H1 2026 RESULTS UPDATE

ANALYST PRESENTATION

AUGUST 03, 2026

FERRAGAMO

DISCLAIMER

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The actual results may differ materially from those expressed in any forward-looking statement and the Company does not assume any liability with respect thereto.

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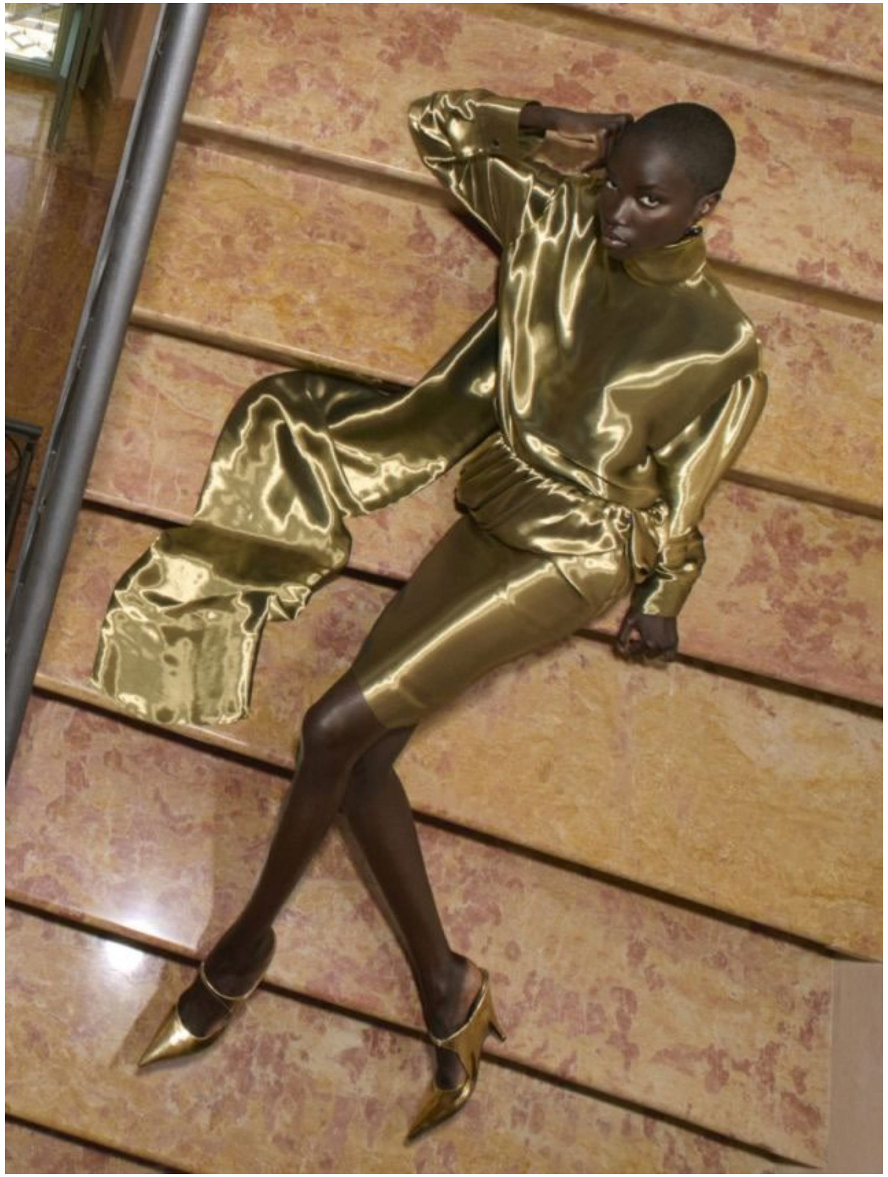
The Manager in Charge of preparing the Company financial reports hereby certifies pursuant to paragraph 2 of art. 154-bis of Legislative Decree no. 58 of February 24, 1998, that the accounting disclosures of this document are consistent with the accounting documents, ledgers and entries.

H1 2026

BUSINESS UPDATE

2026 | DTC Progress Supported by Consistent Strategic Execution

- Twelve months into implementation, **strategic initiatives gaining traction** in an uncertainty external environment
- **Solid DTC progress** in Q2 2026 with Net Sales +6.6% at constant FX, driven by primary, better full/off price mix, higher conversion rate and average ticket
- Strengthening brand foundations through **product effectiveness, retail excellence and targeted communication**
- Supporting **brand desirability, customer engagement and sustainable performance over time**



