







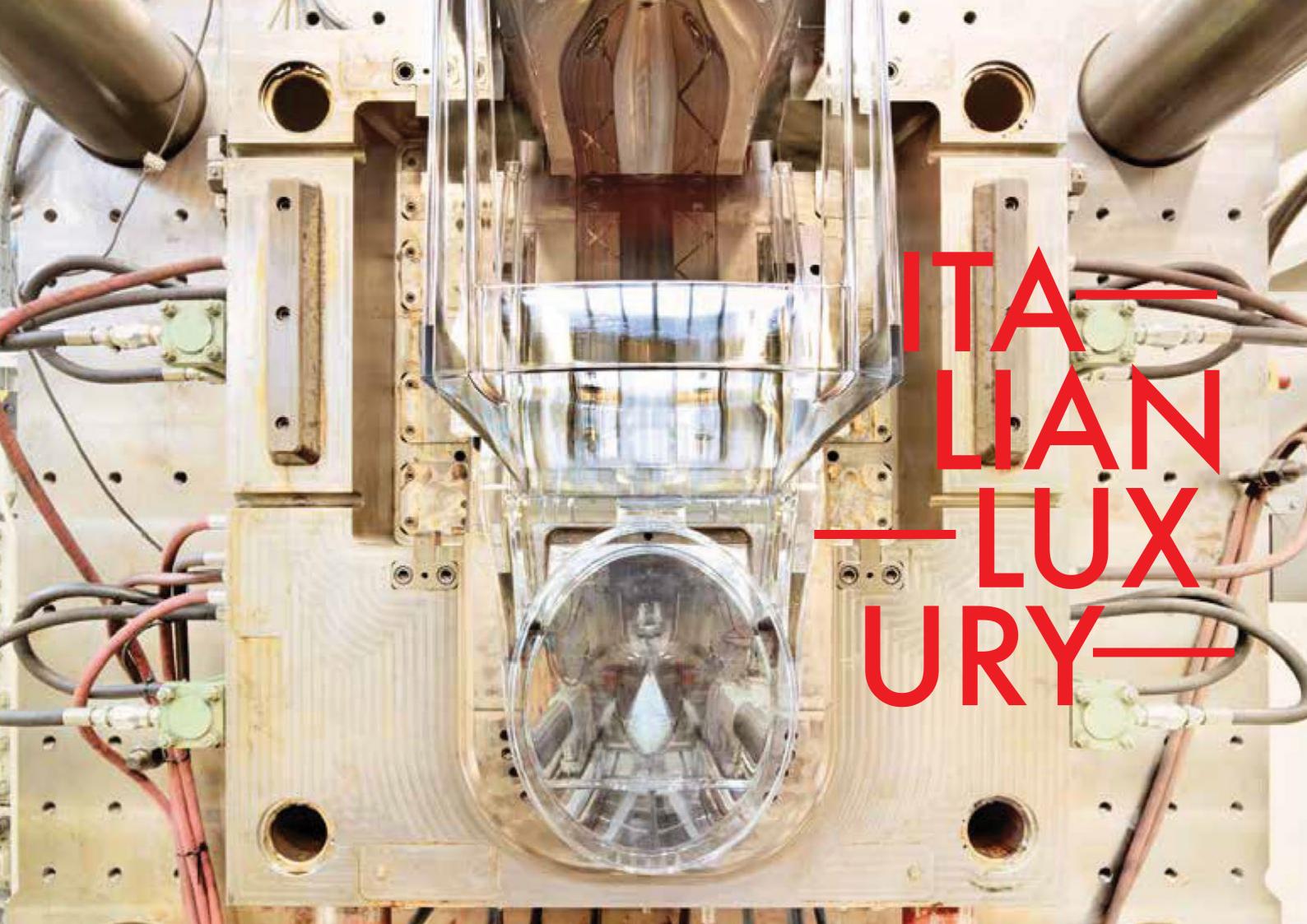
Fondazione Altagamma

SINCE 1992, ALTAGAMMA GATHERS HIGH-END ITALIAN CULTURAL AND CREATIVE COMPANIES, RECOGNIZED GLOBALLY AS AUTHENTIC AMBASSADORS OF ITALIAN STYLE.

The Altagamma members operate in multiple sectors among which fashion, design, jewellery, food, hospitality, automotive, yachts, and wellness.

The mission of Altagamma is to increase the competitiveness of the high-end industry, contributing to Italy's economic growth. Its vision, as an ambassador to the world of the Italian lifestyle, is to be a creative and cultural ecosystem that is the most important accelerator of Made in Italy products.

Since 2017 the HEADQUARTERS of Fondazione Altagamma are located in Via Montenapoleone 9, in Milan, a city that has been for decades a catalyst for the development of innovative enterprise throughout Italy.

