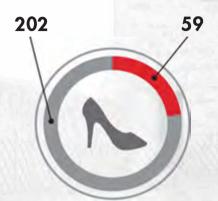


Italian Luxury

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

Total worldwide consumption of luxury goods: 1.161 billion euro Market share of Italian brands: 9%

Source: Fondazione Altagamma / Bain&Company, 2017



PERSONAL **LUXURY GOODS**

(Billion Euros) Share of Italian Brands: 23%



DESIGN FURNITURE

(Billion Euros) Share of Italian Brands: 30%



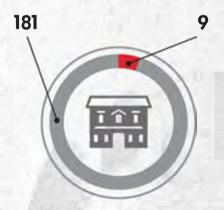
FOOD & BEVERAGE

(Billion Euros) Share of Italian Brands: 22%



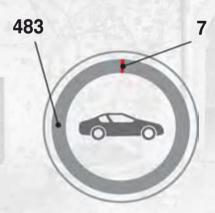
WINES & LIQUORS

(Billion Euros) Share of Italian Brands: 9%



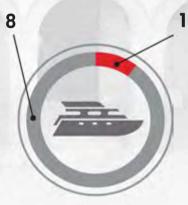
HOSPITALITY

(Billion Euros) Share of Italian Brands: 5%



CARS (Billion Euros)

Share of Italian Brands: 1%



YACHTS (Billion Euros) Share of Italian Brands: 9%



01/THE AESTHETIC VOCATION

Style, Design, An Appreciation for Beauty, Elegance.

04/SOCIAL QUALITIES

Sense of community spirit, Family businesses, Manufacturing districts

03/CULTURAL AND ARTISTIC HERITAGE

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

02/ARTISANAL QUALITY

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

07/OVERALL QUALITY OF LIFE

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

06/ VARIETY MULTIPLICITY

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

05/RELATIONAL QUALITIES

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

08/CREATIVITY

Flair, Talent, Passion, Curiosity, Flexibility, Ingenuity.

The 8 Distinctive Features of Italian Quality

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

STR -ATE ARE







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

At a national level Altagamma conducts relations with government institutions and local authorities with regard to issues and legislation relating to the domestic and European market and to industry regulations and training. Outside Europe, Altagamma 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 Comité Colbért (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 businesses as well the industry's original and far-reaching business model. Such businesses were acknowledged as key contributors to European competitiveness in the world and economic and social growth in Europe.







Through various forms of counselling and think tanks, Altagamma provides support on these issues and helps business owners, both individually and collectively, to understand the social and economic dynamics of the luxury sector and o refine their business strategies.

MANAGERS

For over a decade Altagamma has worked very closely with SDA Bocconi University to train managers that are able to manage a world of intangible values in a symbolic economy, reconciling innovation with the need to preserve one's identity. The MASTER IN FASHION, EXPERIENCE & DESIGN MANAGEMENT (MAFED), the leading course of its type in the world, and the MASTER

IN MANAGEMENT IN FOOD AND BEVERAGE shape professionals that are able to balance general management techniques and skills with the promotion of intangible elements. In September 2015 the MASTER IN ARTS MANAGEMENT AND ADMINISTRATION kick off, in collaboration with several artistic and cultural partners and institutions.

WORKERS

The legacy of artisanal expertise, passed down through the generations, is a gift that Italy has a duty to preserve and promote. Manual expertise is the lifeblood of the Italian luxury industry, a key component in its supply chain. As such, promoting manual labour is one of Altagamma's goals. Since 2016 Altagamma, cooperating with Altagamma Companies HR managers,

is committed in a project focused on the Talent Education, including a mapping of both the skills required by Altagamma companies and the existing educational programs in schools and companies.

The goal is the creation of an Altagamma educational program, specifically focused on the soft skills shared by the different sectors of the High-End industry.