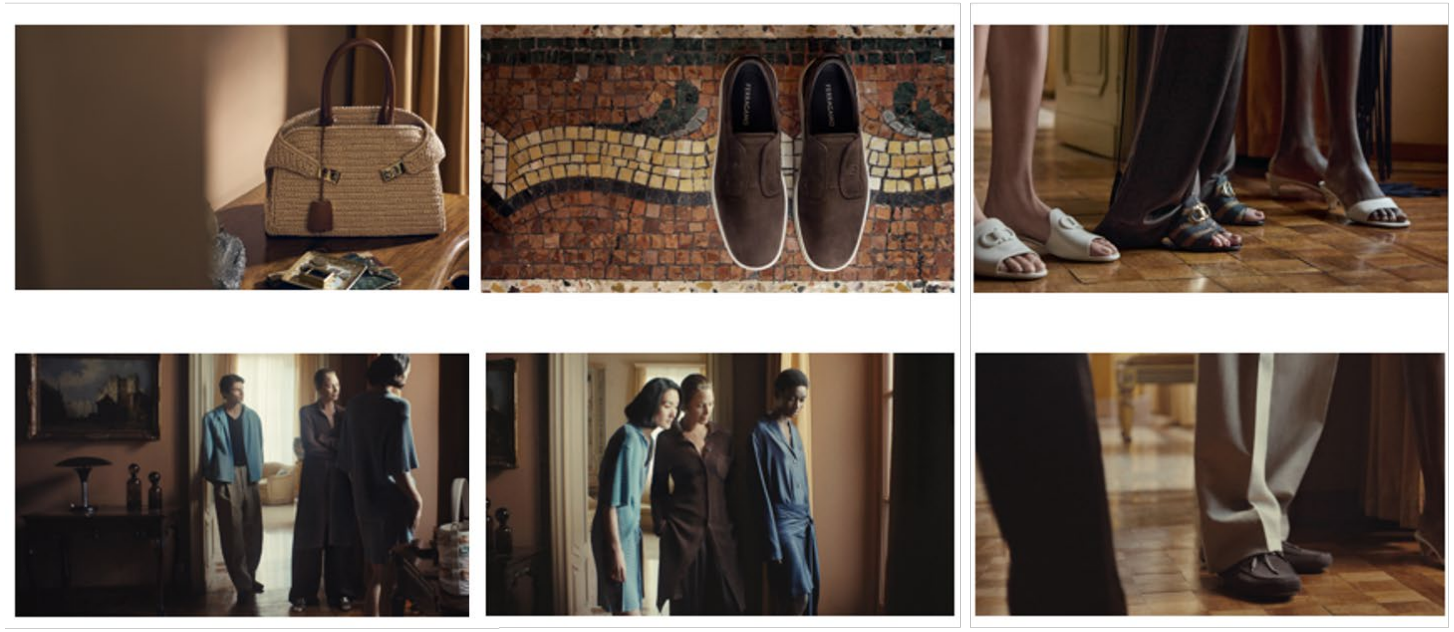
2026 | Balanced and Disciplined Product Offer

Sharpening Product Architecture across Collections

- Evolution of iconic product families combined with targeted new launches
- Enhanced category consistency, innovation and client relevance to support productivity over time

2026 | Supporting a Consistent and Engaging Brand Narrative

PRODUCT-FOCUSED ACTIVATIONS, DRIVING VISIBILITY AND SUPPORTING GROWTH OF CORE CATEGORIES

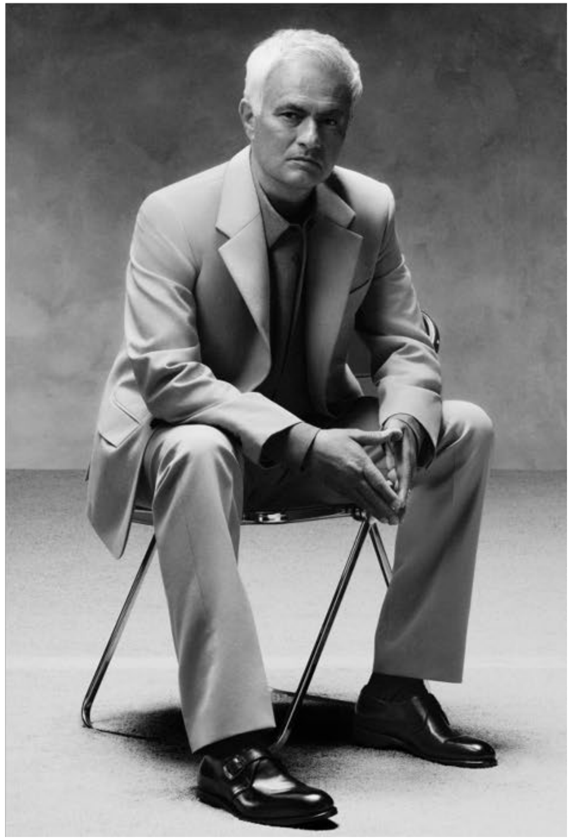


- ➢ ADVANCING CINEMATIC, DIGITAL-FIRST STORYTELLING THROUGH "THE FIRST IMPRESSION" CAMPAIGN, ENSURING CONSISTENT BRAND EXPRESSION ACROSS MARKETS AND TOUCHPOINTS
- ➢ LEVERAGING BRAND ICONS AND HIGH-POTENTIAL CATEGORIES TO DRIVE CONSIDERATION AND PURCHASE INTENT