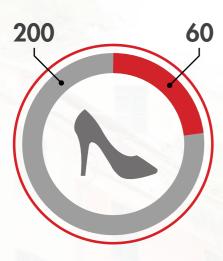


Italian Luxury

ALTAGAMMA BUSINESSES PLAY A LEADING ROLE IN A MARKET SEGMENT THAT CONTINUES TO GROW ALL OVER THE WORLD.

Total worldwide consumption of luxury goods: 1.171 BILLION EURO Market share of italian brands: 10%

Source: Fondazione Algamma / Bain&Company, 2018



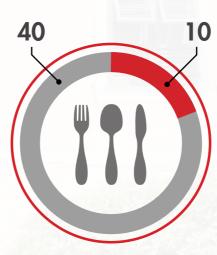
PERSONAL LUXURY GOODS

(Billion Euros) Share of Italian Brands: 23%



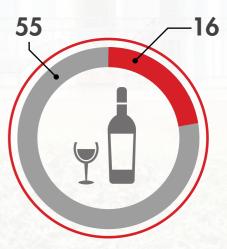
DESIGN FURNITURE

(Billion Euros) Share of Italian Brands: 30%



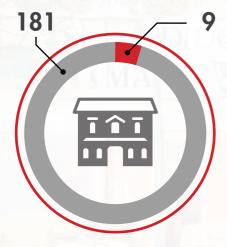
FOOD & BEVERAGE

(Billion Euros) Share of Italian Brands: 20%



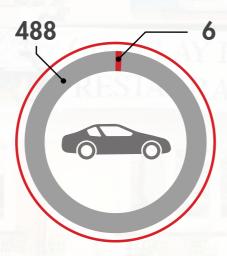
WINE & LIQUORS

(Billion Euros) Share of Italian Brands: 22%



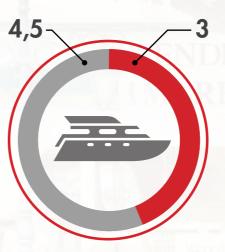
HOSPITALITY

(Billion Euros) Share of Italian Brands: 5%



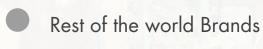
CARS

(Billion Euros) Share of Italian Brands: 1%



YACHTS

(Billion Euros) Share of Italian Brands: 40%



Italian Brands

01/ THE AESTHETIC VOCATION

Style, Design, An Appreciation for Beauty, Elegance.

04/ SOCIAL **QUALITIES**

Sense of community spirit, Family businesses, Manufacturing districts

02/

ARTISANAL QUALITY

Manual skill, an Eye far detail, the Passing on of manufacturing expertise, Creative craftsmanship that is never repetitive.

05/ **RELATIONAL QUALITIES**

Relational qualities. The ability to construct empathic relationships, Welcoming, Warmth, Hospitality, Conviviality.

07/ **OVERALL QUALITY OF LIFE**

Italians "know how to live", More relaxed rhythms, Simple everyday pleasures, Sense of lightness and authenticity.

06/ **VARIETY** MULTIPLICITY

03/

CULTURAL AND

ARTISTIC HERITAGE

The Relationship with the past, The importance of roots, Identity, Sense of belonging to the community.

The richness of nature, culture, production. Variety of cultures, styles, tastes

08/ **CREATIVITY**

Flair, Talent, Passion, Curiosity, Flexibility, Curiosity

The 8 Distinctive Features of Italian Quality

THE ITALIAN PEOPLE, AND UNIVERSALLY RECOGNISED ALL BRAND.

THE STYLISTIC AND CREATIVE EXCELLENCE OF ITALIAN OVER THE GLOBE. THIS MEANS THAT, IN ADDITION TO THE LUXURY BRANDS, AND THEIR SUCCESS ACROSS THE SPECIFIC CACHET OF EACH INDIVIDUAL BUSINESS AND WORLD, IS UNDERPINNED BY A SERIES OF QUALITIES THAT BRAND, ITALIAN PRODUCTS ALWAYS POSSESS AN ADDED ARE TRADITIONALLY ASSOCIATED WITH THE COUNTRY AND VALUE THAT DERIVES FROM THE VERY 'ITALIAN-NESS' OF THE

STR ARE AS —

01/Business Development

THE FOUNDATION CARRIES OUT A BROAD RANGE OF ACTIVITIES TO STRENGTHEN THE COMPETITIVENESS OF BUSINESSES: FROM KNOWLEDGE OF THE MARKETS TO RELATIONS WITH INSTITUTIONS, FROM NETWORKING ACTIVITIES TO THOSE DEDICATED TO SPECIFIC INDUSTRY ISSUES.





