

A fashion show runway scene with models walking. The central model is wearing a green military-style dress with a black belt and is looking towards the camera. Other models in various outfits are visible in the background and foreground, some slightly out of focus. The runway is lit with warm, golden light.

9M 2026 REVENUE UPDATE

ANALYST
PRESENTATION

OCTOBER 20, 2026

FERRAGAMO

DISCLAIMER

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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.

A fashion show runway scene with models walking. The central model wears a white oversized blazer over a black dress with a wide belt. The background features a wooden lattice wall and warm lighting. A blurred male model is in the foreground on the right.

9M 2026 BUSINESS UPDATE

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DTC Resilience Reinforces Confidence in Strategic Direction

- DTC REMAINED STABLE YEAR-ON-YEAR AT CONSTANT FX IN Q3, DESPITE TOUGHER COMPARABLES AND CHALLENGING MARKET CONDITIONS
- HIGHER FULL-PRICE PRIMARY RETAIL SALES AND POSITIVE PERFORMANCE IN THE US AND EUROPE OFFSET SOFTER DEMAND ACROSS ASIA
- FIVE CONSECUTIVE QUARTERS OF POSITIVE DTC MOMENTUM REFLECT GRADUALLY IMPROVING UNDERLYING BUSINESS TRENDS AND SUPPORT CONFIDENCE IN THE GROUP'S STRATEGIC DIRECTION
- PRIORITIES REMAIN THE PRODUCT OFFER AND BRAND APPEAL, WITH ATTENTIVE SERVICE AND CLOSER CLIENT RELATIONSHIPS TO SUPPORT PROFITABLE, SUSTAINABLE GROWTH



Reinforcing the Core Offer to Drive Greater Relevance and Impact

A CONSISTENT ASSORTMENT BALANCES CREATIVE DIRECTION WITH COMMERCIAL RELEVANCE

WOMEN'S SHOES



MEN'S SHOES



HANDBAGS



OTHERS



- A coherent assortment connects Ferragamo's creative direction with client needs across markets
- A more cohesive offer through refined architecture, balanced assortments and meaningful innovation

Product Stories

DRIVING RELEVANCE THROUGH FOCUSED BRAND COMMUNICATION

HUG EAST-WEST

Dedicated marketing activities



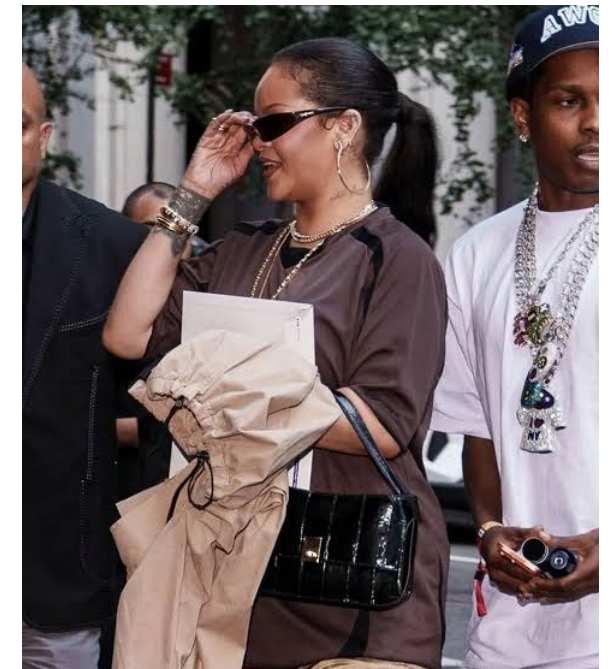
THE SHOE OBSESSION

FW26 campaign



CARA BAG LAUNCH

Ongoing celebrity seeding



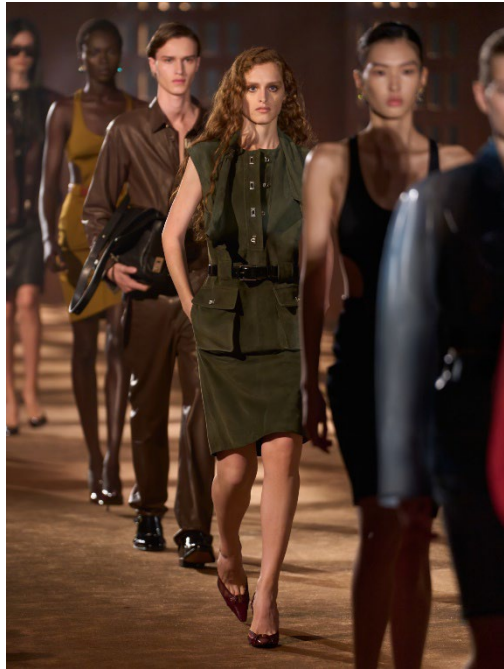
- Concentrated storytelling around key product categories and brand-defining narratives
- Bringing product stories to life through dedicated marketing campaigns and ongoing celebrity seeding