2026 | Reinforcing Heritage Through Brand Storytelling

Celebrating Ferragamo's Timeless Appeal Through a Value-driven Narrative with "Legends, Reimagined"



- Stronger connection between Ferragamo's heritage and craftsmanship and globally recognized personalities
- Shared values of excellence, resilience, precision and mastery supporting product desirability and iconic product families

2026 | Strengthening the Hug Platform

Building on the Success of One of Ferragamo's Most Recognizable Icons

- Expanded appeal across customer segments and occasions of use
- Experiential activations reinforcing emotional connection, visibility and the collection's artisanal excellence, innovation and attention to detail

2026 | Celebrities in Ferragamo

EVOLVING CELEBRITY ENGAGEMENT APPROACH









- MAXIMIZING ORGANIC MEDIA EXPOSURE
- REINFORCING BRAND RELEVANCE AMONG GLOBAL AUDIENCES

2026 | Executing Operational Priorities While Building Future Capabilities

- **OPTIMIZATION OF THE RETAIL FOOTPRINT** FOCUSED ON EXCELLENCE AND STORE PRODUCTIVITY
- **SELECTIVE WHOLESALE DISTRIBUTION** SUPPORTING BRAND EQUITY
- CONTINUED **OPERATIONAL DISCIPLINE** THROUGH PROCESS STREAMLINING AND ENHANCED ORGANIZATIONAL EFFECTIVENESS, SUPPORTING PROFITABILITY AND **POSITIVE H1 EBIT**
- **STRENGTHENED SENIOR MANAGEMENT TEAM** TO SUPPORT LONG TERM EXECUTION
- **ADVANCING KEY BUSINESS PROCESSES,** INCLUDING E-COMMERCE RE-PLATFORMING, MERCHANDISING ALLOCATION ENHANCEMENTS AND TARGETED ACTIONS TO **IMPROVE PERFORMANCE ACROSS MARKETS**

ESG ACHIEVEMENTS

RATINGS AND ACKNOWLEDGEMENTS

JULY 2026

Ranked 4th globally in the *Apparel, Footwear & Sporting Goods sector* in TIME and Statista's prestigious World's Most Sustainable Companies 2026 ranking, included for the third consecutive year.

JUNE 2026

Ranked 1st in the *Fashion* sector in EticaNews' ESG.ICI Assessment 2026, the leading Italian publication dedicated to sustainable finance.

FEBRUARY 2026

Inclusion in the S&P Global Sustainability Yearbook 2026 for the 1st time (among 9,200 companies worldwide)