Altagamma is the global point of reference when it comes to understanding the luxury market. Every year the Foundation carries out 8 research projects together with the most authoritative international partners. Also including high-profile panel sessions, the study presentations have become highly-anticipated events among the media and the business community. The luxury markets are analysed in terms of both supply and demand.

ALTAGAMMA WORLDWIDE MARKET MONITOR:

Worldwide Luxury Consumption, with BAIN&COMPANY.

TRUE GLOBAL LUXURY CONSUMER INSIGHT:

The global luxury consumer, with BOSTON CONSULTING GROUP

• DIGITAL LUXURY EXPERIENCE:

The digital behavior of consumers and online performances, with MCKINSEY & COMPAN

ALTAGAMMA RETAIL EVOLUTION:

The evolution of luxury retail, with **EXANE BNP PARIBAS**.

• TAX FREE CONSUMPTION IN THE EUROPEAN UNION:

Tax Free consumption in the European Union, with GLOBAL BLUE.

ALTAGAMMA CONSENSUS:

Forecasts on luxury market trends, carried out by the Altagamma Foundation.

• BOATING MARKET INSIGHT:

Global recreational boating market, with **DELOITTE**

ALTAGAMMA TOP WINES STUDY:

Global consumption and growth dynamics for top wines producers, with EY PARTHENON



Altagamma represents, protects and promotes the interests of its member companies also through its interaction with both national and international Institutions.

More specifically, these relations focus on the issues of:

- **INTELLECTUAL PROPERTY**
- **INDUSTRIAL POLICY**
- COMMERCIAL POLICY AND SELECTIVE DISTRIBUTION
- INTERNATIONAL MARKETS ACCESS
- GOVERNANCE OF THE INTERNET
- TAX REGULATION
- EDUCATION

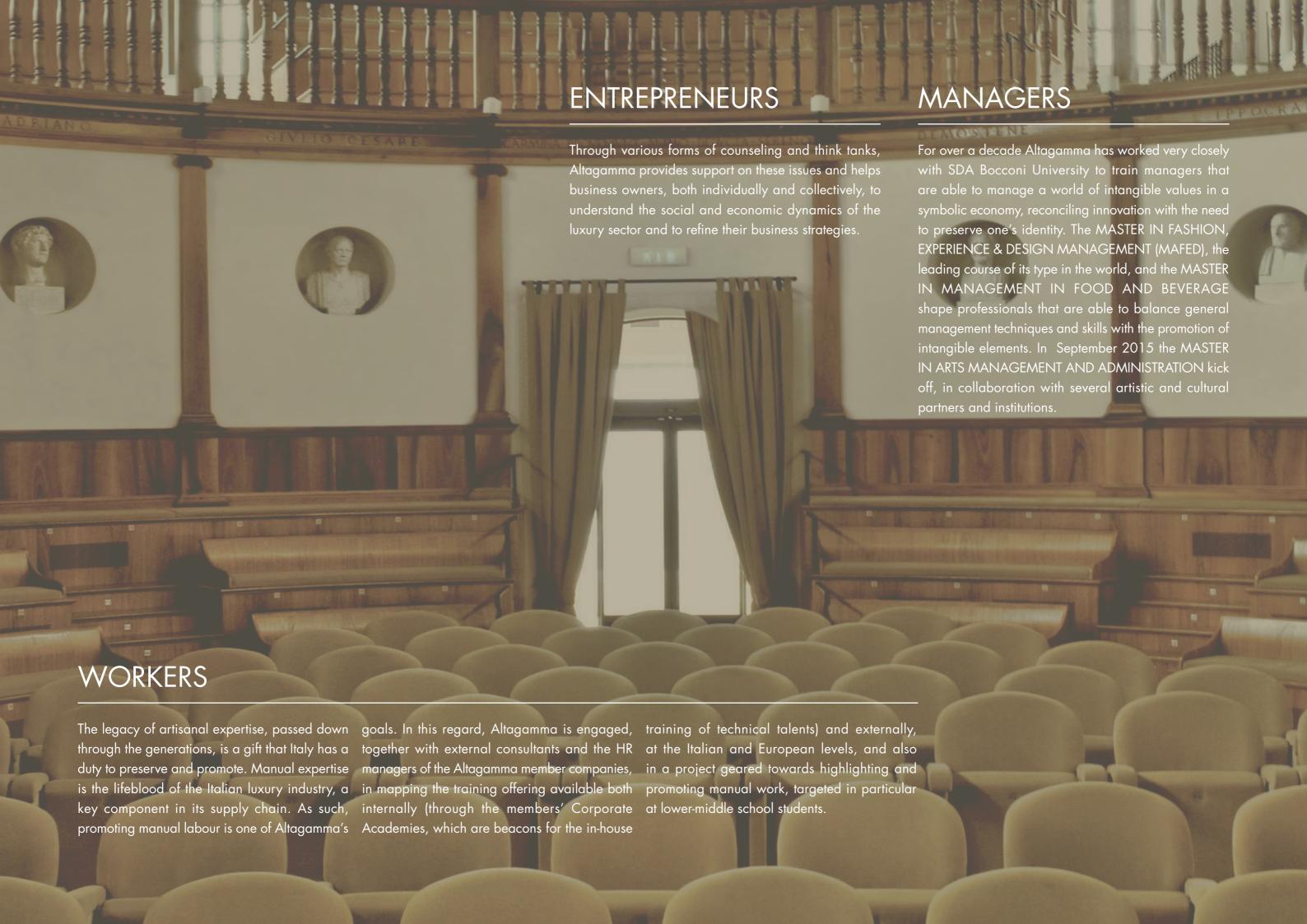
government institutions and local authorities with regard to issues business model. Such businesses were acknowledged as key and legislation relating to the domestic and European market and contributors to European competitiveness in the world and to industry regulations and training. Outside Europe, Altagamma economic and social growth in Europe. continues to work with institutions to reduce duties and non-tariff barriers and to combat parallel imports.