Relevance and Client Connections

STRONGER ALIGNMENT BETWEEN BRAND-BUILDING EFFORTS AND COMMERCIAL OBJECTIVES

SS27 FASHION SHOW

Milan, Triennale · September 26



CELEBRITIES AND BRAND AMBASSADORS

Ning Chang and Huang Jingyu



FW26 presentation in Seoul



HK Landmark Opening



- Brand-building initiatives increasingly connected to customer engagement and business performance
- Precise focus on key seasonal items visibility and overall brand awareness increase

SS27 Fashion Show

FERRAGAMO'S CREATIVE IDENTITY THROUGH DESIGN AND CRAFT



Third consecutive season of Earned Media Value growth, driven by engagement rather than content volume

€36.1M

EARNED MEDIA VALUE
HIGHEST VISIBILITY IN RECENT SEASONS
+131% vs FW26 · +381% vs SS26

17M

SOCIAL INTERACTIONS
SURGE IN INTERACTIONS
+156% vs FW26 ·
nearly 10x vs SS26

#1

POSITIVE SENTIMENT
Among Milan Fashion Week top players; Faye Peraya drove massive visibility on the Cara Bag

#2

LEFTY MFW REPORT
in the competitive set

- Industry feedback recognizes the continued development of Ferragamo's creative identity
- Enhanced mix of iconic runaway pieces and commercially relevant products

SS27 Fashion Show - Press Reviews

POSITIVE REVIEWS HIGHLIGHT DESIGN AND CRAFT

WWD

"Maximilian Davis gave safari style a sensual spin in one of his strongest collections yet."

Miles Socha

VOGUE RUNWAY

"Were shoemaking as appreciated as painting, Salvatore Ferragamo would count as one of its greatest Old Masters..."

Luke Leitch

BUSINESS OF FASHION

"His women and men have the self-possession of people who have lived a little."

Angelo Flaccavento

THE IMPRESSION

Collection rated 9 out of 10 – "A woman's woman."

Angela Baidoo

AS FEATURED IN



AS FEATURED IN



AS FEATURED IN



AS FEATURED IN



- Reviewers described the show as one of Milan's strongest and Maximilian Davis's most mature collection to date
- Press coverage highlighted craftsmanship, archive-inspired footwear and the Cara Bag

Talent in Ferragamo

TALENT RELATIONSHIPS AND AUDIENCE ENGAGEMENT



- Building connections with audiences around the world
- 53 talent dressed around the SS27 show and 3.9M interactions on the show's top post
- Working with talent reflecting Ferragamo's creative identity, generating strong visibility and successfully extending the runway moment beyond the front row, as celebrities wear the collection immediately after its debut