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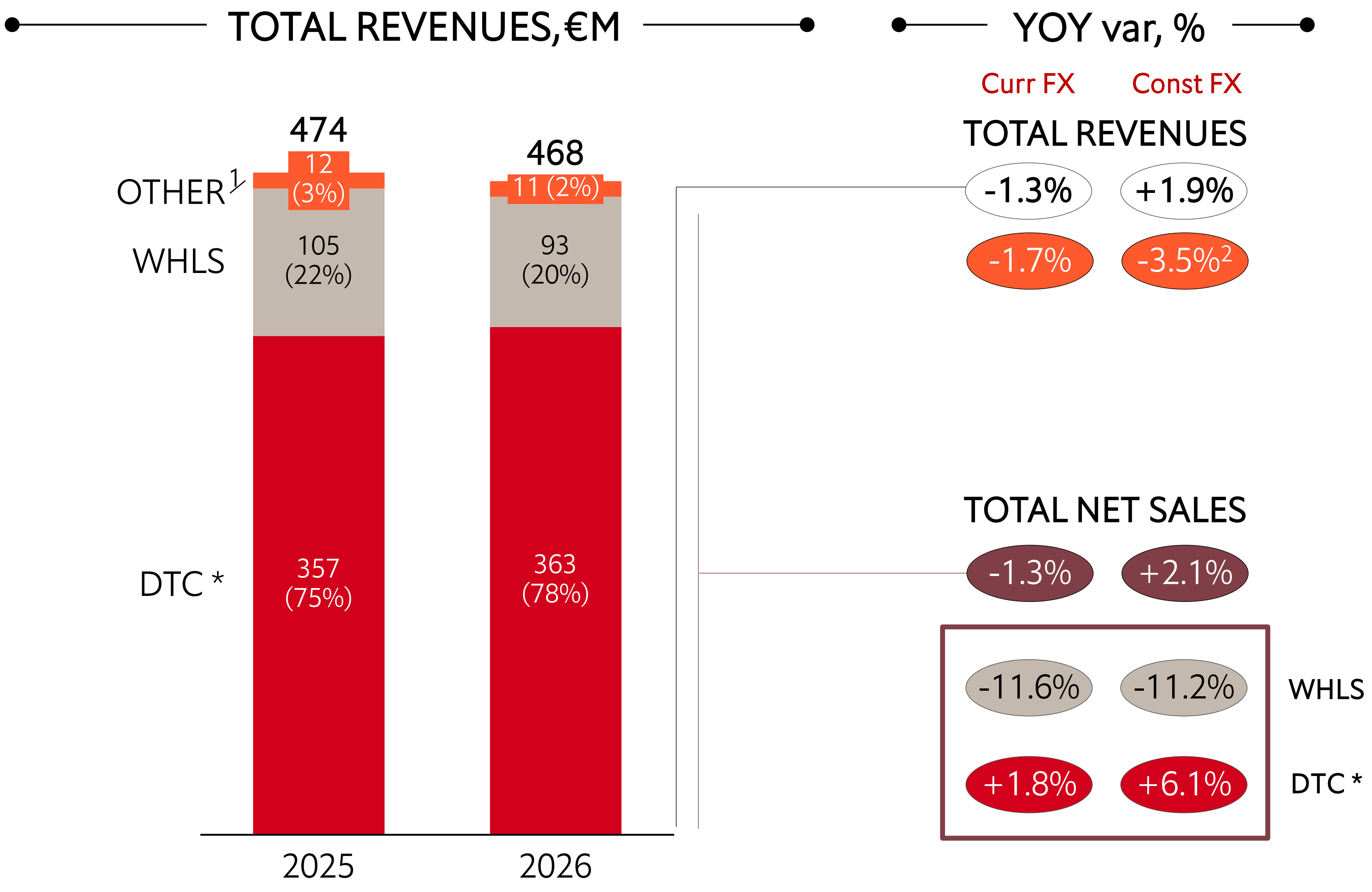
2026 | From Strategic Progress to Long-Term Value Creation

- Progress achieved over the past twelve months provides **increasing confidence in the strategic direction undertaken,** despite continued macroeconomic uncertainty

- Increasing emphasis on developing capabilities, processes and foundations to **sustain long-term value creation and business growth**


H1 2026
FINANCIAL
RESULSTS
FERRAGAMO

H1 2026 REVENUE BY DISTRIBUTION CHANNEL



1. Other income includes: Hedging, licenses & other revenues, rental income investment properties
2. YoY var at Constant FX calculated only on licenses & other revenues and rental income investment properties components

