such as **Facebook**, **Twitter** and **Instagram** (with respectively 2.5 million, 1 million and 320 thousand followers), where Moncler's engagement is growing at significant rates, but also mobile-oriented apps such as **WeChat** in APAC, where Moncler has

launched an official account to deliver brand communications through stores and personalised messages to individual clients. Moncler's **multichannel approach** is aimed not only at business but also at strengthening relationships. Moncler avails itself of technologies to monitor and manage social media sentiment, with requests passed on to client service or other relevant Company divisions called in to address the signals gauged online. Every quarter detailed analyses are conducted for each geographic area on brand perception at the digital level and on the profiles of users who interact with the Moncler brand online.

In July 2015 the new website www.moncler.com was launched in 35 languages, with five home pages differentiated by geographic area. The website embodies a new concept of integrated portal, representing a virtual forum in which



shopping experience and brand equity live side-by-side with an editorial approach and user experience that build on the Company's physical store concept, as part of an increasingly integrated and omni-channel approach.

The success of the brand and popularity of the website are clearly reflected in the number of **individual visitors**. In 2015 alone, 15 million users visited the website, **up 25%** on 2014.

Moncler is one of the few luxury brands present on all the mobile platforms available on the market.

The brand's focus on the mobile sphere is also linked to the fact that almost 70% of digital traffic connected with Moncler comes from mobile devices. This is why in 2015 new m-commerce apps were developed, where the focus is on sales, designed for a range of platforms and devices (iOS and Android smartphones and tablets and Windows phones).

Corporate communications are also becoming increasingly digital. An example is the tablet app designed specially for analysts and investors (Moncler IR).

As concerns digital advertising, Moncler has chosen to adopt solutions oriented towards online sales with strong engagement of social network users, abandoning traditional banner display advertising.

New digital communications projects are under continuous development.

As part of its efforts to break new digital ground, Moncler is exploring new opportunities in mobile-based proximity marketing, augmented reality and digital signage.

In addition, in 2016 the Group will launch a sophisticated global **intranet** system to foster collaboration and networking among colleagues.



6

ENVIRONMENT

ENVIRONMENTAL IMPACT MANAGEMENT

STORES

GREEN ICT

LOGISTICS



MONCLER SUPPORTS AND PROMOTES THE PRINCIPLES OF RESPECTING THE ENVIRONMENT AND ACTIVELY CONTRIBUTING TO ITS PROTECTION.

THIS COMMITMENT APPLIES TO ALL COMPANY ACTIVITIES AND TRANSLATES INTO THE PURSUIT OF SOLUTIONS AND TECHNOLOGIES THAT CAN ENSURE RESPONSIBLE AND EFFICIENT USE OF NATURAL RESOURCES AND A REDUCTION IN ENVIRONMENTAL IMPACT.

IT IS A COMMITMENT THAT IS STRICTLY LINKED TO THE ENGAGEMENT AND PARTICIPATION OF EVERYONE AT THE COMPANY.



ENVIRONMENTAL IMPACT MANAGEMENT

THE APPROACH

In doing business, Moncler commits to protecting the environment, preserving natural resources and contributing to the fight against climate change.

Given the nature of its business model, in which production is mainly managed through suppliers¹, Moncler's most significant environmental impacts occur indirectly. Albeit within the limits of its influence, the Group encourages its production and logistical suppliers to apply good environmental practices, in an effort to limit the indirect impact of the production and distribution of its products.

Regarding direct environmental impacts, i.e. those caused by offices, stores, the logistics hub and the production site, the Group is directing its efforts along several main pathways:

- using more efficient **lighting systems** and **environmentally-friendly ICT equipment**;

- buying electricity from **renewable sources**;
- using **technology to support interaction** between employees, cutting business travel;
- **using resources efficiently** and buying from **responsibly managed sources**;
- **engaging and raising awareness among people** through guidelines and programmes to reduce consumption of paper, toner and energy, and separated waste collection.

Starting in 2015, Moncler began to monitor a number of environmental indicators in a significant sample of offices and points of sale around the world, to obtain the information needed to draw up improvement plans; in the coming years the Group will progressively expand the reporting scope and the number of measures included in the report.

MANAGEMENT OF RESOURCES

ENERGY CONSUMPTION AND CO₂ EMISSIONS

Moncler's energy use is mainly connected to heating, air conditioning, lighting and the operation of IT equipment. As well as the gradual replacement of traditional lighting systems with LED bulbs (see page 122) and the use of environmentally friendly ICT equipment, the Group is committed to identifying ways to be even more energy efficient.

During 2015, **energy audits** were performed at two of the three Italian corporate offices, in Trebaseleghe (Padua – Italy) and in Via Solari, Milan. The audits found areas for improvement relating to lighting, which during 2016 will be the subject of targeted initiatives at the Trebaseleghe office.

¹ At December 31, 2015, Moncler owned a single production site, acquired in late August. The main activities carried out there relate to garment assembly.

The tables below show the direct and indirect energy consumption of the Moncler Group, across a perimeter that covers 61% of the total population and includes the offices and stores in Italy, Japan, China and United States.

kWh	2015	2014
Total energy consumption	10,457,476.54	7,912,667.85
Total energy consumption/number of employees	7,085.01	6,240.27
Direct energy consumption	2,184,123.04	2,744,864.00
From non-renewable sources		
Natural gas ¹	2,182,656.00	2,740,279.50
Diesel	1,467.04	4,584.50
Indirect energy consumption	8,273,353.50	5,167,803.85
Electricity from non-renewable sources	7,435,554.50	4,742,411.85
Electricity from renewable sources	837,799.00	425,392.00

CO ₂	2015	2014
Total emissions²	4,347.61	3,152.61
Total emissions/number of employees	2.95	2.49
Direct emissions (Scope 1)	403.00	506.74
From non-renewable sources		
Natural gas	402.59	505.45
Diesel	0.41	1.29
Indirect emissions (Scope 2)	3,944.61	2,645.87
Electricity from non-renewable sources	3,944.61	2,645.87
Electricity from renewable sources	-	-

¹ Only direct Italian consumption is reported, which accounts for around 90% of the total cost of natural gas.

² The factors used for calculating emission are those published by the U.K. Department for Environment, Food and Rural Affairs (DEFRA) in 2015.

USE OF RAW MATERIALS

The main raw materials used by Moncler are fabrics, yarns and down. The Company works continuously with its suppliers in this area and requires production processes to be structured so as to **optimise usage** and cutting, thereby avoiding waste.

There is also a special focus on **paper** and **cardboard** used for office purposes or product packaging including improvement projects looking at origin certification, percentage of recycled content and, where possible, usage limitations and separated waste collection for recycling.

64% of the paper used in offices and shops during 2015 came from responsible sources (sources that guarantee environmentally-friendly forest management) and this percentage will reach 100% in 2016.

In late 2015 a new environmentally-friendly **shopping bag** was designed using paper from responsible sources and 60% from recycled material (Post Consumer Waste – PCW) bleached without using elemental chlorine (Elemental Chlorine Free – ECF). The new shopping bag has cotton handles and is completely biodegradable and over 90% recyclable.

In addition, the **packaging boxes** used for sending products sold online have been redesigned. They will be made of paper/cardboard from responsible sources and 65% from recycled material, bleached without using elemental chlorine. The boxes are also more than 90% recyclable.

In addition, since September 2015, all **materials bearing the brand logo¹** in Europe and the United States are ECF and come from responsible sources and production facilities that are ISO 14001 or EMAS certified. In 2016 this commitment will be extended to the rest of the world.

PAPER					
	Tonnes	Renewable	Recyclable	% from responsible sources	% ECF
Printer paper	40.5	100%	yes	91%	72%
Logoed material ¹	47.5	100%	yes	42%	100%
Total	88.0	100%	yes	64%	87%

PACKAGING				
	Tonnes	Renewable	Recyclable	% from responsible sources
Delivery boxes	953.9	100%	yes	71%
E-commerce boxes	13.8	90%	yes	- ³
Tissue paper	30.0	100%	yes	100%
Shopping bag	100.0	80%	no ²	25%

¹ Business cards, catalogues, folders, envelopes, "with compliments" cards, repair receipt books, notebooks, headed paper, customer data sheets.

² As of December 2015, all shopping bags are more than 90% recyclable.

³ As of 2016 all e-commerce boxes are made of paper/cardboard from responsible sources.

WASTE

The main waste generated by Moncler's activities is packaging materials and office waste.

The Group's offices and shops have specific containers for separate waste collection and employees are trained on the importance of following good practices so that waste can be taken away for disposal or recycling/reuse.

The following items are subject to separate waste collection: paper, cardboard, wood, plastic and computer equipment.

The information in the table below refers to the Italian offices and logistics hub and does not include waste managed directly by local municipal companies.

tonnes	2015	2014
Total waste produced	463.3	424.6
Hazardous waste¹	43.6	-
Non-hazardous waste	419.7	424.6
paper and cardboard	267.4	275.9
mixed packaging	133.7	141.0
wood	18.6	7.7

tonnes	2015	2014
Total waste produced	463.3	424.6
Recycling	286.0	283.6
Incineration	41.3	-
Landfill	136.0	141.0

¹ PCs, monitors and textile fibre waste. Disposal of these materials does not take place every year.