ECCIA: Altagamma is a promoter and founding member of the European Cultural and Creative Industries Alliance (ECCIA), the body that represents European luxury businesses which, in addition to Altagamma, is composed of Comite Colbert (France), Walpole (UK), Meisterkreis (Germany) and Circulo Fortuny (Spain). On 26 September 2012 the European Commission recognised the cultural and creative value of European luxury

At a national level Altagamma conducts relations with businesses as well the industry's original and far-reaching







03/Promotion of the Altagamma System

LUXURY COMPANIES MAKE A SIGNIFICANT CONTRIBUTION TO THE POSITIVE IMAGE OF ITALY AS COUNTRY THAT OFFERS BEAUTIFUL, HIGH QUALITY AND WELL-CRAFTED PRODUCTS, AND ARE FUNDAMENTAL FOR BOTH THE ITALIAN ECONOMY AND SOCIETY IN GENERAL.

	Luxury	Other segments		
Contribution to employment* [average number of employees per company]	113	12	Greater contribution to employment	
nvestment relationship between investments and turnover)	14%	-0,4%	Greater inclination towards investment and growth	
Contribution to export percentage of turnover generated overseas)	53%	35%	Greater tendency to export	
Tax contribution (average value of taxes paid)	1,1 billions of €	€ 23.000	Greater tax revenues	

^{* *}The Italian luxury sector employs around 400.000 people, directly and indirectly. Source: The Altagamma Foundation / SDA Bocconi, on 2016 data