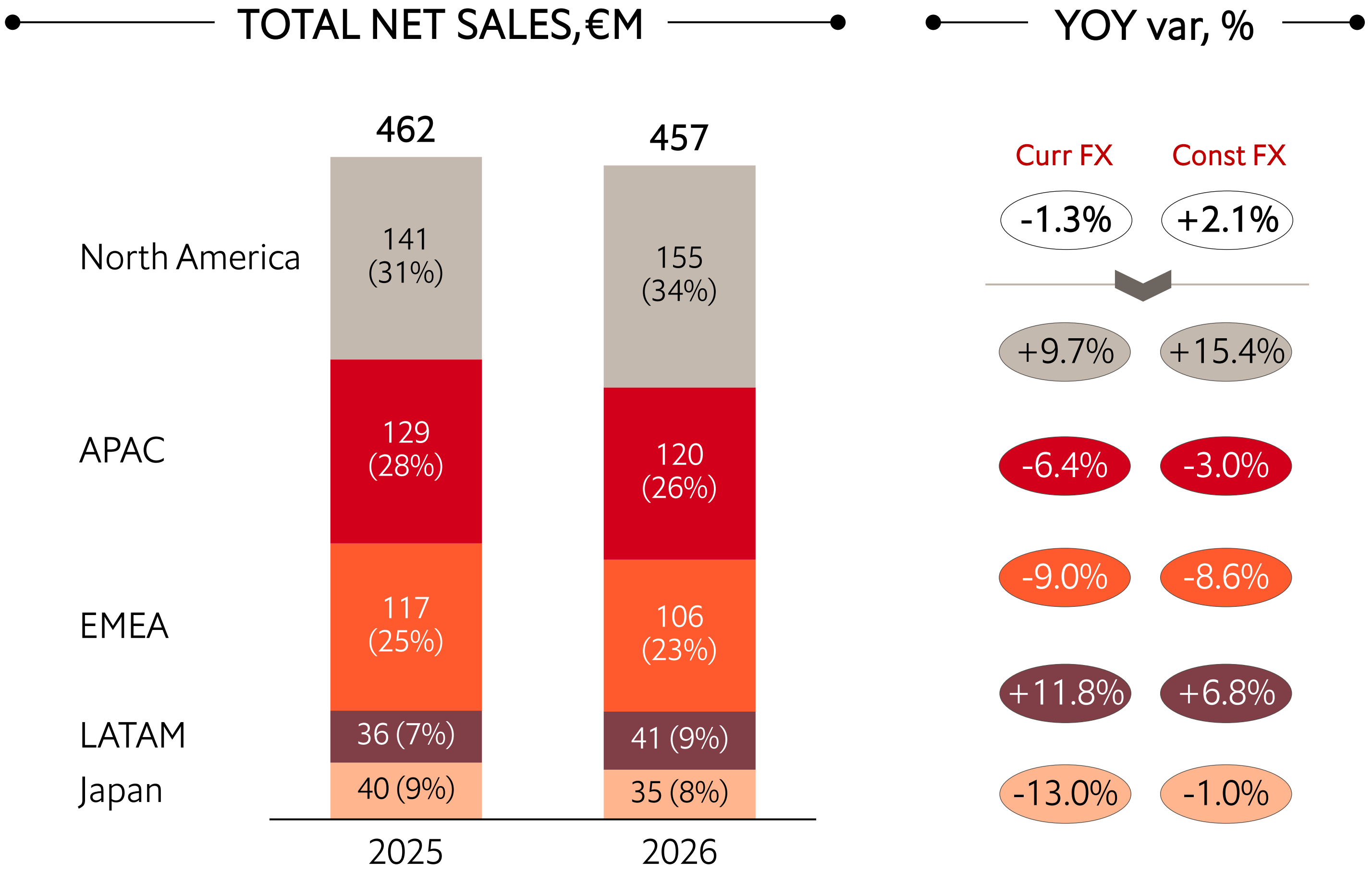
Q2 2026 Consolidated Revenues at €259m, +4.6% at const. FX and +2.4% at current FX vs. Q2 2025, with DTC* +6.6% at const. FX, while WHL in line with last year.
H1 2026 Consolidated Revenues at €468m, +1.9% at const. FX and -1.3% at current FX vs. H1 2025, with DTC* +6.1% at const. FX, penalized by the negative WHL channel.

Q2 2026 DTC* Net Sales +6.6% at const. FX (+4.8% at current FX) vs. Q2 2025, with all regions positive at const. FX, mainly driven by primary DTC*. Online up double-digit vs. Q2 2025, with higher traffic, order number and value.
H1 2026 DTC* Net Sales +6.1% at const. FX (+1.8% at current FX) vs. H1 2025, with all the regions positive at const. FX, except Japan.

Q2 2026 WHL Net Sales +0.2% at const. FX (-1.0% at current FX) vs. Q2 2025.
H1 2026 WHL Net Sales -11.2% at const. FX (-11.6% at current FX) vs. H1 2025, reflecting a strengthened focus on selective distribution and strategic key accounts, consistent with the brand's positioning.

* DTC (Direct To Consumer) channel consists of directly operated mono-brand stores (DOS), as well as e-commerce platforms of direct to customers online sales.

H1 2026 NET SALES BY REGION



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Q2 2026 EMEA DTC* Net Sales up high-single digit, driven by primary, with double-digit increases in conversion rate and average ticket. WHL down double-digit. Total Net Sales -1.3% vs. Q2 2025.
H1 2026 EMEA Total Net Sales -8.6% vs. H1 2025, with positive DTC* offset by double-digit negative WHL.

Q2 2026 North America DTC* Net Sales up double-digit, driven by primary and full price sales. Also, WHL up double-digit, driving Total Net Sales at +13.0% vs. Q2 2025. **H1 2026 North America** Total Net Sales +15.4% vs. H1 2025, with both DTC* and WHL up.

In **Q2 2026 in Latin America** both DTC* and WHL above last year, driving Total Net Sales at +6.5% vs. Q2 2025.
H1 2026 Latin America Total Net Sales +6.8% vs. H1 2025, driven by primary DTC*.

Q2 2026 Asia Pacific DTC* Net Sales above last year, penalized by negative WHL, which drove Total Net Sales at -0.6% vs. Q2 2025.
H1 2026 Asia Pacific Total Net Sales -3.0% vs. H1 2025, penalized by double-digit negative WHL.

Q2 2026 Japan Total Net Sales +2.8% vs. Q2 2025, driven by primary DTC*.
H1 2026 Japan Total Net Sales -1.0% vs. H1 2025.

Note: all data at const. FX.