STORES

The Moncler brand was created in 1952 in Monestier-de-Clermont, a small village in the mountains near Grenoble. The brand first started with the production of technical material for mountain sports. Its first products were tents and sleeping bags, before expanding into technical wear for mountaineering and skiing, eventually becoming official sponsor of the French ski team at the Grenoble Winter Olympics. In the 1980s the brand began to expand its collections to include urbanwear, without, however, losing sight of its tradition and DNA.

The essence of Moncler has always laid deep in humans' contact with nature and the mountains.

It is this bond that inspires Moncler's store concept, designed by the Paris interior designers Gilles & Boissier.

Natural materials, such as wood and marble, are predominant in Moncler's stores.

Wood is a feature of all Moncler stores, although its use is diversified depending on whether the store is a first generation boutique or located in mountain areas, where wood is a predominant element, or a urban boutique, where wood is used together with other materials, in particular marble. Marble is especially used in urban boutiques for flooring and, in some cases, on parts of walls and furniture.

Alongside the specific issues of style, beauty, sophistication and practicality, Moncler is placing growing emphasis on sustainability in the design and outfitting of its stores.

While it is fundamental that stores feature good lighting, layout, air conditioning and functionality, the Group is conscious of the need to manage these aspects in a balanced way so as to minimise the impact on the environment.

Moncler engages the best specialists in the sector for the design of its stores, working with companies able to propose innovative solutions that take a responsible approach to the environment.

As regards lighting, today **52%¹ of stores worldwide** (100% in the United States) are **fitted with Light-Emitting Diode (LED) systems**.

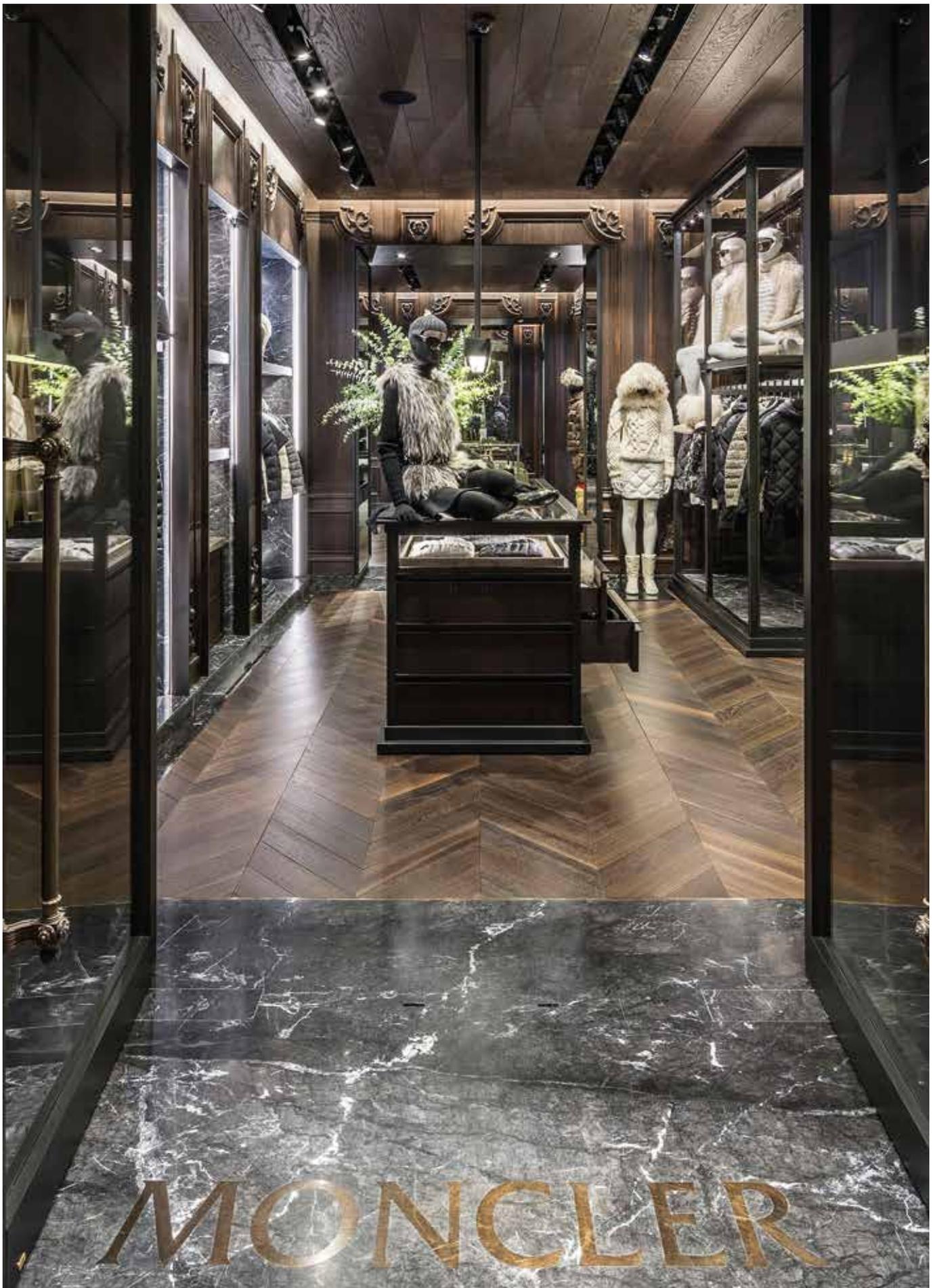
Latest generation LED lighting guarantees high quality light and an **energy saving estimated at 50% to 70%** compared to the lighting systems formerly used, while producing much less residual heat. Also in terms of environmental impact, LED lights have an average life of five years, versus the six months of traditional light bulbs, and are made almost entirely of recyclable materials. Expenses incurred in 2015 to replace traditional systems with LED lighting in the EMEA totalled over 188,000 euros.

Over the next few years, all incandescent and gas-discharge lights will be replaced by LED spot lights in Moncler stores **in Europe by the end of 2016, and in the rest of the world by the end of 2017**.

All stores are also fitted with modern and energy-efficient air conditioning and heating systems with a view to minimising environmental impact.

In 2016 an in-depth technical store audit will be conducted to help understand the ways in which the environmental impact of stores can be reduced even further. Once areas for improvement are identified, new sustainability elements will be introduced into the format of boutiques.

¹ Excluding nine shop-in-shops in which lighting is provided by the host department store, where Moncler cannot take action.



GREEN ICT



RESPONSIBLE ICT COMPONENTS AND EQUIPMENT

Moncler is committed to minimising the environmental impact of the Information and Communication Technology (ICT) that it uses. It constantly seeks to identify more efficient and innovative solutions and provides its Italian and international offices with guidelines for the purchase of **environmentally-friendly ICT equipment**.

Moncler primarily uses multi-functional devices that print, copy and scan all in one, which reduces energy consumption and simplifies maintenance. Existing devices are progressively replaced with lower energy consumption units.

Since 2013 the Group has pressed ahead in Italy with a programme to replace all hardware components and video terminals with new **Energy Star**-certified devices. Energy Star is a voluntary energy efficiency programme, one of the most well-known worldwide. Developed jointly by the U.S. Environmental Protection Agency and the U.S. Department of Energy, Energy Star is designed to reduce costs and help protect the environment through the introduction of energy efficient products and practices. Products carrying the Energy Star logo guarantee excellence in energy performance.

In recent years the Group has been working to reduce, replace, consolidate and virtualise its servers, a commitment that has brought considerable benefits in terms of energy consumption and related CO₂ emissions. The **extension of the virtualisation programme and introduction of Blade technology in Data Centres** has led to the use of smaller servers designed to minimise the energy needed to cool the machines and optimise the use of space, boosting performance. In June 2014 Blade IBM PureFlex servers were introduced in the Trebaseleghe corporate office (Padua – Italy). The initiative has led to a **saving of over 50% in terms of annual kWh consumed per year**, equal to approximately **26.3 tonnes of CO₂** emissions saved per year compared to the technology replaced of equal capacity. Also in Trebaseleghe, the use of Blade servers was paired with a sophisticated programme for the virtualisation of data management that guarantees excellent computational capacity and full consolidation of physical facilities, further reducing sources of energy waste. In addition to this, in one of the two server rooms, racks were installed featuring an integrated cooling system which further contributes to improving energy consumption.

In 2015 **an additional 41 virtual servers were created, bring the number up to 245** (implemented on 24 physical servers) used by Moncler Group. In 2016 another 10 virtual servers will be introduced.

In an effort to increase awareness among employees of the environmental impact of their daily activities and foster more virtuous practices, in 2016 personal codes will be introduced in Italian corporate offices for the use of printers. The initiative is designed to **encourage the responsible use of resources** and rationalise the number of documents printed, and hence the amount of toner and paper consumed.