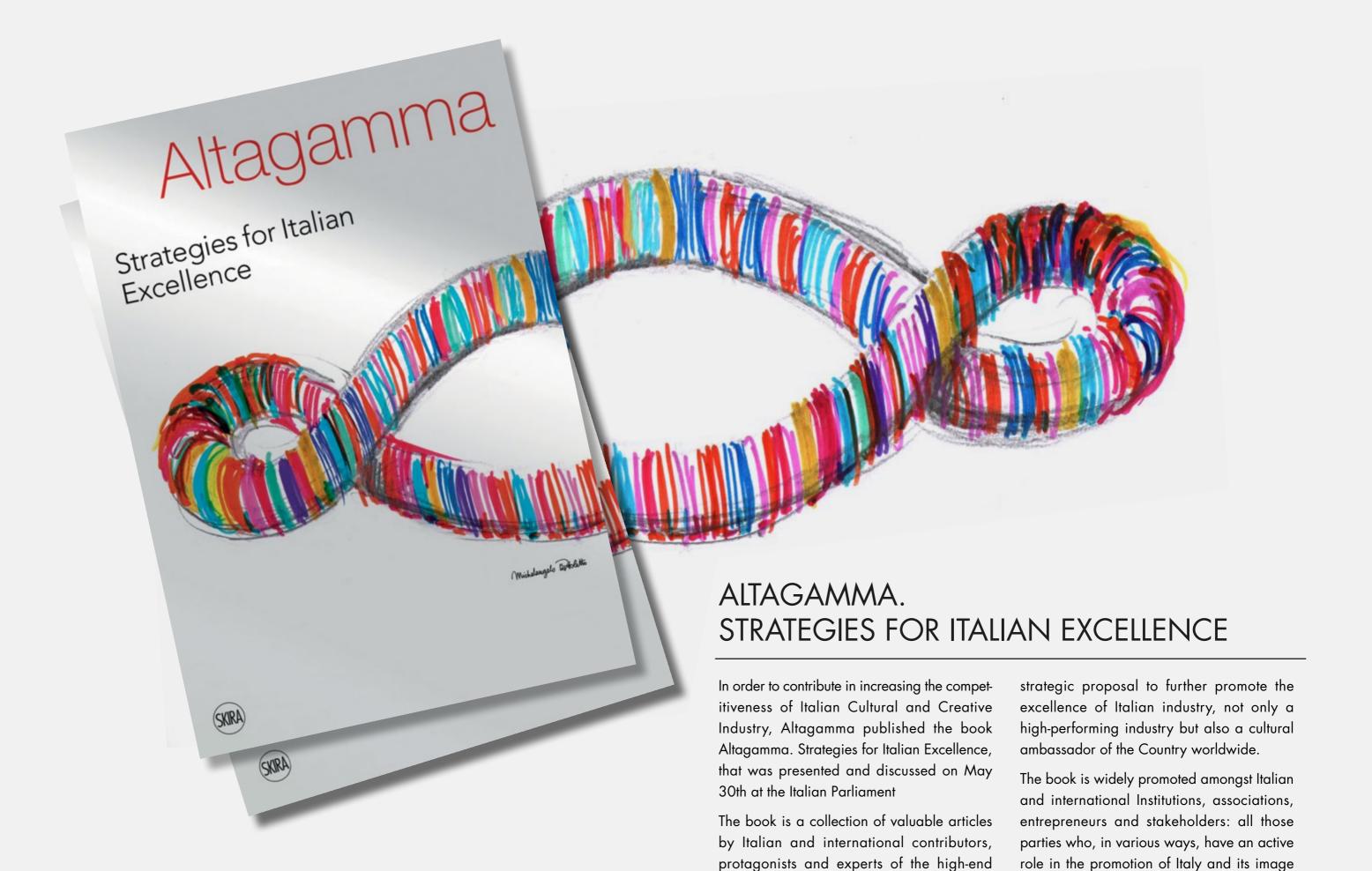


THE FUTURE TRENDS ON DESIGN AND CREATIVITY

PERSPECTIVES intends to take a look into the future. in 2018 at La Triennale di Milano. In 2019 it will take It considers world trends in creativity and design – the place at Gucci Hub. The dialogues taking place during latter intended in a broad sense as the culture of design the course of the day are sparked by the results of a applied to different fields of thought and industry – and research conducted by international trend forecasting their impact on consumption, lifestyles and the business experts. Conceived by Altagamma, in collaboration with models of cultural and creative companies, analyzed ICE – Italian Trade Agency and Fiera Milano, with the by international speakers involved in a wide range of contribution of Regione Lombardia and the patronage fields, including innovative designers, bio-manufacturing of Comune di Milano. experts, researchers, scientists and artists.

In a rapidly evolving world, NEXT DESIGN The first edition of NEXT Design Perspectives was held