FW26 Campaign - The Shoe Obsession

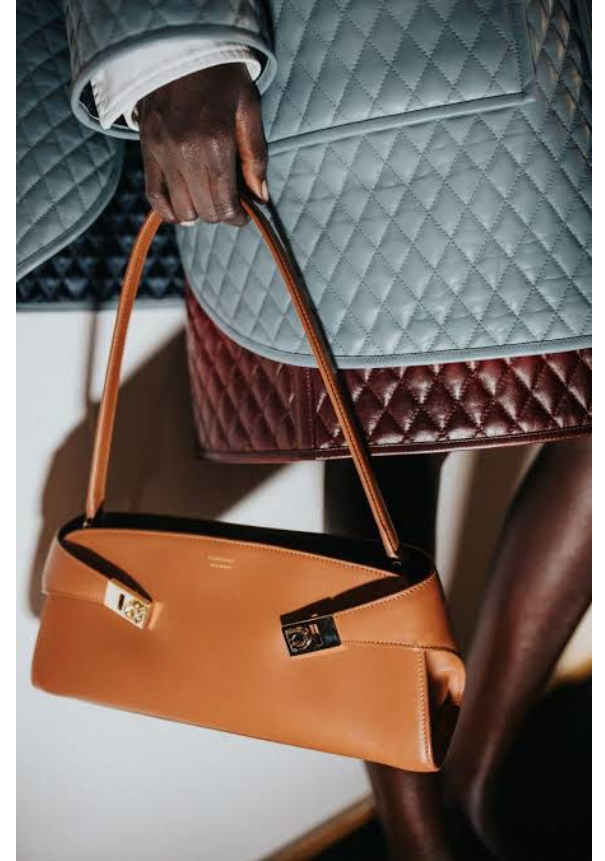
FERRAGAMO'S FOOTWEAR HERITAGE MEETS THE ART OF WILLIE COLE



- The campaign reworks Ferragamo's footwear heritage through a contemporary design perspective
- Established shoe families and new leather goods share the focus

Hug East-West

A NEW EAST-WEST SILHOUETTE EXTENDS THE HUG COLLECTION



- The Hug collection evolves through new shapes, with Ferragamo's approach to design and making at its core

The Cara Bag - An Emerging Ferragamo Signature

THE CARA BAG BROADENS THE PRODUCT OFFER AND SUPPORTS LONG-TERM DEVELOPMENT OF LEATHER GOODS



- Cara led online season's conversation, while media coverage highlighted it as an emerging Ferragamo signature
- Product seeding from September amplified campaign activations strengthening visibility and engagement

Driving Quality Across Distribution

STRENGTHENING RETAIL EXECUTION WHILE ELEVATING QUALITY AND CONSISTENCY ACROSS MARKETS



- Retail priorities combine store productivity with a more attentive client experience
- Wholesale concentrates on partners that best represent Ferragamo consistently in each market

Building Sustainable Value Through Consistent Execution

- DISCIPLINED EXECUTION OF STRATEGIC PRIORITIES
STRENGTHENS BUSINESS FUNDAMENTALS AND SUPPORTS
LONG-TERM GROWTH
- PRODUCT QUALITY AND AUTHENTICITY, TOGETHER WITH
CLOSER CLIENT RELATIONSHIPS, UNDERPIN BRAND APPEAL



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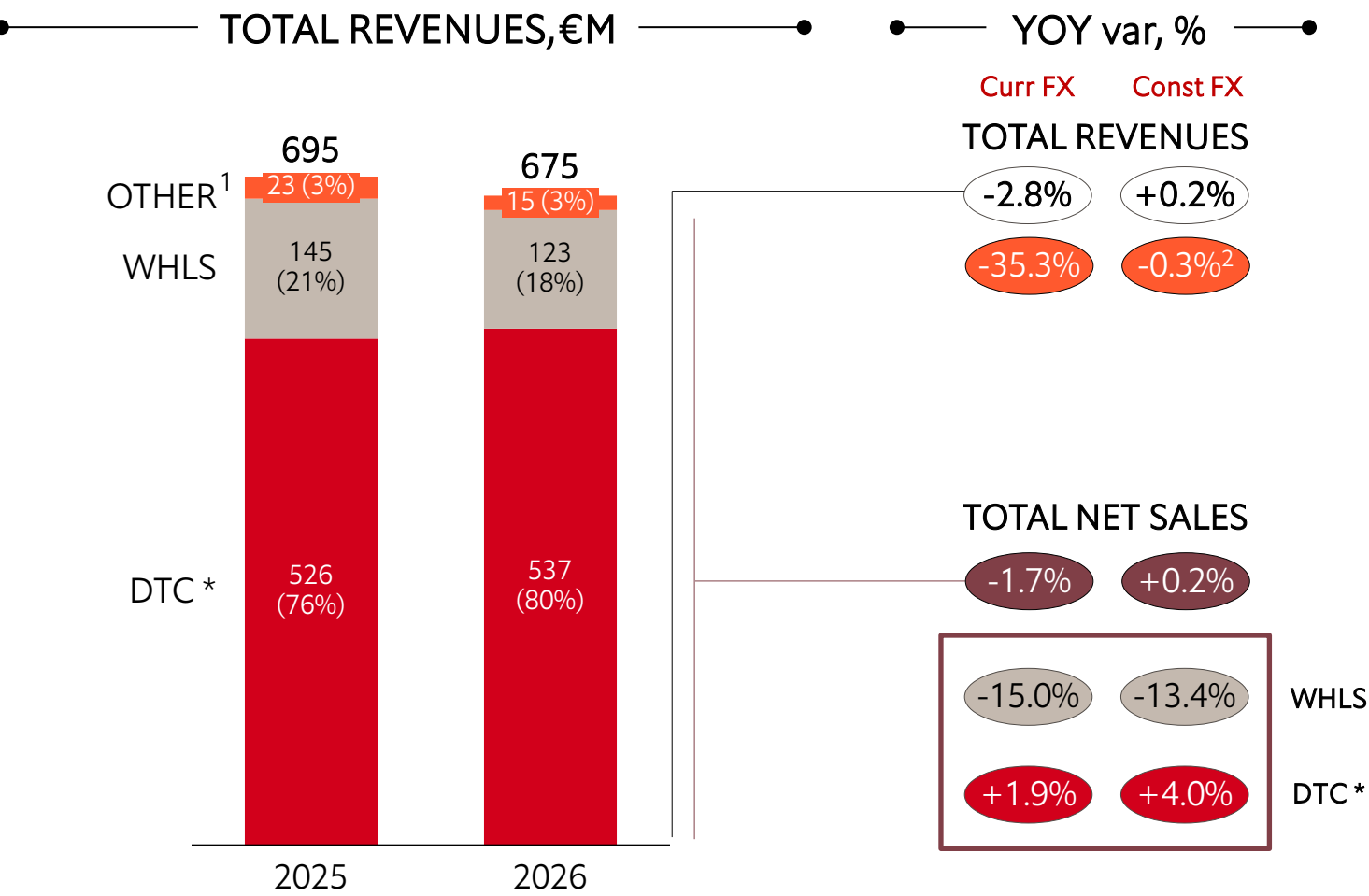