ICT TO IMPROVE QUALITY OF LIFE AND THE ENVIRONMENT

Moncler encourages remote working arrangements in accordance with the principle of taking work to where workers are, and not vice versa.

A range of hardware and software is used to achieve this: from the most basic – such as email, instant messaging systems and conference calls – to the most sophisticated, including apps for tablets and smartphones, and innovative video conferencing and tele presence systems.

These systems make a significant contribution to minimising the Group's environmental impact caused by travel. They also improve employees' quality of life, allowing them to save time and avoid transport difficulties, without placing barriers to collaboration among employees.

In fact, these **video conferencing and tele presence platforms** offer unprecedented audiovisual quality and also come equipped with tools and features that can reproduce the dynamics of a face-to-face meeting.

Moncler has **11 meeting rooms** with modern **video conferencing** and **tele presence systems**. In 2015, these systems in theory helped **avoid over 6 million kilometres** of travel for work purposes, thus **saving an estimated 995 tonnes of CO₂**¹. CO₂ emissions associated with air travel for work purposes, for employees representing 40% workforce, amounted to 467.15 tons in 2015.

After the introduction in 2013 of software for video conferencing direct from computers, in 2015 a pilot project was launched to enable video conferencing direct from a dedicated app for tablets; in 2016 the app will be available for all employees on request.

In 2016, two new rooms with video conferencing technology will be installed at Moncler's premises in Korea and Romania.

¹ Emissions saved thanks to use of video/tele conferencing technology was estimated adopting the following assumptions:

- only video/tele conference calls lasting more than 20 minutes were taken into consideration;
- the average number of participants in each video/tele conference call was assumed to be four people;
- flights were associated to each international video/tele conference call. CO₂ estimates were calculated on the basis of the distance in kilometres between the cities linked in the video/tele conference call, assuming two people would have taken flights in economy class;
- road trips by diesel-fuelled car were associated to each national video/tele conference call. CO₂ estimates were calculated on the basis of the distance in kilometres between the cities linked in the video/tele conference call;
- for calls involving links to more countries (e.g. Italy, Japan and the United States), only one calling point and one receiving point were considered;
- the factors used for calculating emission savings are those published by the U.K. Department for Environment, Food and Rural Affairs (DEFRA) in 2015.



LOGISTICS

Logistics is the corporate function that supports a company's production and distribution processes, guaranteeing the movement of materials and goods. It is therefore a fundamental part of Moncler's business and its ability to compete.

The Group's logistics system is organised at two levels. One level is industrial, concerning production processes, the other is commercial, concerning the sale of products.

Moncler's **industrial logistics** is organised around a single hub, located in Castel San Giovanni (Piacenza – Italy), where raw materials are received from suppliers and then forwarded to *façon* manufacturers. The *façon* manufacturers then send finished garments back to the central warehouse.

Commercial logistics is instead organised on a multi-hub basis, although managed centrally by the Castel San Giovanni hub, which receives finished products from suppliers and then forwards them to their final destination (distribution clients and mono-brand boutiques).

The Group has long used customised IT systems to support its logistics activities. They are designed to ensure high levels of standardisation, integration, flexibility, efficiency and reliability.

Moncler encourages and supports its logistics partners in adopting systems and transport methods that are sustainable. Various initiatives have been pursued over the years and others are under assessment to help minimise environmental impacts and costs.

Four main drivers underpin Moncler's commitment towards an **environmentally-friendly logistics system**:

- identification of efficient routes in order to reduce distances;
- optimisation of flows in order to minimise movements;
- space efficient packaging so as to ship the same product volumes in less space;
- use of transport vehicles with a low environmental impact.

The Group has redefined its logistics organisation in recent years. Changes have focused on both the network and the operating procedures underlying the processes involved, with clear benefits achieved in terms of efficiency and the optimisation of flows.

Moncler has also redesigned the packaging it uses for the transport of finished goods. The new packaging has greatly reduced volumes transported and thus the number of transport vehicles employed, which as a consequence helps the environment by reducing air emissions.

With regard to transport vehicles, Moncler is conscious of the environmental impact of the different means of transport it employs. Although air freight is not used in a significant way, and only in emergency situations dictated by the market, the Group is committed to furtherly restricting the use of air freight and, where possible, is organising ways to increase the use of sea shipment in an effort to further reduce the environmental impact of its operations.

Thanks to the collaboration of its logistics partners, the Group has started monitoring CO₂ emissions connected with the **transport of finished products** from its Castel San Giovanni logistics hub **to stores around Europe**. In 2015, these emissions were estimated at **approximately 2,135 tonnes of CO₂**.



COMMUNITY

SUPPORTING THE COMMUNITY





MONCLER IS COMMITTED TO BUILDING OPEN AND COLLABORATIVE DIALOGUE WITH ORGANISATIONS AND LOCAL COMMUNITIES, SUPPORTING THEM THROUGH A VARIETY OF INITIATIVES.

THIS ACTIVE APPROACH STEMS FROM AN AWARENESS THAT A COMPANY CAN ONLY DEVELOP IN HARMONY WITH THE COMMUNITY AND WITH FULL RESPECT FOR IT.



SUPPORTING THE COMMUNITY

Over the years, Moncler has promoted initiatives and sponsored projects which aim to support local communities and a number of charities, by giving contributions, donating products and helping with the organisation of national and international projects.

The initiatives it supports cover five main areas: **scientific research** and **prevention**, support for people in **emergency situations**, **education** and **disadvantaged young people**, **protection of the environment** and **preservation of cultural, historic and artistic heritage**.

Moncler supports **local communities** in the areas where it has significant operations, where it maintains relations with authorities and the population. The heads of the Company's main local sites entertain a constant dialogue with representatives of communities and local administrations in an effort to understand their needs and expectations and the impact of Moncler's operations on the local area and ensure social consensus.

In 2015 Moncler invested **approximately 885 thousand euros¹ in initiatives supporting local communities**.

The Group has always believed in research and innovation as key drivers for continual development and improvement. This belief goes beyond its premises. Moncler strives to support **research** at all times, and that includes **medical and scientific research** too. This is why the Group actively supports researchers in their day-to-day jobs, through funding and study grants.

In 2015, 117,000 euros were earmarked for research grants and funding to support researchers at the Umberto Veronesi Foundation and the European Institute of Oncology, and donations were made to a number of associations and foundations for medical research, or in general, to assist patients, including the AIRC – Italian Cancer Research Association, the IRCCS Foundation – National Tumour Institute, amfAR Foundation, and AIL – Italian Association against Leukaemia.

Young people and their future is also an issue close to the heart of Moncler. Over the years it has supported new generations in difficulty, guaranteeing them access to medical treatment, an adequate level of education and a clear growth path, working with associations and foundations that include Francesca Rava – N.P.H. Italia Onlus, Save the Children, the Community of San Patrignano, Basketown, the Italian Red Cross, the De Marchi Foundation, Together To Go, Oxfam, Voices for Children, Great Ormond Street Hospital, Dynamo Camp, World of Children Award, I Bambini delle Fate, A.E.M. – Un Avenir pour les Enfants du Monde, Action Innocence, and Amici delle Missionarie dell'Immacolata.