03/Promotion of the Altagamma System

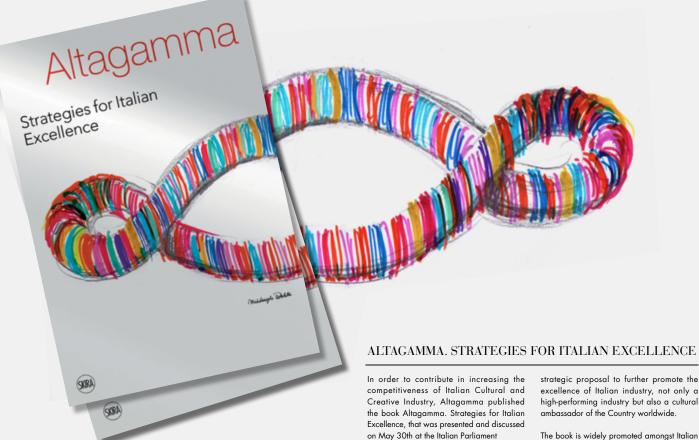
LUXURY COMPANIES MAKE A SIGNIFICANT CONTRIBUTION TO THE POSITIVE IMAGE OF ITALY AS A COUNTRY THAT OFFERS BEAUTIFUL, HIGH QUALITY AND WELL-CRAFTED PRODUCTS, AND ARE FUNDAMENTAL FOR BOTH THE ITALIAN ECONOMY AND SOCIETY IN GENERAL.

lux	ury co	ontri	buti	on
to	Italiaı	n ec	onor	ny
	C	ind	socie	etv.

and married with the	Luxury	Other segments	自己的"自己"。 第二章
Contribution to employment * (average number of employees per company)	234	15	Greater contribution to employment
Contribution to exports (percentage of turnover generated overseas)	49%	27%	Greater tendency to export
Investment (relationship between investments and turnover)	7.67%	4.45%	Greater inclination towards investment and growth
Tax contribution (average value of taxes paid)	1.8 milion euro	40,000 euro	Greater tax revenues

Source: The Altagamma Foundation/ CRESV

^{*}The Italian luxury sector employs around 500.000 people, directly and indirectly



The book is a collection of valuable articles by Italian and international contributors, protagonists and experts of the high-end industry, and it advances Altagamma's excellence of Italian industry, not only a high-performing industry but also a cultural ambassador of the Country worldwide.

The book is widely promoted amongst Italian and international Institutions, associations, entrepreneurs and stakeholders: all those parties who, in various ways, have an active role in the promotion of Italy and its image worldwide.





Italy's high-end companies have a time-honoured elective affinity and a virtuous relationship with the country's artistic and cultural heritage: they are inspired by it, they perpetuate it with products that have high levels of cultural content and they support it with targeted initiatives. Celebrating its first 25 years, with this book the Altagamma Foundation is encapsulating the various projects

with which its member companies continually reinforce their links with Italy's cultural and artistic patrimony. Art collections, patronage, sponsorships, corporate muse-ums and master craftsmanship: Italian Creativity and Culture offers a snapshot of the extraordinary collective contribution that the Altagamma members have made to the country's cultural richness.





ALTAGAMMA ITALIAN EXPERIENCES



Altagamma Italian Experiences

by IC Bellagio

Tourism is a pivotal asset for Italy, both in economic and symbolic terms. In order to contribute to enhance high-end international tourism, in 2107 the Foundation launched the Altagamma Italian Experiences, offering exclusive behind-the-scenes access to major Italian brands. Created in collaboration with IC Bellagio, the Experiences aime to present the Italian brands as tourist destinations in their own right, being these brands recognized worldwide as icons of excellence, creativity, craftsmanship and customer service. The unique and

extraordinary Italian itineraries offered by IC Bellagio are enriched with unique and exclusive experiences connected with the Altagamma companies. Examples include: visits to ateliers, design houses, workshops, company headquarters, wine-tasting at world-renowned canteens, meetings with entrepreneurs and owners.

www.altagammaitalianexperiences.com



2015 PANORAMA: AN IMMERSION INTO THE ITALIAN BEAUTY

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 local edition of Salone del Mobile.

www.panoramaitaly.org











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.

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".