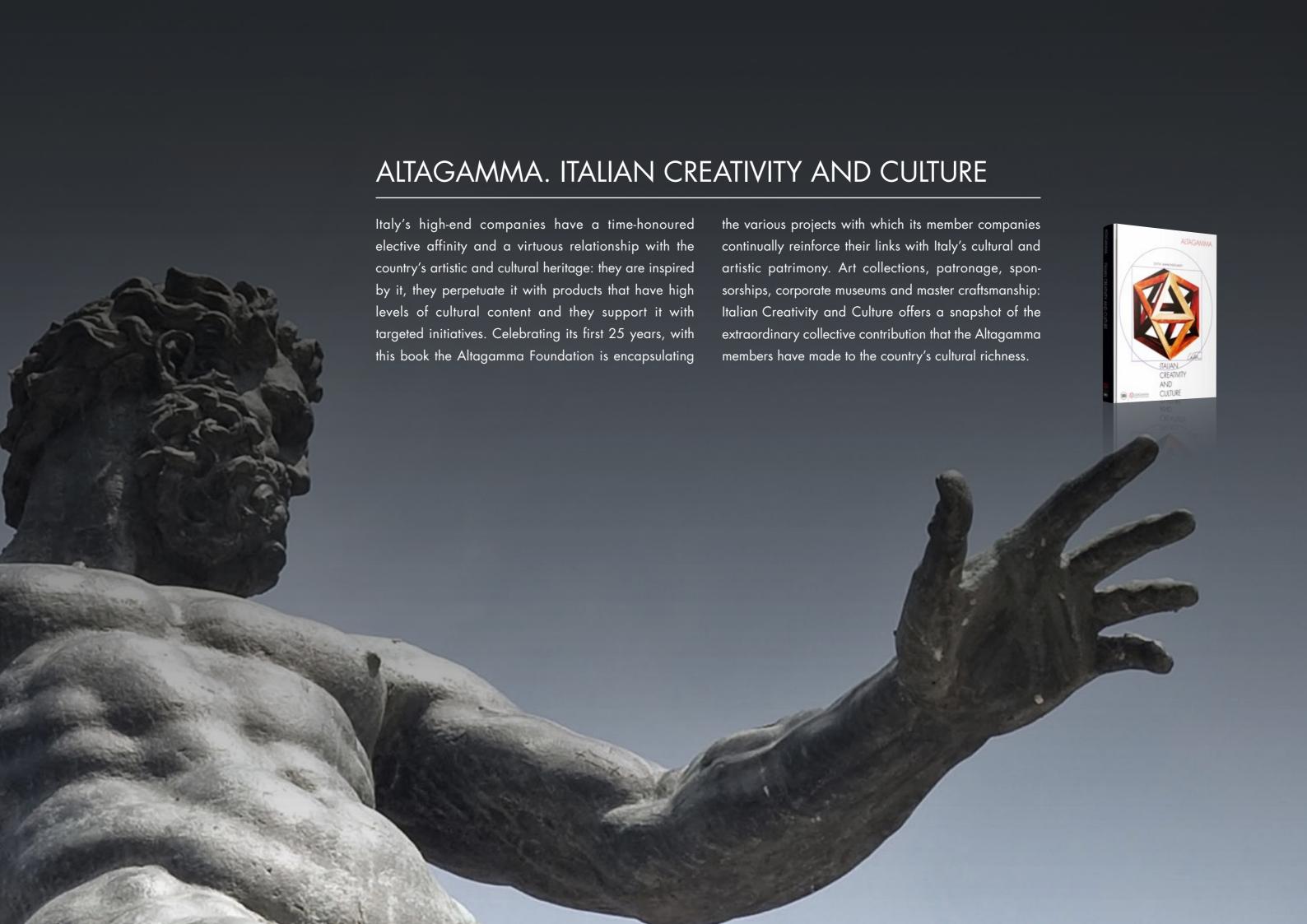
www.nextdesignperspectives.com



industry, and it advances Altagamma's

worldwide.









In occasion of EXPO2015, Altagamma gave birth to Panorama, a 360° video-installation, located in the innovative Piazza Gae Aulenti in Milan, that narrates Italian uniqueness in 15 minutes. Panorama is an extraordinary story of beauty and Italian excellence: highlighting the strong link between nature, culture and craftsmanship,

it shows how Italian excellence is well established in the savoir-faire and cultural heritage that Italy has created over 3000 years of history.

In 2016 Panorama moved to New York, in Grand Central Terminal, and then to Shanghai, during the









The best of Italian Nautical sector was gathered in a new association, Nautica Italiana, affiliated with Altagamma and sharing the some positioning and the specific focus on the international markets. The association NAUTICA ITALIANA aims to bring together top firms from the entire sector to draw up a strategy for the development of the nautical industry. In May 2017 the first edition of the Versilia Yachting Rendez Vous took place in Viareggio. A new international event dedicated to the high end yachting and lifestyle industry.

2013 LARTE

A perfect example of an inter-industry synergy and the fusion of the creative industry with the world of art and culture, LARTE is a concept restaurant developed at Altagamma and located in the centre of Milan where each detail is inspired by the crème de la crème of the Italian lifestyle.

Under the creative direction of Davide Rampello, Larte is, at the same time, a cafe, chocolate shop, a 'hosteria' – in the original sense of a place "that hosts people" - a restaurant and gallery.



2009 "BELLA E POSSIBILE" (SKIRA)

In 2009 Altagamma embarked on a project to promote the image of Italy in the world, leading to the publication of the book "Bella e Possibile" (Beautiful and Possible) by Skira. A study group made up of qualified professionals from different fields analysed the perception of Italy's image overseas, examining its strengths and weaknesses, and suggesting guidelines for the effective promotion of the Italy "brand".

To mark its twenty-year anniversary, Altagamma developed

a joint representation of the values and symbols that char
actorica Italian luxury using a high impact format of great businesses. Coor

acterise Italian luxury using a high-impact format of great cultural value. Altagamma Italian Contemporary Excellence is a collection of snapshots taken by ten young Italian photo journalists, coordinated by the Contrasto agency, whose impartial and non-didactic perspectives were entrusted with the

task of providing us with an original vision of Italian excellence.

The photos create a unique mosaic that promotes the "beautiful, high quality and well-crafted" products of Italian luxury businesses. Coordinated by Cristina Morozzi, the project produced a photo book, published by Rizzoli and Rizzoli International, and also inspired a travelling exhibition, which opened at the Triennale di Milano in December 2012 and continued at the Shanghai Italian Center from 29 April 2013.