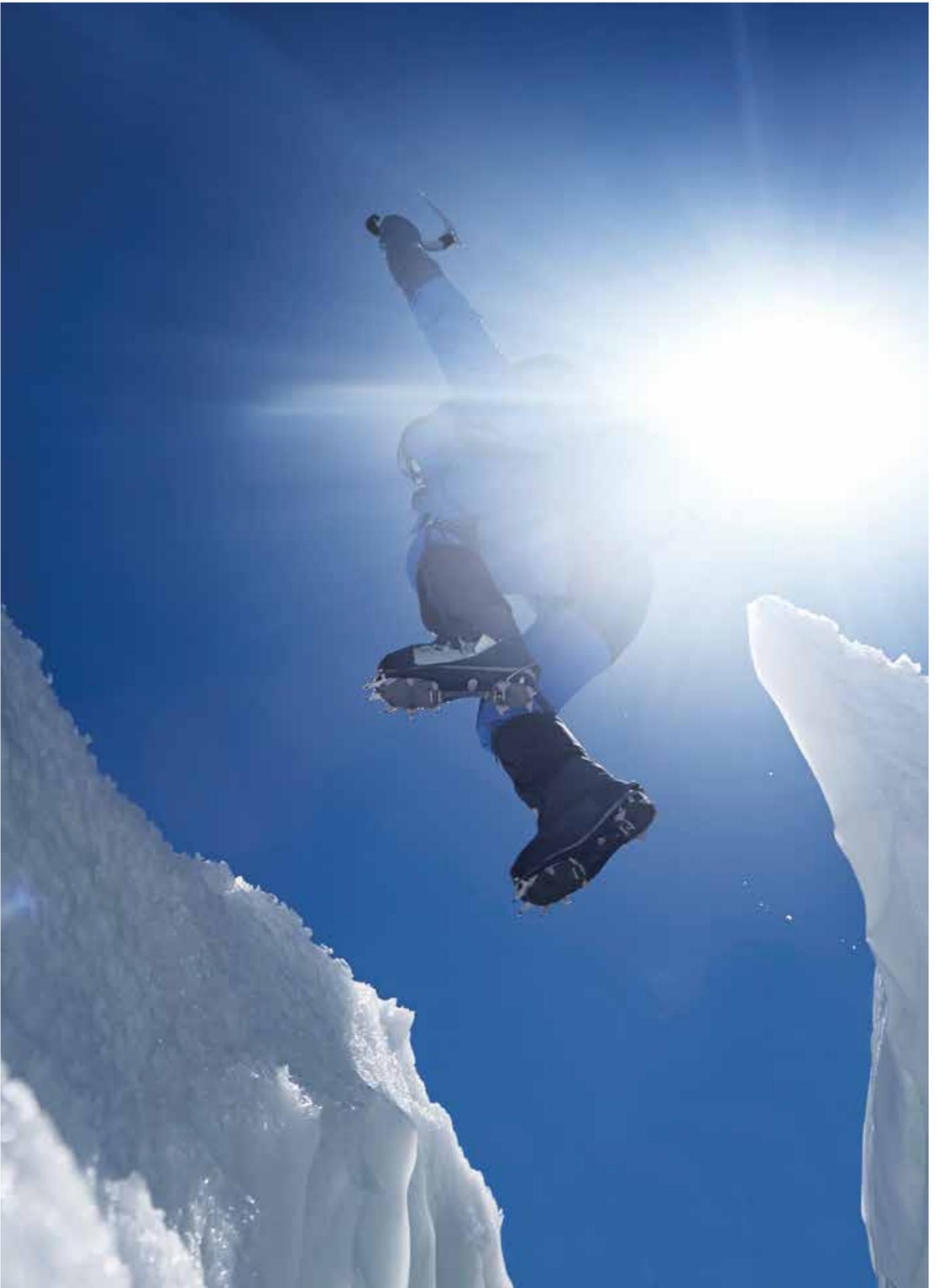
Moncler's support for communities also has a natural focus on initiatives for **mountain** areas. The very name of the brand incorporates the company's origins: Moncler is the abbreviation of Monestier-de-Clermont, a mountain village near Grenoble, in France, where the company was established.

Its bond with the mountains has led the brand to actively support some of the most well-known mountaineering expeditions, including the Italian expedition on K2 (1954) and the French expedition on Makalù (1968), providing necessary technical equipment.

In recent years, Moncler has supported the initiatives *Keep Karakorum Clean* and *Keep K2 Clean* promoted by the Association Ev-K2-CNR, with the aim of protecting mountain areas.

In 2015, as an expression of its concern for the environment and its protection, Moncler had a tree planted for each of its Italian employees at the foot of Mount Kilimanjaro, through the *Treedom* initiative. A total of 450 trees were planted, which every year will offset some 230 tonnes of CO₂.

¹ Including both cash and garment donations.



TYPE OF INITIATIVE

77%

Community initiatives

22%

Commercial initiatives with social impact

1%

Donations



TYPE OF CONTRIBUTION

77%

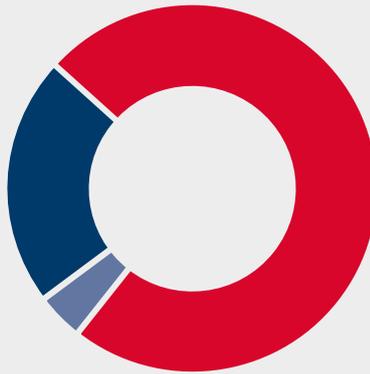
Cash

20%

Garment donations

3%

Management costs



FIELDS TARGETED

9%

Art and culture

11%

Education and youth

15%

Emergency support for communities

4%

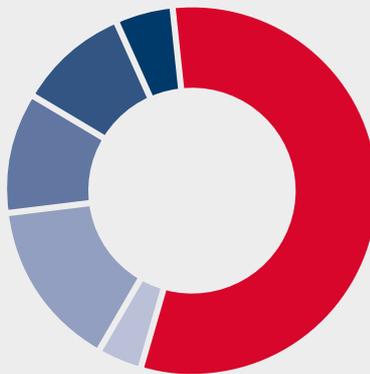
Protection of the environment

59%

Scientific research

2%

Other



UMBERTO VERONESI FOUNDATION

The Umberto Veronesi Foundation was established in 2003 to promote **scientific research** of excellence through research grants for young doctors and scientists. Its promoters include 11 Nobel prize winners, who form the Foundation's Honorary Committee.

The Foundation is active in promoting **scientific information and raising awareness**. Conferences, projects with schools, awareness-raising campaigns and publications are just some of the initiatives taken to ensure that scientific results and discoveries become known to everyone.

In 2013 the Foundation set up the *Pink is Good* project to actively support breast cancer research and raise prevention awareness among women. Moncler has been an active participant in this important project right from the very start. Each year, main retail stores in Italy donate a part

of their revenues from one day in October to this initiative, and clients are given a leaflet on prevention to help raise awareness. The funding raised in 2015 through the initiative enabled a research grant to be given to an aspiring woman scientist at the University of Camerino (Macerata – Italy), thus adding to the research grant given to another woman researcher at the la Sapienza University of Rome, who is studying the reaction of lung tumour cells to certain drug therapies.

In 2015 Moncler also supported the Umberto Veronesi Foundation in its commitment to men's health prevention, contributing to the SAM project, an initiative designed to raise men's health awareness and fund scientific research into diseases that predominantly affect the male population.

FRANCESCA RAVA FOUNDATION N.P.H. ITALIA ONLUS

The Francesca Rava Foundation was established in 2000 to **help disadvantaged children** in Italy and around the world, through distance adoption, targeted projects, **awareness-raising campaigns focused on children's rights and volunteer work**. In Italy, the Foundation represents the international humanitarian organisation N.P.H. – Nuestros Pequeños Hermanos, which has helped save thousands of orphaned and abandoned children since 1954 by bringing them into homes and hospitals.

The Francesca Rava Foundation – N.P.H. Italia Onlus is particularly active in Haiti, where one in every three children dies before the age of five due to malnutrition or curable diseases, and one in two does not have access to basic education.

The organisation runs various projects to give children immediate assistance and the prospect of a future, ensuring nutrition, shelter, assistance and basic education and vocational training.

Moncler has been supporting the Foundation since 2010 when Haiti was struck by a severe earthquake, contributing to the reconstruction of hospitals, schools and homes.

In particular, the Group is a sponsor of the N.P.H. Saint Damien pediatric hospital, which every year treats and cares for some 80,000 children. Moncler's donations went to the purchase of oxygen generators to ensure that the hospital has the medical gas necessary to care for its hundreds of patients in wards and intensive care and for its four operating theatres.



AMFAR

amfAR is one of the world's leading non profit organizations dedicated to **ending the global AIDS epidemic** through innovative research.

Since 1985, the organization has provided support for AIDS research while also combating the epidemic through international HIV prevention, education and advocacy programs.

In the past 30 years, amfAR has invested more than \$415 million in its programmes and has awarded more than 3,300 grants to research teams worldwide.

Moncler has collaborated with amfAR since 2013, actively supporting amfAR's *Countdown to a Cure for AIDS* initiative, which aims to develop the scientific basis of a cure by the end of 2020.

During the 2015 Cannes Festival, the 22nd edition of amfAR's *Cinema against AIDS* benefit gala was held, which included a fashion show featuring looks from the most famous international high-fashion maisons. Moncler took part in the fashion show with garments from the Gamme Rouge collection which were later auctioned to benefit amfAR.





A passion for art and photography, one of the key characteristics of the Moncler Group, and the commitment to support amfAR's goal inspired the brand to create the ART FOR LOVE project, which took place at the New York Public Library. The project was promoted by Moncler and managed by Fabien Baron. For this exhibition, 32 great photographers were asked to freely interpret, according to their diverse sensibilities and creative approaches, the iconic symbol of Moncler at an international level: the *duvet maya* jacket.

All the pictures were sold through a silent auction and the revenues were donated entirely to amfAR.

The following photographers took part:

Camilla Akrans,	Hans Feurer,	Brigitte Lacombe,	Raymond Meier,	Terry Richardson,	Bruce Weber,
David Bailey,	Pamela Hanson,	Annie Leibovitz,	Steven Meisel,	Paolo Roversi,	Olivier Zahm.
Lachlan Bailey,	Ben Hassett,	Peter Lindbergh,	Mert & Marcus,	David Sims,	
Fabien Baron,	Inez and Vinoodh,	Roxanne Lowit,	Guido Mocarico,	Mario Sorrenti,	
Patrick Demarchelier,	Mikael Jansson,	Craig McDean,	Josh Olins,	Sølve Sundsbø,	
Arthur Elgort,	Steven Klein,	Alasdair McLellan,	Ezra Petronio,	Willy Vanderperre,	



EV-K2-CNR

Ev-K2-CNR is a private non-profit organisation that promotes cooperation projects and scientific research for fragile mountain ecosystems.

Ev-K2-CNR's activities, also pursued in partnership with international organisations such as the WWF and UNEP (United Nations Environment Programme), focus on the study and monitoring of climate change, safeguarding biodiversity and sustainable development in mountain areas.