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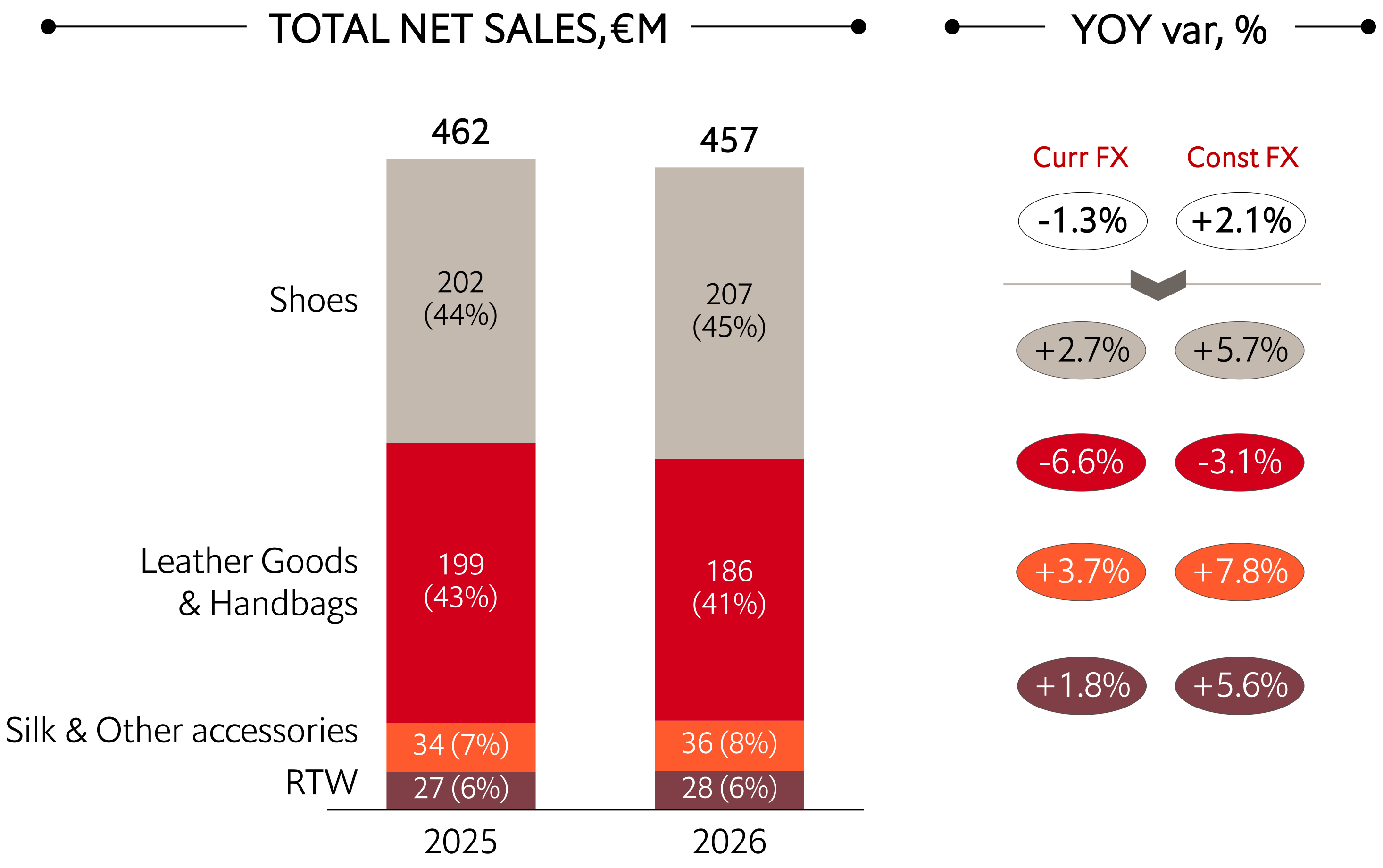
H1 2026 NET SALES BY PRODUCT



Shoes +8.1% in Q2 and +5.7% in H1 2026, driven by the increasingly focused product offering and a targeted communication.

Leather Goods and Handbags -0.7% in Q2 and -3.1% in H1 2026, due to negative WHL, while DTC* up mid-single-digit in both Q2 and H1.

Silk & Other Accessories +9.0% in Q2 and +7.8% in H1 2026, with both the DTC* and WHL positive.

Ready-to-Wear +7.9% in Q2 and +5.6% in H1 2026, with positive DTC* more than offsetting negative WHL.

Note: all data at const. FX.