9M 2026
REVENUE *

* "NON-AUDITED"

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9M 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

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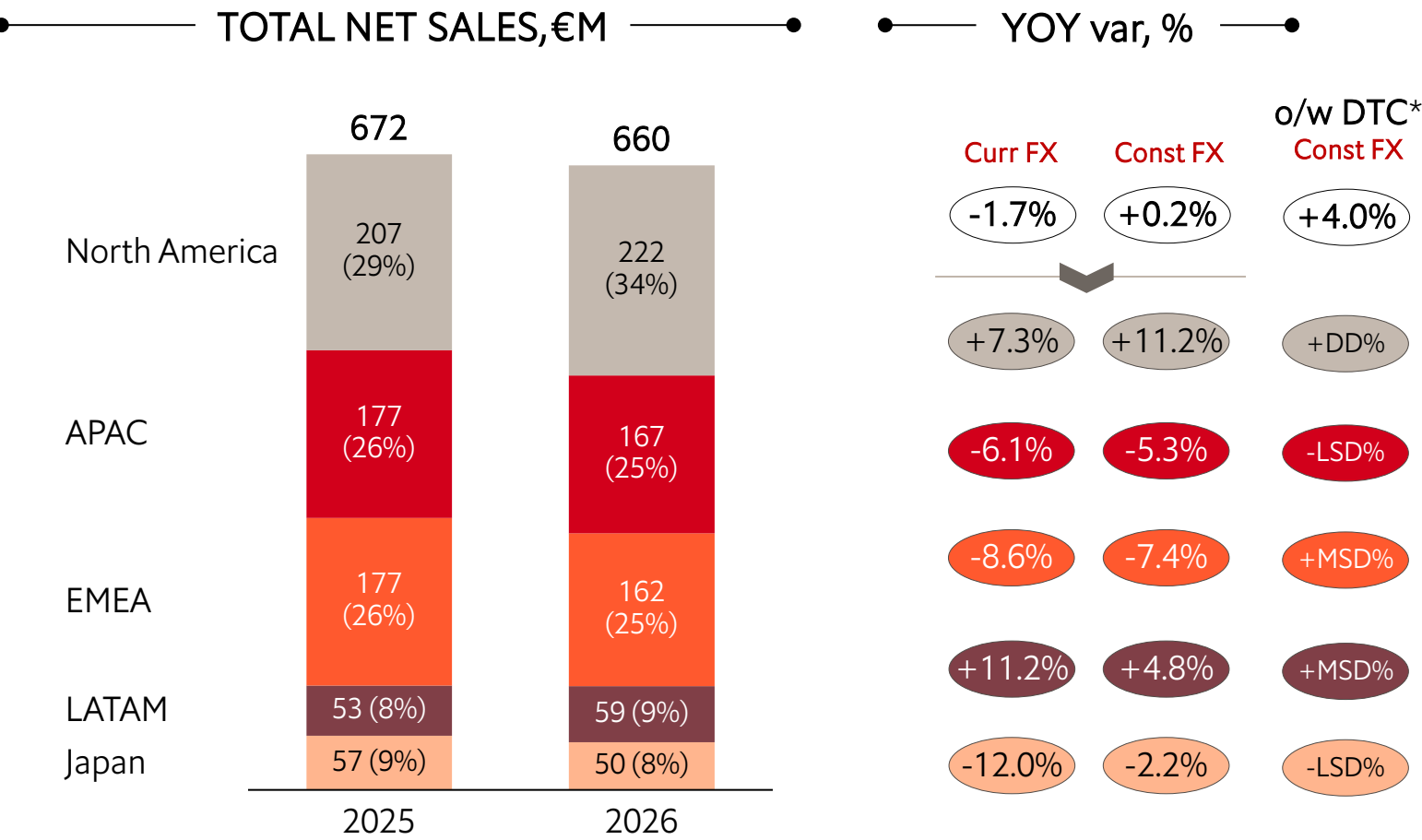
9M Total Revenues at € 675 million, in line with 9M 2025 at constant FX and -3% at current FX, with Q3 -3% at constant FX and -6% at current FX.