In particular, the organisation has been promoting projects for several years in the Hindu Kush, Karakorum and Himalaya mountain ranges in Nepal, Pakistan, Tibet, India and Bhutan, and has a Laboratory-Observatory at 5,050 metres on the Nepalese side of Mount Everest.

United by their passion and respect for the mountains, Ev-K2-CNR and Moncler first worked together in 2014 for

the *Keep Karakorum Clean* campaign. In the same year – and sixty years after the first ascent of K2 – Moncler was once again a part of the organisation of the epic *K2 - 60 Years Later* initiative, providing technical equipment for the climbers.

The great success of the first initiative was followed up in 2015 by the *Keep K2 Clean* expedition, with base camps cleared of rubbish and restored to their natural conditions; a mountaineering first aid post was also set up on the world's second highest peak. In conjunction with the authorities of Central Karakorum National Park, environmental educational activities were also started to raise awareness among Pakistani operators of the importance of conserving parks and glaciers: from implementing sorted waste systems to setting up a waste recycling centre.





RELATIONS WITH ORGANISATIONS, INSTITUTIONS AND ASSOCIATIONS

Moncler firmly believes in engagement and participation. It is a member of several organisations and discussion groups at both the national and international levels.

The Group is active in a number of different fields, from the promotion of the Italian fashion industry and its sustainability to the fight against counterfeiting, trademark protection, the promotion of women in work, driving innovation and the setting of international standards.

The main associations of which the Group is a member are presented below:

- **Assonime:** Association of Italian joint-stock companies that works to improve industrial, commercial, administrative and tax legislation in Italy, carries out research, issues publications and represents the point of view of companies to Italian, European and international institutions.
- **Camera Nazionale della Moda Italiana:** The mission of the association is to promote and coordinate initiatives in the Italian fashion industry and provide training for young Italian fashion designers.
- **INDICAM:** Institute for the fight against counterfeiting. It works on several fronts, including: campaigning to raise awareness of forgery among industry operators, public authorities and the general public; improving statutory provisions for the fight against forgery; and leading collective investigation efforts involving its members, in cooperation with Italian diplomatic authorities, to protect trademarks outside of Italy.
- **International Trademark Association:** International association dedicated to supporting trademarks and related intellectual property in order to protect consumers and to promote fair and effective commerce.
- **PREVIASS II** (Intercompany Welfare Fund for client companies of Willis Italia S.p.A. Group): National association whose exclusive purpose is to provide member companies welfare services, in the form of assistance services and insurance, through master agreements made with insurance companies.
- **Quality Brands Protection Committee (QBPC):** The QBPC is an international association whose mission is to support China in improving its legal framework for intellectual property rights and promote an environment conducive to innovation.



- **UNI – Italian Organisation for Standardisation:** Private non-profit organisation that for almost 100 years now has developed and published voluntary technical standards for all sectors of industry, from manufacturing to sales and services. The UNI's members include companies, professionals, associations, public bodies, research centres, educational and academic institutes, consumer associations, trade unions, third sector organisations and non-governmental organisations, which together form a multi-stakeholder forum for technical debate that is unique at the national level. The association represents Italy in the European Committee for Standardisation (CEN) and in the International Organization for Standardization, supporting the harmonization of standards and promoting and enhancing the *Made in Italy* trademark.

- **Union des fabricants (Unifab):** French association active in the protection of intellectual property rights. Present also in Tokyo and Beijing, the association assists its members in the fight against forgery and counterfeiting in Asia and in managing dealings with local authorities.

- **Industrialists' Union of the Province of Padua:** Nationwide association whose mission is to raise the competitiveness of local industry and manufacturing through the creation of infrastructure, promote and transfer knowledge, foster a modern approach to work and a strong spirit of individual and collective initiative, innovation and applied research.

- **Valore D:** Italian association bringing together big industry names, united in their commitment to supporting and promoting women's leadership skills and talent as a contribution of value to business growth.

The highest principles of transparency and ethics govern the Group's dealings with political parties and their representatives. In 2015 Moncler did not make donations to any political parties and did not receive any form of public funding or subsidy.

Political commitment and any donations made by employees of the Group are considered as personal and purely voluntary.

8

ANNEX

GUIDE TO THE REPORT
ADDITIONAL INFORMATION
STATEMENT OF ASSURANCE
GRI-G4 CONTENT INDEX
GLOSSARY
CONTACTS



GUIDE TO THE REPORT

This first Sustainability Report is intended to share with stakeholders Moncler's strategies and approach to sustainability and illustrate the activities pursued and outcomes achieved in economic, social and environmental issues in an effort to create long-term value.

The Sustainability Report will be published on a yearly basis. It is prepared "in accordance" – core option provided by the Sustainability Reporting Guidelines (version G4) issued in 2013 by the Global Reporting Initiative (GRI). The GRI-G4 guidelines are today the most widely used and recognised standard at the international level for sustainability reporting. To facilitate readers in finding the information that interests them, a GRI Content Index is provided in the following pages showing where the qualitative and quantitative disclosures required by the GRI-G4 guidelines can be found in this report or in other Group publications.

The process of preparing the Sustainability Report involved the heads of various company divisions, who contributed to identifying which issues should be explored and which projects should be described and provided information to report on performance indicators.

All information and data disclosed in this report refer to the year ended December 31, 2015. To enable an analysis of performance trends over time, where available, comparative data has been provided for the previous year.

The Sustainability Report adopts the same scope of reporting as the Annual Report at December 31, 2015, which is also the source of the financial and business information and data provided.

Any differences in the scope of reporting have been duly reported. In order to ensure that the data and information disclosed in the Sustainability Report are as reliable as possible, preference has been given to reporting indicators that can be directly measured. The use of estimates, where necessary, is duly indicated in specific notes.

This Sustainability Report has been subject to limited assurance by KPMG S.p.A. Its independent auditor's report on the Sustainability Report is included on pages 152-153.

In relation to sustainability reporting, the Company has set itself the objective of improving it by progressively expanding the scope and the number of social and environmental indicators measured and stepping up its engagement and dialogue with stakeholders.

The Sustainability Report 2015 has been presented to the Board of Directors and the Annual Shareholders' Meeting.

This report consists of eight sections. The first two sections present Moncler's vision, business approach and key aspects of its understanding of corporate responsibility, as embodied in the governance and control system and approach to risk management and the creation of value. Subsequent sections report on the Group's performance in various areas of sustainability and its approach to key issues for Moncler and its stakeholders.

The process of gathering and processing the data and information disclosed in this Sustainability Report was conducted by the Sustainability Unit, in collaboration with officers from the Group's various organisational units and companies.

ADDITIONAL INFORMATION

Employees by geographic area and gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Italy	669	30.5%	69.5%	614	28.7%	71.3%
EMEA (excl. Italy)	664	27.1%	72.9%	353	36.3%	63.7%
Americas	257	44.4%	55.6%	201	47.8%	52.2%
Asia and Rest of the World	834	33.0%	67.0%	587	35.8%	64.2%
TOTAL	2,424	31.9%	68.1%	1,755	34.8%	65.2%

Employees by age group and gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
<30	867	36.8%	63.2%	588	42.7%	57.3%
31-40	898	29.8%	70.2%	722	29.6%	70.4%
41-50	472	27.3%	72.7%	325	30.2%	69.8%
>50	187	30.5%	69.5%	120	39.2%	60.8%
TOTAL	2,424	31.9%	68.1%	1,755	34.8%	65.2%

Employees by category and gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Executives/ senior executives	41	65.9%	34.1%	31	64.5%	35.5%
Managers	240	42.5%	57.5%	167	46.7%	53.3%
Professionals	211	29.4%	70.6%	228	32.0%	68.0%
White-collars	1,633	32.6%	67.4%	1,301	32.4%	67.6%
Workers	299	16.4%	83.6%	28	60.7%	39.3%
TOTAL	2,424	31.9%	68.1%	1,755	34.8%	65.2%

Employees by education level and gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
University degree or equivalent	955	29.2%	70.8%	691	31.8%	68.2%
High School	754	37.5%	62.5%	605	37.5%	62.5%
Elementary/ Middle School	494	25.1%	74.9%	206	36.9%	63.1%
Not mapped	221	39.4%	60.6%	253	34.4%	65.6%
TOTAL	2,424	31.9%	68.1%	1,755	34.8%	65.2%

Employees by length of service and gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
0-5 years	2,101	32.4%	67.6%	1,497	35.1%	64.9%
6-10 years	174	25.9%	74.1%	248	33.1%	66.9%
11-20 years	148	32.4%	67.6%	9	11.1%	88.9%
21-30 years	1	-	100.0%	1	100.0%	-
TOTAL	2,424	31.9%	68.1%	1,755	34.8%	65.2%

Employees by employment contract and gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Permanent contract	1,733	32.3%	67.7%	1,229	36.7%	63.3%
Temporary contract	691	30.8%	69.2%	526	30.2%	69.8%
TOTAL	2,424	31.9%	68.1%	1,755	34.8%	65.2%

Permanent employees by employment contract and gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Full time	1,595	32.3%	67.7%	1,113	37.5%	62.5%
Part time	138	32.6%	67.4%	116	29.3%	70.7%
TOTAL	1,733	32.3%	67.7%	1,229	36.7%	63.3%

Injury indicators (workplace + travel-to-work) by gender

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Incidence rate ¹	5.78	2.59	7.27	5.70	4.92	6.11
Severity rate ²	0.10	0.03	0.15	0.04	0.02	0.05
Frequency rate ³	4.16	1.59	5.69	3.80	3.36	4.02

¹ Incidence rate: (number of injuries/total employees) x 1,000.