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H1 2026 P&L

(Euro MM)	2026	%	2025	%	Δ %
	June YTD				
Net Revenues	**467.8**	**100.0%**	**473.9**	**100.0%**	**-1.3%**
Cost of goods sold	(143.9)	-30.8%	(153.1)	-32.3%	-6.0%
Gross profit	**323.9**	**69.2%**	**320.8**	**67.7%**	**0.9%**
Total operating costs	(303.0)	-64.8%	(365.0)	-77.0%	-17.0%
EBIT	**20.9**	**4.5%**	**(44.1)**	**-9.3%**	**nm**
Impairment	-	0.0%	(41.2)	-8.7%	nm
EBIT w/o Impairment	**20.9**	**4.5%**	**(2.9)**	**-0.6%**	**nm**
Financial income (expenses)	(4.9)	-1.0%	(10.3)	-2.2%	-52.6%
Financial ROU	(9.7)	-2.1%	(10.7)	-2.3%	-9.3%
Profit before taxes	**6.3**	**1.4%**	**(65.2)**	**-13.7%**	**nm**
Income taxes	(4.9)	-1.0%	7.7	1.6%	nm
Net income	**1.5**	**0.3%**	**(57.5)**	**-12.1%**	**nm**
Group net income	1.4	0.3%	(57.5)	-12.1%	nm
Income to minorities	0.0	0.0	0.0	0.0%	nm
EBITDA	**89.6**	**19.2%**	**72.5**	**15.3%**	**23.5%**

H1 2026 Gross Profit at €324m vs. €321m in H1 2025, with incidence on Revenues at 69.2% vs. 67.7% in H1 2025, reflecting an improved full-price mix and continued trading-up trends..

H1 2026 Net Operating Costs -6.4% (-3.6% at const. FX) vs. H1 2025 adjusted operating costs (excluding the Impairment Test impact), reflecting ongoing processes optimization, organizational streamlining and disciplined cost management.

H1 2026 Operating Profit (EBIT) at €21m vs. negative €3m adjusted (excluding the € 41 million negative cost component of the Impairment Test) in H1 2025.

H1 2026 Net Profit, including the Minority Interest, at €1.5m vs. negative €16m adjusted (excluding the Impairment Test impact) in H1 2025.

H1 2026 BALANCE SHEET

(Euro MM)	June 26 YTD	June 25 YTD	%
Tangible assets	188.8	180.6	4.5%
Intangible assets	31.2	34.9	-10.6%
Right of Use	429.1	464.0	-7.5%
Financial assets	-	-	
Fixed assets	**649.0**	**679.5**	**-4.5%**
Inventory	277.2	309.1	-10.3%
Trade receivables	60.5	75.9	-20.3%
Trade payables	(117.8)	(141.4)	-16.7%
Operating working capital	**219.9**	**243.7**	**-9.8%**
Other assets (liabilities)	167.2	192.9	-13.3%
Net Asset Disposal for Sales	(0.0)	0.1	-100.0%
Employee Benefit Liabilities	(4.9)	(5.6)	-13.0%
Provisions for risks and charges	(22.8)	(20.3)	12.4%
Net invested capital	**1,008.5**	**1,090.2**	**-7.5%**
Shareholders' equity (A)	**587.5**	**598.0**	**-1.7%**
Group equity	586.3	596.8	-1.8%
Minority interest	1.2	1.2	-0.5%
Current financial liabilities	(225.0)	(206.6)	8.9%
Non current financial liabilities	(427.8)	(495.8)	-13.7%
Cash & Cash equivalents	231.8	210.2	10.3%
Net debt (B)	**(421.0)**	**(492.3)**	**-14.5%**
Financial sources (A-B)	**1,008.5**	**1,090.2**	**-7.5%**

(Euro MM)	June 26 YTD	June 25 YTD	%
Net debt (B)	**(421.0)**	**(492.3)**	**-14.5%**
Non Current Lease Liabilities	427.8	495.8	-13.7%
Current Lease Liabilities	117.7	115.8	1.6%
Lease Liabilities	**545.5**	**611.7**	**-10.8%**
Net debt Adjusted	**124.5**	**119.4**	**4.3%**