9M DTC* +4% at constant FX (+2% at current FX) vs. 9M 2025, with positive trends at constant FX in all the regions, except China and Japan. Q3 DTC* in line with last year at constant FX (+2% at current FX) supported by higher full-price sales in the primary retail channel, and growth in US and Europe offsetting weak Asian trends.

9M Wholesale -13% at constant FX (-15% at current FX) vs. 9M 2025, with Q3 -19% at constant FX (-24% at current FX), reflecting the continued strategic rationalization toward a more controlled distribution and selected key accounts, consistent with the brand's positioning.

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

9M 2026 NET SALES BY REGION



EMEA DTC* in 9M 2026 up mid-single digit, driven by primary retail (with conversion rate and average ticket up double-digit). WHL down double-digit, driving Total Net Sales down 7% vs. 9M 2025. Q3 Total Net Sales -5%, with the DTC* up mid-single digit and WHL down double-digit.

North America DTC* in 9M 2026 up double-digit, supported by primary retail channel full-price sales. Also WHL up double-digit, driving Total Net Sales up 11% vs. 9M 2025. Q3 Total Net Sales +2%, with positive DTC*, up mid-single digit.

Total Net Sales +5% in **Central and South America** in 9M 2026 vs. 9M 2025, with both DTC* and WHL positive. Q3 2026 Total Net Sales +1%.