MEMBERS

FASHION	DESIGN FURNITURE	FOOD & WINS	HOSPITALITY	CARS-MOTORBIKES	YACTHS	HARD LUXURY	OTHERS
Agnona	Alessi	Agrimontana	L'Albereta	Alfa Romeo	Amico&Co	Aurora	Acqua Di Parmo
Alberta Ferretti	Alias	Allegrini	L'Andana	Ducati	Arcadia Yachts	Buccellati	Dainese
Bottega Veneta	Artemide	Baratti & Milano	Bauer Hotels	Ferrari	Baglietto	Bulgari	Moleskine
Brioni	B&B Italia	Bellavista	Bellevue Syrene	Lamborghini	Benetti	Chantecler	Sigaro Toscano
Brunello Cucinelli	Bisazza	Biondi Santi	Belmond Hotel Splendido	Maserati	Cantiere Delle Marche	Pomellato	Skira
Corneliani	Boffi	Castello di Montepò	Bulgari Hotel Milano		Cantieri Navali	Vhernier	Technogym
Emilio Pucci	Danese	Ca' Del Bosco	Capri Palace Hotel & Spa		del Mediterraneo		
Ermenegildo Zegna	Driade	Calvisius Caviar	Cristallo Hotel & Spa		Perini Navi		
Etro	Fantini	Domori	Hotel de Russie		Riva		
Fedeli Cashmere	Fontanaarte	Ferrari Trento	Hotel Principe di Savoia				
endi	Giorgetti	Domori	Lungarno Collection				
Gucci	Kartell	Feudi Di San Gregorio	Masseria San Domenico				
Herno	Living Divani	Illycaffè	San Maurizio 1619				
saia	Moroso	Livio Felluga	Town House Galleria				
oro Pigna	Poltrona Frau	Luce Della Vite	Verdura Resort				
Max Mara	Porro	Masi	Villa d'Este				
Rene Caovilla	Valcucine	Mastrojanni					
Salvatore Ferragamo	Zanotta	Nonino					
Sergio Rossi		Ornellaia					
Stone Island		Sanpellegrino	•				
Tod's		Segnana					
Valentino							
Versace			,				
			1				
PARTNERS			1				

Bain&Company Boston Consulting Group BonelliErede Borsa Italiana Contactlab Deloitte

Edelman Fiera Milano Global Blue J.P. Morgan Key2people

LaRinascente McArthurGlen Mckinsey&Company Pirelli Robilant Associati SDA Bocconi

SIB - Societa' Italiana Brevetti Simest Unicredit Value Retail Yoox Net-A-Porter Group

INTERNATIONALS

Al Ostoura, Kuwait Al Rubaivat, 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 Beradorf Goodman, USA Beymen Holding, Turchia Bloominadale, USA Bosco Di Ciliegi, Russia Brunschwig, Svizzera Carluccio's, GB Carouzos, Grecia Central Department Store, Tailandia Central Saint Martins College, GB Chalhoub Group, EAU Cii, India Cinmar Lighting, EAU Club 21, Singapore Conde' Nast International, GB Conde' Nast Publications, USA Conde' Nast Verlag, Germania Daimaru, Giappone David Jones, Australia Deloudis, Grecia El Corte Inales, Spaana Euro Food, GB Fashion Club 70, Belgio Ficci, India Gruppo Ristoratori Italiani, USA Hang Lung Group, Hong Kong Harrod's, GB Harry Rosen, Canada Harvey Nichols, GB Hearst Magazines, USA Hindustan Times, India

House Of Fraser, GB Iquatemi, 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, GB 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 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 Oggan Publications, India Oaer, Olanda Paris Gallery, EAU Peek&cloppenburg, Germania Printemps, Francia Rainbow Group, Macao

Rsh, Singapore Royal College Of Art, GB Rustan Group, Filippine Saks Fifth Avenue, USA Sanki Shoji, Giappone Santa Eulalia, Spagna Sanyo Shokai, Giappone Sarika Rodrik, Cile Selfridges, GB Space Furniture, Australia Sun Motoyama, Giappone Takashimaya, Giappone Tate Modern, GB 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*, USA Weinland Ariane Abayan, Germania Yamagiwa, Giappone

ITALIAN AMBASSADORS

Eleonora Abbagnato Massimiliano Alajmo Paola Antonelli Piero Bassetti Mario Bellini Andrea Berton Andrea Bocelli Massimo Bottura Francesco Cerea

Antonio Citterio Claudio Costamagna Carlo Cracco Michele De Lucchi Ludovico Einaudi Massimiliano Fuksas Giorgetto Giugiaro Piero Lissoni Alessandro Mendini Mauro Micheli Davide Oldani Mario Pedol Fulvio Pierangelini Michelangelo Pistoletto Lucrezia Reichlin Stefano Righini Niko Romito Nadia Santini Davide Scabin Giovanni Zuccon

ALTAGAMMA TERRITORIES

MonteNapoleone District Consorzio Cortina Turismo Consorzio Costa Smeralda Fondazione Capri

CULTURAL INSTITUTIONS

La Biennale di Venezia Gallerie Degli Uffizi La Triennale di Milano MART MAXXI Pinacoteca di Brera Teatro Alla Scala