2011 IL SUCCESSO NELLE MANI

The Altagamma Foundation is involved in a project to promote manual labour, "The Success in Your Hand". Aimed particularly at lower secondary school students and their parents, the project seeks to encourage them to consider pursuing a technical/professional career. In association with the Milan Centro Sperimentale di Cinematografia, a film was made to illustrate and promote manual work with the

aim of encouraging children to pursue this path. The film includes appearances by a series of Altagamma entrepreneurs (Gianmaria Buccellati, Vittorio Moretti, Ottavio Missoni, Carlo Riva) and other talented professionals from other companies (Paolo Dazzara of illycaffe, Clemente Olivadoti of Bulgari, Federica Giorgi of Gucci, Francesco Rodriquez of Flos) whose success has been built on manual expertise.







The Altagamma MEMBERS are businesses positioned at the highest end of the market that provide products or services for people or for the home with a recognised brand at an international level. Their business management and products represent the epitome of the Italian culture and style. The Altagamma PARTNERS are Italian and international businesses or people that have a close relationship with the luxury industry, that share in the principles and goals of the Altagammo Foundation, supporting it in a concrete manner and actively participating in all of its activities or in specific projects. Membership fees are established according to turnover. New Altagamma businesses are co-opted into the Foundation following recommendations by two or more members and a subsequent vote by the Board of Directors and during the General Assembly Meeting.

- Members belong to an elite group of Italian luxury businesses.
- Support, on an individual basis, in various areas: tax regulations, industrial property, selective distribution, Internet governance, access to markets.
- Access to the most authoritative studies on the industry via the reserved area of the website. Business support for associate companies by representing their interests to the competent authorities
- Identification of specific business opportunities.
 International networking with Honorary Members and ECCIA
- Relations with entrepreneurs and top managers from the Italian and international luxury sector with group and individual meetings.

- Periodic meetings to define collective communications projects and co-marketing opportunities between individual businesses.
- Access to a daily national and international press review of the luxury industry.
- Participation in meetings of the Strategic Council.
 Speaker opportunities at Altagamma events Visibility through the Foundation's events and communication activities.