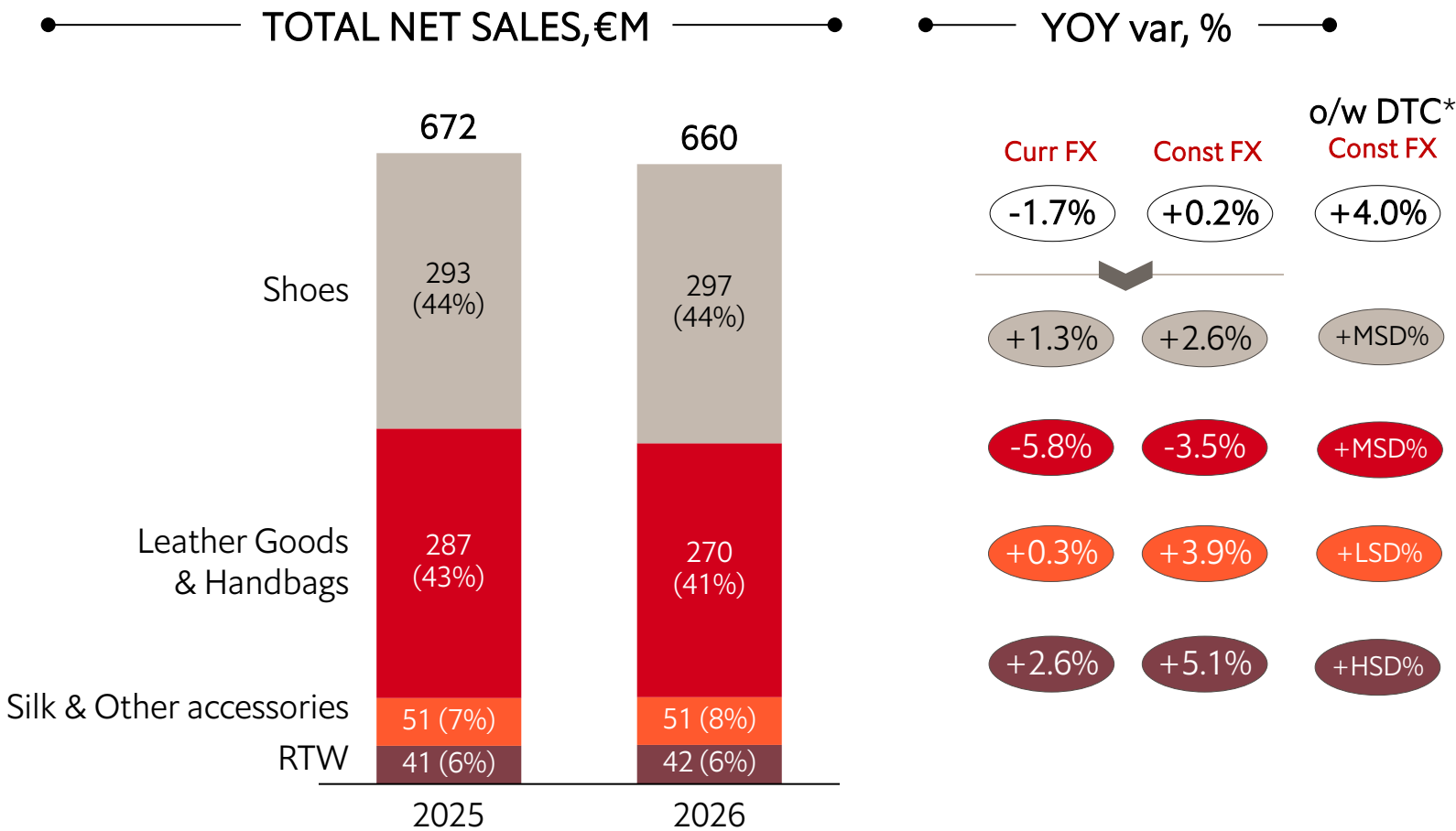
DTC* in **Asia Pacific** in 9M 2026 only slightly below last year, with continued weakness in China largely offset by growth in all other markets. Negative WHL driving Total Net Sales down 5% vs. 9M 2025. Q3 Total Net Sales -11%, mainly penalized by double-digit WHL.

Total Net Sales in **Japan** in 9M 2026 -2% and -5% in Q3 2026 vs. the same period of last year.

Note: all data at constant FX.

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9M 2026 NET SALES BY PRODUCT



Shoes +3% in 9M 2026 and -4% in Q3, penalized WHL negative double-digit, while DTC* up mid-single digit in 9M and in line with last year in Q3.

Leather Goods and Handbags -4% in 9M 2026 and -5% in Q3, again mainly penalized by WHL negative double-digit, while DTC* up mid-single digit in 9M and roughly in line with last year in Q3.

Silk & Other Accessories +4% in 9M 2026 and -4% in Q3, also penalized by the challenging comparison base.