² Severity rate: (number of days lost due to injuries/total hours worked) x 1,000.

³ Frequency rate: (number of injuries/total hours worked) x 1,000,000.

Employees by Country

	n.	%
Italy	669	27.6
Japan	327	13.5
Romania	287	11.8
China	263	10.8
United States	217	9.0
France	127	5.2
Hong Kong	101	4.2
Korea	97	4.0
United Kingdom	62	2.6
Germany	45	1.9
Switzerland	39	1.6
Canada	32	1.3
Austria	29	1.2
Taiwan	25	1.0
Other countries	104	4.3
TOTAL	2,424	100%

Employees notified of anti-corruption policy and procedures

Employees trained on anti-corruption issues

	2015		2014	
	2015	2014	2015	2014
TOTAL	343	202	337	181

Injuries by gender and geographic area (No.)

	2015			2014		
	TOT	MEN	WOMEN	TOT	MEN	WOMEN
Workplace	3	1	2	4	1	3
Italy	1	1	-	2	1	1
EMEA (excl. Italy)	2	-	2	1	-	1
Americas	-	-	-	1	-	1
Asia and Rest of the World	-	-	-	-	-	-
Travel-to-work	11	1	10	5	1	4
Italy	8	1	7	3	-	3
EMEA (excl. Italy)	3	-	3	-	-	-
Americas	-	-	-	-	-	-
Asia and Rest of the World	-	-	-	2	1	1
TOTAL	14	2	12	9	2	7

PARENTAL LEAVE

Moncler provides parental leave to all its employees in accordance with applicable laws and local legislation.

The Group also helps both men and women in balancing family life with work commitments by offering flexible working hours that can be adapted to their personal needs.

In 2015 the number of Group employees who took some form of parental leave totalled 84, representing 6.1% of the female

workforce entitled and 0.2% of the male workforce entitled. Around 50% of the employees who took parental leave returned to work at the end of the leave period.

Of those who returned to work in 2014, approximately 64% were still working for the company 12 months later.

COMPLIANCE

The Moncler Group strives towards the highest principles of transparency, integrity and loyalty in its operations, complying with applicable laws in force in the countries in which it operates and focusing constantly on creating a relationship of trust with its clients.

Confirmation of this is reflected in the fact that in 2015 no Final Decision¹ was handed down against the Moncler Group in any of the following areas:

- (i) unfair competition and antitrust;
- (ii) health and safety of products;
- (iii) marketing communications, including advertising, promotions and sponsorships;
- (iv) disputes impacting the community;
- (v) the environment;
- (vi) intellectual property rights;
- (vii) privacy.

With regard to product labelling, the Moncler Group has adopted specific procedures designed to ensure the disclosure of accurate, clear and transparent information on labels. Over the year, however, two cases of non-compliance in labelling were found, which attracted administrative sanctions. The cases concerned non-compliance with regulations concerning the disclosure on labels of the textile composition of fabrics and the accurate translation of information into the local language (specifically in China).

In addition, there were two cases in the above areas regarding unfair competition: one is still pending in appeal after an initial ruling was handed down in favour of the Group, the other has been concluded with a final decision in favour of Moncler.

Overall, litigation against the Group, in terms of type of issue and number of cases, is not particularly significant.

¹ Final Decision: court rulings, arbitration awards and other measures not challenged or unchallengeable, handed down in 2015.



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(Translation from the Italian original which remains the definitive version)

Independent auditors' report on the sustainability report

To the board of directors of
 Moncler S.p.A.

We have carried out a limited assurance engagement of the 2015 sustainability report of the Moncler Group (the "Group").

Directors' responsibility for the sustainability report

The parent's directors are responsible for the preparation of the sustainability report in accordance with the "G4 Sustainability Reporting Guidelines", issued in 2013 by GRI – Global Reporting Initiative, that are detailed in the "Guide to the report" section of the sustainability report, as well as for that part of internal controls that they consider necessary for the preparation of a sustainability report that is free from material misstatement, including due to fraud or unintentional conduct or events. They are also responsible for defining the Group's objectives regarding its sustainability performance, the reporting of the achieved results and the identification of the stakeholders and the significant matters to report.

Auditors' responsibility

Our responsibility is to issue this report based on our procedures. We carried out our work in accordance with the criteria established by "International Standard on Assurance Engagements 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000)", issued by the International Auditing and Assurance Standards Board (IAASB) applicable to limited assurance engagements. This standard requires that we comply with applicable ethical requirements, including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the report is free from material misstatement. These procedures include inquiries, primarily of persons responsible for the preparation of information presented in the sustainability report, documental analyses, recalculations and other evidence gathering procedures, as appropriate.

The procedures we performed on the sustainability report aimed at checking that its content and quality complied with the "G4 Sustainability Reporting Guidelines" and may be summarised as follows:

- comparing the information and data presented in the "Creating value for stakeholders" section of the sustainability report to the corresponding financial information and data included in the Group's consolidated financial statements as at and for the year ended 31 December 2015, on which we issued our report dated 29 March 2016 pursuant to articles 14 and 16 of Legislative decree no. 39 of 27 January 2010;
- holding interviews aimed at analysing the governance system and the process for managing the sustainable development issues relating to the Group's strategy and activities;
- analysing the reporting of significant matters process, specifically how these matters are identified and prioritised for the each stakeholder category and how the process outcome is validated internally;

KPMG S.p.A. è una società per azioni di diritto italiano e fa parte del network KPMG di entità indipendenti affiliate a KPMG International Cooperative ("KPMG International"), entità di diritto svizzero.

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 Trieste Varese Verona

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Moncler Group
Independent auditors' report on the sustainability report
 31 December 2015

- analysing how the processes underlying the generation, recording and management of quantitative data included in the sustainability report operate. In particular, we have performed the following:
 - interviews and discussions with management personnel of Moncler S.p.A. and personnel of Industries S.p.A., to gather information on the IT, accounting and reporting systems used in preparing the sustainability report, and on the processes and internal control procedures used to gather, combine, process and transmit data and information to the office that prepares the sustainability report;
 - sample-based analysis of documentation supporting the preparation of the sustainability report to confirm the existence and adequacy of processes and that the internal controls correctly manage data and information in relation to the objectives described in the sustainability report;
- analysing the compliance and overall consistency of the qualitative information included in the sustainability report with the guidelines referred to herein in the “Directors’ responsibility for the sustainability report” paragraph;
- analysing the stakeholder involvement process, in terms of methods used, by reading the minutes of the meetings or any other information available about the salient features identified;
- obtaining the representation letter signed by the legal representative of Moncler S.p.A. on the compliance of the sustainability report with the guidelines indicated in the “Directors’ responsibility for the sustainability report” paragraph and on the reliability and completeness of the information and data contained therein.

As required by the “G4 Sustainability Reporting Guidelines”, the data and information covered by our procedures are set out in the “GRI Content Index” table of the sustainability report.

A limited assurance engagement is less in scope than a reasonable assurance engagement carried out in accordance with ISAE 3000, and, therefore, it does not offer assurance that we have become aware of all significant matters and events that would be identified during a reasonable assurance engagement.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the 2015 sustainability report of the Moncler Group has not been prepared, in all material respects, in accordance with the “G4 Sustainability Reporting Guidelines”, issued in 2013 by GRI – Global Reporting Initiative, that are detailed in the “Guide to the report” section of the sustainability report.

Treviso, 4 April 2016

KPMG S.p.A.

(signed on the original)

Francesco Masetto
 Director of Audit

GRI-G4 CONTENT INDEX

The following index is provided to assist readers in finding in this report content that refers to specific GRI-G4 indicators. The index has two parts. The first part refers to the GRI “in accordance” – core option indicators on the basis of the materiality analysis conducted in 2015 (see pages 54-55). The second part refers to other GRI-G4 indicators that complete the performance profile of Moncler. A table linking the material issues and the GRI index is also provided.

KPMG S.p.A. has carried out a “limited assurance engagement” on Moncler Sustainability Report 2015, providing its overall conclusions on the Report. As regards the scope of activities, refer to the Statement released by the Independent auditor on pages 152-153.