INTERNATIONALS

Al Ostoura, Kuwait

Al Rubaiyat, Arabia Saudita

Al Tayer Group, EAU

American Express Company, USA

Ass. Dimore Storiche Italiane, Italia

Babochka, Russia

Banyan Tree Group, Singapore

Barneys New York, USA

Bergdorf Goodman, USA

Beymen Holding, Turchia

Bloomingdale, USA

Bosco Di Ciliegi, Russia

Brunschwig, Svizzera

Carluccio's, UK

Carouzos, Grecia

Central Department Store, Tailandia

Central Saint Martins College, UK

Chalhoub Group, EAU

Cii, India

Cinmar Lighting, EAU

Club 21, Singapore

Condé Nast International, UK

Condé Nast Publications, USA

Condé Nast Verlag, Germania

Daimaru, Giappone

David Jones, Australia

Deloudis, Grecia

El Corte Ingles, Spagna

Euro Food, UK

Fashion Club 70, Belgio

Ficci, India

Gruppo Ristoratori Italiani, USA

Hang Lung Group , Hong Kong

Harrod's, UK

Harry Rosen, Canada

Harvey Nichols, UK

Hearst Magazines, USA

Hindustan Times, India

House Of Fraser, UK

Iguatemi, Brasile

Imaco, Russia

Imaginex Holdings, Hong Kong

Inform Interiors, Canada

Interdesign, Cile

Interior Design Magazine, USA

Isetan, Giappone

Jamilco Zao, Russia

Jhsf, Brasile

Kadewe, Germania

Kafea, Grecia

Kenzo Tange Associates, Giappone

Kurt Geiger, UK

La Galerie Semaan, Libano

Le Bon Marché, Francia

Li&fung, Hong Kong

Lotte Dept. Store, Corea Del Sud

Louis Boston, USA

Lumina Aydinlatma, Turchia

Luminaire, USA

Mafatlal Luxury, India

Mahagaya Perdana, Indonesia

Zubin Mehta

Melium, Malesia

Mercury Distribution, Russia

Meubles Et Fonctions, Francia

Ministry Of Commerce And Industry, India

Mitchells/richards, USA

Mitsui, Giappone

Mitsukoshi, Giappone

Mohit Diamonds, India

MoMA, USA

Neiman Marcus, USA

Nordstrom, USA

Ogaan Publications, India

Oger, Olanda

Paris Gallery, EAU

Peek&cloppenburg, Germania

Printemps, Francia

Rainbow Group, Macao

Rsh, Singapore

Royal College Of Art, UK

Rustan Group, Filippine

Saks Fifth Avenue, USA

Sanki Shoji, Giappone

Santa Eulalia, Spagna

Sanyo Shokai, Giappone

Sarika Rodrik, Cile

Selfridges, UK

Space Furniture, Australia

Sun Motoyama, Giappone

Takashimaya, Giappone

Tate Modern, UK

Tange, Giappone

The Hour Glass, Singapore

The Link, Singapore

The Oberoi Group, India

The Wadia Group, India

Tianhong, Cina

Tony Salame Group, Libano

Uae Trading Establishment, EAU

Verve, India

Villa Moda, Kuwait

Visa International, USA

Wallpaper*, UK

Weinland Ariane Abayan, Germania

Yamagiwa, Giappone

ITALIAN AMBASSADORS

Eleonora Abbagnato

Massimiliano Alajmo

Paola Antonelli

Piero Bassetti

Mario Bellini

Andrea Berton

Andrea Bocelli

Michele Bonan

Massimo Bottura Francesco Cerea

Antonio Citterio

Claudio Costamagna

Carlo Cracco

Michele De Lucchi

Ludovico Einaudi

Massimiliano Fuksas

Giorgetto Giugiaro

Piero Lissoni

Ferruccio Laviani

Alessandro Mendini

Mauro Micheli

Norbert Niederkofler

Davide Oldani

Mario Pedol

Fulvio Pierangelini

Michelangelo Pistoletto

Lucrezia Reichlin

Stefano Righini

Niko Romito

Nadia Santini Davide Scabin

Giovanni Zuccon

ALTAGAMMA TERRITORIES

MonteNapoleone District

Cortina

Consorzio Costa Smeralda

Fondazione Capri

CULTURAL INSTITUTIONS

Associazione Dimore Storiche d'Italia

Gallerie degli Uffizi

La Biennale di Venezia

La Triennale di Milano

MART MAXXI

Fondazione Palazzo Strozzi

Pinacoteca di Brera

Politecnico di Milano

Teatro alla Scala

Università Bocconi

MEMBERS

FASHION	DESIGN FURNITURE	FOOD & WINS	HOSPITALITY	CARS-MOTORBIKES	YACTHS	HARD LUXURY	OTHERS
Agnona	Alessi	Agrimontana	L'Albereta	Alfa Romeo	Amico&Co	Buccellati	Acqua Di Parma
Alberta Ferretti	Alias	Allegrini	L'Andana	Dainese	Arcadia Yachts	Bvlgari	Aurora
Bottega Veneta	Artemide	Baratti & Milano	Bauer Hotel	Ducati	Baglietto	Chantecler	Davines
Brioni	B&B Italia	Bellavista	Bellevue Syrene	Ferrari	Benetti	Pomellato	Moleskine
Brunello Cucinelli	Bisazza	Ca' Del Bosco	Belmond Hotel Splendido	Lamborghini	Cantiere Delle Marche	Vhernier	Manifatture Sigaro Toscano
Corneliani	Boffi	Calvisius Caviar	Bulgari Hotel Milano	Maserati	Cantieri Navali		Skira
Emilio Pucci	Danese	Domori	Capri Palace		del Mediterraneo		Technogym
Ermenegildo Zegna	Davide Groppi	Ferrari Trento	Cristallo Resort & Spa		Perini Navi		
Etro	Driade	Feudi di San Gregorio	Hotel de Russie		Riva		
Fedeli	Fantini	Frescobaldi	Hotel Principe di Savoia				
Fendi	FontanaArte	illycaffè	Lungarno Collection		MARKET STATE		
Gucci	Giorgetti	Livio Felluga	Masseria San Domenico		PROPERTY OF	_	
Herno	Kartell	Masi	San Maurizio 1619				
Isaia	Living Divani	Mastrojanni	Verdura Resort				
Kiton	Moroso	Nonino	Villa d'Este				
Loro Piana	Poltrona Frau	Ornellaia					
Max Mara	Porro	S.Pellegrino			The state of the s		
Missoni	Riva 1920	Segnana			A STATE OF THE REAL PROPERTY.		
Moncler	Valcucine	Tenuta Luce					
Piacenza Cashmere	Zanotta						
Rene Caovilla				STATE OF THE PERSON NAMED IN			
Salvatore Ferragamo							
Sergio Rossi							
Stone Island							
Tod's							
Valentino							
Versace							
Control State Man							
PARTNERS					1		
Accenture	Boston Con	sulting Group Fie	era Milano	Key2people	Pirelli		amburi Investment Partners
Bain&Company	Contactlab	Fo	rter	Rinascente	SDA Bocconi		alue Retail
BonelliErede	Edelman			McArthurGlen	SIB - Societa' Ita	liana Brevetti Y	oox Net-A-Porter Group
Borsa Italiana	EY	J.F	?. Morgan	McKinsey&Company	SIMEST		