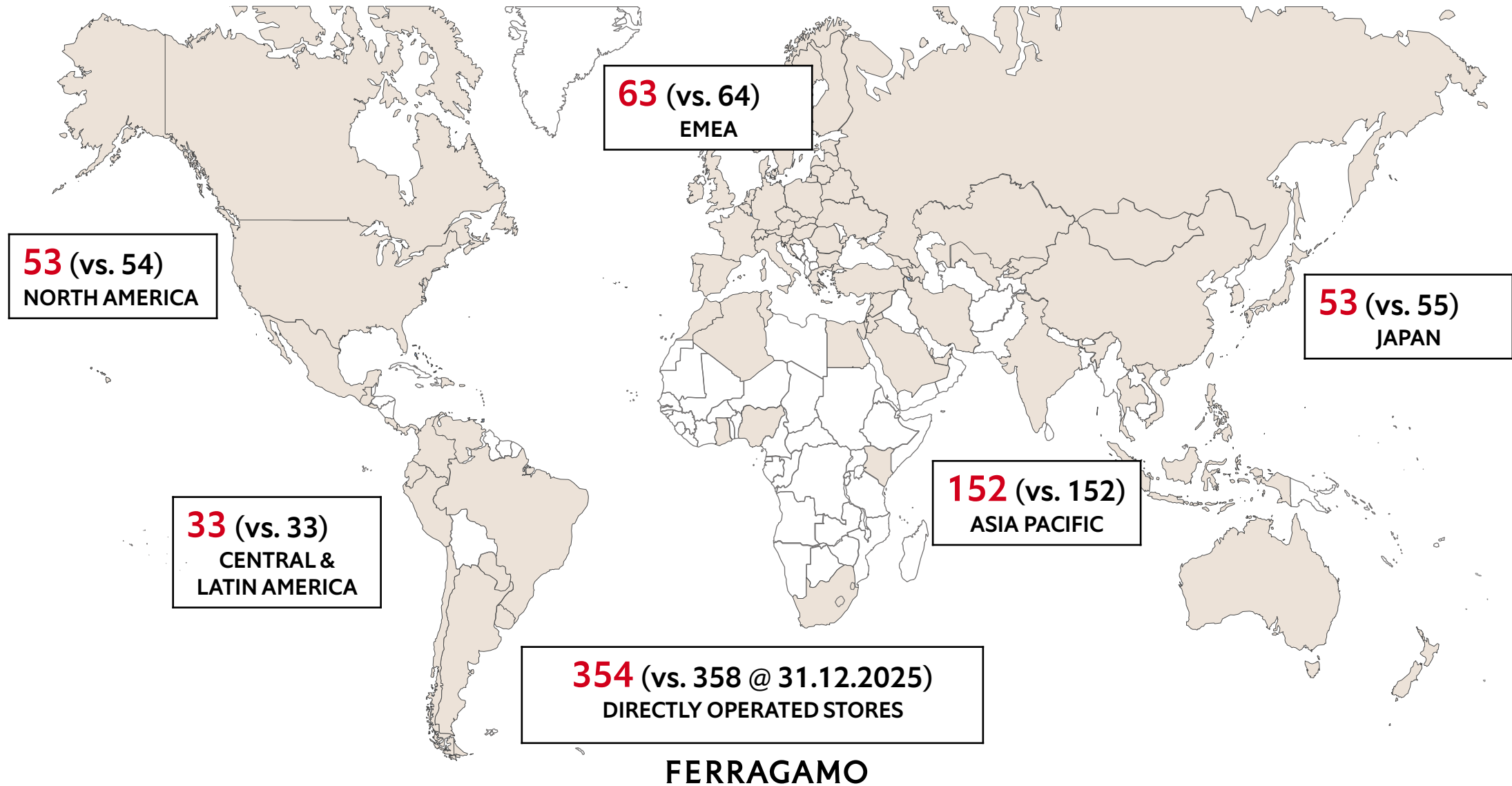
Ready-to-Wear +5% in 9 months and +4% in Q3.

Note: all data at constant FX.

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DOS NETWORK @ 30.09.2026



A fashion show runway scene with models walking. The central model is wearing a dark red leather vest over a black top and sunglasses. To her left, a model in a grey dress and sunglasses walks. To her right, a model in a yellow dress is partially visible. The background is a dark, textured wall.

9M 2026

Q & A

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ANNEX

9M 2026 REVENUE BY DISTRIBUTION CHANNEL

(Euro MM)	September YTD				Weight on Tot 2026	Weight on Tot 2025
	2026	2025	Δ %	Δ % Const FX		
DTC *	536.5	526.4	1.9%	4.0%	79.5%	75.8%
Wholesale	123.4	145.3	-15.0%	-13.4%	18.3%	20.9%
Net Sales	660.0	671.7	-1.7%	0.2%	97.8%	96.7%
Hedging	0.6	8.5	-93.4%	na	0.1%	1.2%
Licences & Other Revenues	12.4	12.0	3.2%	3.2%	1.8%	1.7%
Rental income	1.9	2.4	-21.6%	-18.6%	0.3%	0.4%
Total Net Revenues	674.8	694.6	-2.8%	0.2%	100.0%	100.0%

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

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