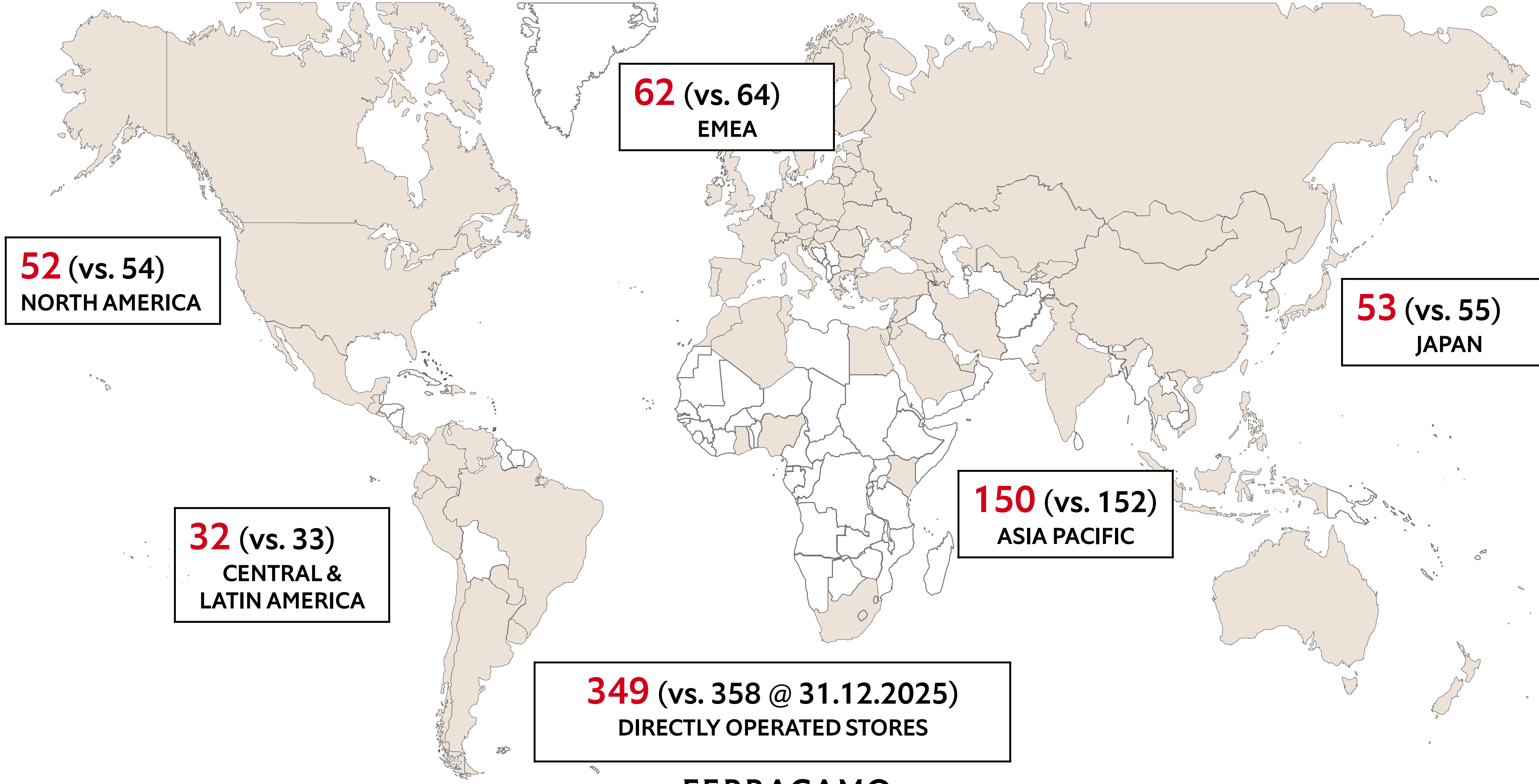
Net Working Capital as of June 30, 2026, -9.8% to €220m, from €244m as of June 30, 2025. In particular, Inventories -10.3%.

As of 30 June 2026, **Investments (CAPEX)** at €18m vs. €16m in H1 2025, mainly for the renovation of the retail network.

Net Financial Position adjusted* at June 30, 2026, positive for €125, vs. €119m positive at June 30, 2025. Including IFRS16 effect, Net Financial Position at June 30, 2026, negative for €421m, vs. €492m positive at June 30, 2025.

* Net Financial Position Adjusted is the Net Financial Position excluding Current and non-current Lease Liabilities.

DOS NETWORK @ 30.06.2026



H1 2026

Q&A

ANNEX

H1 2026 REVENUE BY DISTRIBUTION CHANNEL

(Euro MM)	2026	2025	Δ %	Δ % Const FX	Weight on Tot 2026	Weight on Tot 2025
	June YTD					
DTC *	363.3	357.0	1.8%	6.1%	*77.7%*	*75.3%*
Wholesale	93.2	105.4	-11.6%	-11.2%	*19.9%*	*22.2%*
Net Sales	**456.5**	**462.4**	**-1.3%**	**2.1%**	***97.6%***	***97.6%***
Hedging	1.7	1.5	18.6%	na	*0.4%*	*0.3%*
Licences & Other Revenues	8.3	8.1	2.2%	2.2%	*1.8%*	*1.7%*
Rental income	1.3	1.9	-34.0%	-29.5%	*0.3%*	*0.4%*
Total Net Revenues	**467.8**	**473.9**	**-1.3%**	**1.9%**	***100.0%***	***100.0%***

* DTC (Direct To Consumer) channel consists of DOS and directly managed online boutique/e-commerce platforms.

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