LEGEND

SR = Sustainability Report 2015

CE = Code of Ethics

PRP = Procedure Governing Transactions with Related Parties

CGR = Corporate Governance Report 2015

AR = Annual Report 2015

GRI CONTENT INDEX “IN ACCORDANCE” – CORE OPTION

GRI - GENERAL STANDARD DISCLOSURES

	Page number (or direct link)	External assurance
STRATEGY AND ANALYSIS		
G4-1	SR p. 4	✓
ORGANISATIONAL PROFILE		
G4-3	SR p. 148	✓
G4-4	SR pp. 30-31; 86; 88; 90-91; 104-106	✓
G4-5	SR pag. 164	✓
G4-6	SR pp. 30-31; 63; 96; 150	✓
G4-7	SR pp. 46; 164	✓
G4-8	SR pp. 30-31	✓
G4-9	SR pp. 30-31; 34-36; 62-63; 96	✓
G4-10	SR pp. 62-63; 149-150	✓
G4-11	SR p. 80	✓
G4-12	SR pp. 94; 96-97; 99	✓
G4-13	SR pp. 27; 62; 94; 118	✓
G4-14	SR pp. 50; 126	✓
G4-15	SR pp. 46; 72	✓
G4-16	SR pp. 144-145	✓

	Page number (or direct link)	External assurance
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES OF THE REPORT		
G4-17	SR p. 148	✓
G4-18	SR p. 148	✓
G4-19	SR pp. 54-55	✓
G4-20	SR p. 161	✓
G4-21	SR p. 161	✓
G4-22	SR p. 148	✓
G4-23	The indicator has not been disclosed as it is the first year that the Sustainability Report has been published.	✓
STAKEHOLDER ENGAGEMENT		
G4-24	SR pp. 56-57	✓
G4-25	SR pp. 56-57	✓
G4-26	SR pp. 56-57	✓
G4-27	SR pp. 56-57	✓
REPORT PROFILE		
G4-28	SR p. 148	✓
G4-29	SR p. 148	✓
G4-30	SR p. 148	✓
G4-31	SR p. 164	✓
G4-32	SR pp. 154-161	✓
G4-33	SR pp. 152-153	✓
GOVERNANCE		
G4-34	SR pp. 46-47; 52	✓
ETHICS AND INTEGRITY		
G4-56	SR pp. 22-23; 32-33; 46; 48-49	✓
GRI - SPECIFIC STANDARD DISCLOSURES		
CATEGORY: ECONOMIC		
ECONOMIC PERFORMANCE		
G4-DMA	SR pp. 132; 134	✓
G4-EC1	SR pp. 36; 134	✓
PROCUREMENT PRACTICES		
G4-DMA	SR pp. 94; 96-97	✓
G4-EC9	SR pp. 96-97	✓
CATEGORY: ENVIRONMENTAL		
MATERIALS		
G4-DMA	SR pp. 116; 118; 120	✓
G4-EN1	SR p. 120	✓
G4-EN2	SR p. 120	✓
ENERGY		
G4-DMA	SR pp. 122; 125	✓
G4-EN6	SR pp. 122; 125	✓
SUPPLIER ENVIRONMENTAL ASSESSMENT		
G4-DMA	SR pp. 14-15; 97	✓
G4-EN33	SR pp. 14-15; 97	✓

	Page number (or direct link)	External assurance
CATEGORY: SOCIAL		
LABOUR PRACTICES AND DECENT WORK		
EMPLOYMENT		
G4-DMA	SR pp. 60; 62; 64-65; 73	✓
G4-LA1	Turnover rate at the moment is not available for Regions. SR p. 65	✓
G4-LA2	SR p. 73	✓
TRAINING AND EDUCATION		
G4-DMA	SR pp. 70-71; 74	✓
G4-LA11	SR p. 74	✓
DIVERSITY AND EQUAL OPPORTUNITY		
G4-DMA	SR p. 75	✓
G4-LA12	SR pp. 47; 62-64; 75; 149-150	✓
EQUAL REMUNERATION FOR WOMEN AND MEN		
G4-DMA	SR pp. 72; 75	✓
G4-LA13	SR p. 75	✓
SUPPLIER ASSESSMENT FOR LABOUR PRACTICES		
G4-DMA	SR pp. 15; 97	✓
G4-LA15	SR pp. 15; 97	✓
SUPPLIER HUMAN RIGHTS ASSESSMENT		
G4-DMA	SR pp. 15; 97	✓
G4-HR11	SR pp. 15; 97	✓
SOCIETY		
LOCAL COMMUNITIES		
G4-DMA	SR p. 134	✓
G4-SO1	SR p. 137	✓
PRODUCT RESPONSIBILITY		
CUSTOMER HEALTH AND SAFETY		
G4-DMA	SR pp. 88; 151	✓
G4-PR1	SR pp. 88; 90	✓
G4-PR2	SR p. 151	✓
PRODUCT AND SERVICE LABELLING		
G4-DMA	SR pp. 106-107	✓
G4-PR5	SR p. 107	✓
MARKETING COMMUNICATIONS		
G4-DMA	SR pp. 110; 151	✓
G4-PR7	SR p. 151	✓

ADDITIONAL GRI INDICATORS

	Page number (or direct link)	External assurance
GENERAL STANDARD DISCLOSURES		
STRATEGY AND ANALYSIS		
G4-2	SR pag. 50	✓
GOVERNANCE		
G4-35	SR pp. 52-53	✓
G4-36	SR pp. 52-53	✓
G4-37	SR p. 52	✓
G4-38	SR pp. 46-47; 52. CGR pp. 13-17; 54	✓
G4-39	SR p. 47. CGR p. 28	✓
G4-40	CGR p. 10	✓
G4-41	CE pp. 6; 16. PRP	✓
G4-42	SR pp. 52-53	✓
G4-43	SR p. 52	✓
G4-45	SR pp. 50; 52	✓
G4-46	SR p. 50	✓
G4-47	SR p. 50	✓
G4-48	SR pp. 54-55; 148	✓
G4-49	SR pp. 49; 96	✓
G4-53	SR p. 72	✓
ETHICS AND INTEGRITY		
G4-57	SR pp. 11; 49. CE p. 19	✓
G4-58	SR pp. 11; 49	✓
SPECIFIC STANDARD DISCLOSURES		
CATEGORY: ECONOMIC		
ECONOMIC PERFORMANCE		
G4-EC2	Partial disclosure of indicator. The opportunity of expanding the scope of analysis will be considered in the future. SR pp. 118; 125-126	✓
G4-EC3	SR p. 73. AR p. 72	✓
G4-EC4	SR p. 145	✓
MARKET PRESENCE		
G4-DMA	SR pp. 66; 72	✓
G4-EC5	SR p. 72	✓
G4-EC6	SR p. 66	✓
INDIRECT ECONOMIC IMPACTS		
G4-DMA	SR pp. 134; 136-137	✓
G4-EC7	SR pp. 136-137	✓
CATEGORY: ENVIRONMENTAL		
ENERGY		
G4-DMA	SR pp. 118; 122	✓
G4-EN3	SR p. 119	✓
G4-EN5	SR p. 119	✓
G4-EN7	SR p. 122	✓

	Page number (or direct link)	External assurance
WATER		
G4-EN9	The main source of water supply for the Group is the water mains.	✓
G4-EN10	Water consumption mainly relates to sanitary plumbing. This water is not recycled or reused.	✓
BIODIVERSITY		
G4-EN11	Moncler does not own or manage facilities or operating sites that are located in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. Accordingly, indicators G4-EN12, EN13, EN14, EN26 are not applicable.	✓
EMISSIONS		
G4-DMA	SR pp. 118; 125-126	✓
G4-EN15	SR p. 119	✓
G4-EN16	SR p. 119	✓
G4-EN17	SR p. 129	✓
G4-EN18	SR p. 119	✓
G4-EN19	SR pp. 125-126	✓
G4-EN20	During the reporting period, in Italy, insignificant gas emissions of around 24 kg hydrochlorofluorocarbons (HCFCs) were recorded, due to the replacement of an air-conditioning unit.	✓
G4-EN21	Given Moncler's business model, there are no known significant emissions at the moment.	✓
EFFLUENTS AND WASTE		
G4-DMA	SR p. 121	✓
G4-EN22	Water discharges are similar to those of residential dwellings and are therefore conducted to the sewage system.	✓
G4-EN23	SR p. 121	✓
G4-EN24	During the reporting period there were no spills of polluting substances.	✓
G4-EN25	At Moncler, no waste deemed hazardous under the terms of the Basel Convention is transported, imported, exported or treated.	✓
PRODUCTS AND SERVICES		
G4-DMA	SR pp. 16-17; 122	✓
G4-EN27	SR pp. 16-17; 122	✓
COMPLIANCE		
G4-DMA	SR p. 151	✓
G4-EN29	SR p. 151	✓
TRANSPORT		
G4-DMA	SR pp. 126; 129	✓
G4-EN30	SR pp. 126; 129	✓
OVERALL		
G4-DMA	SR p. 122	✓
G4-EN31	SR p. 122	✓
ENVIRONMENTAL GRIEVANCE MECHANISMS		
G4-DMA	SR p. 49	✓
G4-EN34	During the reporting period there were no grievances filed about environmental impacts, addressed and resolved through formal grievance mechanisms.	✓

	Page number (or direct link)	External assurance
CATEGORY: SOCIAL		
<i>LABOUR PRACTICES AND DECENT WORK</i>		
EMPLOYMENT		
G4-DMA	SR p. 151	✓
G4-LA3	SR p. 151	✓
LABOUR/MANAGEMENT RELATIONS		
G4-DMA	SR p. 80	✓
G4-LA4	SR p. 80	✓
OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	SR pag. 77	✓
G4-LA5	There are no formal committees in this area. SR p. 76	✓
G4-LA7	SR pp. 76-77	✓
G4-LA8	SR p. 77	✓
TRAINING AND EDUCATION		
G4-DMA	SR p. 70	✓
G4-LA9	SR p. 70	✓
LABOUR PRACTICES GRIEVANCE MECHANISMS		
G4-DMA	SR p. 49	✓
G4-LA16	During the reporting period, 9 grievances were filed about labour practices, of which 4 resolved through formal grievance mechanisms and 5 still being addressed.	✓
HUMAN RIGHTS		
INVESTMENT AND PROCUREMENT PRACTICES		
G4-DMA	SR pp. 70; 97	✓
G4-HR1	SR p. 97	✓
G4-HR2	SR p. 70	✓
NON-DISCRIMINATION		
G4-DMA	SR p. 75	✓
G4-HR3	SR pp. 49; 75	✓
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
G4-DMA	SR p. 97	✓
G4-HR4	SR pp. 15; 97	✓
CHILD LABOUR		
G4-DMA	SR p. 97	✓
G4-HR5	SR pp. 15; 97	✓

	Page number (or direct link)	External assurance
FORCED OR COMPULSORY LABOUR		
G4-DMA	SR p. 97	✓
G4-HR6	SR pp. 15; 97	✓
SECURITY PRACTICES		
G4-DMA	SR p. 70	✓
G4-HR7	SR p. 70	✓
INDIGENOUS RIGHTS		
G4-HR8	Considering the geographic areas in which Moncler operates, it is believed that there is no risk of violating the rights of indigenous populations.	✓
HUMAN RIGHTS ASSESSMENT		
G4-DMA	SR p. 97	✓
G4-HR9	SR p. 15; 97	✓
HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-DMA	SR p. 49	✓
G4-HR12	Although to date there is no formal process for reporting grievances about human rights violations, during the reporting period no such cases were detected. A whistleblowing procedure will be active from 2016.	✓
SOCIETY		
LOCAL COMMUNITIES		
G4-DMA	SR p. 134	✓
G4-SO2	In view of Moncler's activities to date, no operations were found with significant actual or potential negative impacts on local communities.	✓
ANTI-CORRUPTION		
G4-DMA	SR pp. 48; 150	✓
G4-SO3	SR p. 48	✓
G4-SO4	SR p. 150	✓
G4-SO5	No incidents of corruption occurred during the reporting period.	✓
PUBLIC POLICY		
G4-DMA	SR p. 145	✓
G4-SO6	SR p. 145	✓
ANTI-COMPETITIVE BEHAVIOUR		
G4-DMA	SR p. 151	✓
G4-SO7	SR p. 151	✓
COMPLIANCE		
G4-DMA	SR p. 151	✓
G4-SO8	SR p. 151	✓
SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY		
G4-DMA	SR pp. 14-15	✓
G4-SO10	SR pp. 14-15	✓
GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-DMA	SR p. 151	✓
G4-SO11	SR p. 151	✓

	Page number (or direct link)	External assurance
PRODUCT RESPONSIBILITY		
PRODUCT AND SERVICE LABELLING		
G4-DMA	SR pp. 110; 151	✓
G4-PR3	SR p. 110	✓
G4-PR4	SR p. 151	✓
MARKETING COMMUNICATIONS		
G4-DMA	SR pp. 91; 151	✓
G4-PR6	SR p. 91	✓
G4-PR7	SR p. 151	✓
CUSTOMER PRIVACY		
G4-DMA	SR p. 151	✓
G4-PR8	SR p. 151	✓
COMPLIANCE		
G4-DMA	SR p. 151	✓
G4-PR9	SR p. 151	✓

TABLE LINKING MATERIAL ISSUES AND THE GRI INDEX

Material issue	Link to aspects of the GRI-G4	Internal impacts	External impacts
Brand reputation	*		Clients
Product quality and safety	Customer health and safety (G4-PR1; G4-PR2)		Clients Suppliers
Responsible Sourcing	Supplier assessment for labour practices (G4-LA15) Supplier assessment for human rights (G4-HR11)		Clients Suppliers
Client relations and client satisfaction	Product and service labelling (G4-PR5)	Internal stakeholders	Clients
Performance assessment and career development	Training and education (G4-LA11)	Internal stakeholders	
Fostering a culture of sustainability	*	Internal stakeholders	Clients Environment Suppliers Community
Animal welfare	Supplier assessment for labour practices (G4-LA15)		Clients Suppliers
Dialogue, engagement and training of suppliers	Procurement practices (G4-EC9) Supplier assessment for environmental impacts (G4-EN33)		Suppliers
Employer branding	Employment (G4-LA1)	Internal stakeholders	
Employee welfare	Employment (G4-LA2)	Internal stakeholders	
Support for local communities	Economic performance (G4-EC1) Local communities (G4-SO1)		Community
Employee engagement	*		
Equal opportunities	Diversity and equal opportunity (G4-LA12) Equal remuneration for women and men (G4-LA13)	Internal stakeholders	
Environmentally-friendly packaging	Materials (G4-EN1, G4-EN2)		Environment
Sustainable store format	Energy (G4-EN6)		Environment

* With regard to this area (not directly connected to an aspect under the GRI-G4 Guidelines), in the document Moncler reports the management approach adopted and the associated indicators.

GLOSSARY

Americas: Antigua and Barbuda, Argentina, Bahamas, Barbados, Bermuda, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, Greenland, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, San Salvador, Saint Lucia, Suriname, Trinidad and Tobago, United States, Uruguay, Venezuela.

Asia and Rest of World: Afghanistan, Australia, Bangladesh, Bhutan, Brunei, Cambodia, China, East Timor, Hong Kong, India, Indonesia, Iran, Iraq, Japan, Jordan, Kyrgyzstan, Laos, Macau, Maldives, Malaysia, Mongolia, Nepal, North Korea, Oman, Pakistan, Philippines, Qatar, Singapore, South Korea, Sri Lanka, Syria, Tajikistan, Taiwan, Thailand, Turkmenistan, Vietnam, Yemen.

Augmented reality: sensory perception that is augmented electronically with real-time visual information.

Concession: directly managed mono-brand retail space located on the premises of a department store.

Corporate offices: central organisational units tasked with

setting strategy and guidelines for the coordination and control of all operations on behalf of Group subsidiaries and branches.

Department store: general store of large or medium size, divided internally into specialist departments.

Digital signage: digital marketing communications located near stores, usually with a video monitor that may or may not be interactive.

DOS: Directly Operated Stores, including Free Standing Stores, Travel Retail Stores, Concessions and Outlets.

Doors: multi-brand and mono-brand wholesale stores.

E-commerce: electronic commerce.

EBIT: Earning Before Interest and Taxes (Operating result).

EBITDA: Earning Before Interest, Taxes, Depreciation and Amortization.

EMEA: Europe and Middle East Countries: Andorra, Armenia, Austria, Azerbaijan, Bahrain, Belarus, Belgium, Bulgaria, Canary

Islands, Ceuta and Melilla, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Ireland, Iceland, Israel, Kazakhstan, Kuwait, Latvia, Lebanon, Liechtenstein, Lithuania, Luxembourg, Malta, Montenegro, Morocco, Netherlands, Norway, Poland, Portugal, Principality of Monaco, Romania, Russian Federation, Saudi Arabia, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Arab Emirates, United Kingdom, Uzbekistan.

Façon manufacturer: third party supplier carrying out the “cut-make-trim” phase (façon) of the production cycle according to the so-called industrialised method.

Flagship store: a mono-brand retail store which by its size and/or location conveys the philosophy and image of the brand.

Full Time Equivalent (FTE): Average annual number of employees equivalent to full-time workers.

Holiday resort: exclusive holiday destination.

Know-how: practical knowledge of how to do something, information in the form of unpatented inventions, formulae, models, designs, methods and procedures, along with accumulated skills and experience held by qualified company personnel.

Mono-brand store: a shop that exclusively sells clothing, accessories and products of a specific brand.

Multi-brand store: a shop that sells different brands of clothing, accessories and products.

Net debt: the sum of payables to banks and short-term and long-term loans, less net cash.

Net working capital: the sum of trade receivables and inventories, less trade payables.

Outlet: a shop that sells products and collections from previous years and seasons at discount prices.

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).

Shop-in-shop: mono-brand wholesale space located on the premises of a department store.

Supply chain: distribution processes that begin with the supply of materials or components and end with the consumer, encompassing all phases of production, wholesale and retail.

Travel retail store: point of sale located in places where there is a high flow of potential customers, such as airports and train stations.

Wholesale: distribution channel for the sale of products or goods to distributors (industrial, commercial and institutional entities or other professional firms) 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

