

Salvatore Ferragamo

Report on remuneration policy
and remuneration paid pursuant to Article 123-ter of the Consolidated
Law on Finance

approved by the Board of Directors of the Company
on 8 March 2022

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INTRODUCTION

This report on the remuneration policy and remuneration paid pursuant to Article 123-ter of the Consolidated Law on Finance (the "Report") prepared by Salvatore Ferragamo S.p.A. ("**Salvatore Ferragamo**" or the "**Company**") includes:

- a) in Section I (the "**Remuneration Policy**"), a description of the general policy on the remuneration of members of the board of directors (the "**Directors**"), key management personnel (the "**Key Managers**") and, without prejudice to the provisions of Article 2402 of the Italian Civil Code, members of the control body (the "**Statutory Auditors**") of Salvatore Ferragamo, as well as an illustration of the procedures used to adopt and implement this Remuneration Policy;
- b) in Section II:
 - (i) a representation of the items that make up the remuneration paid during the financial year ended 31 December 2021 (the "**Financial Year**" or the "**2021 Financial Year**") in favour of the members of the management and control bodies and, in aggregate, of the Key Managers of the Company, highlighting their compliance with the company's remuneration policy for this Financial Year;
 - (ii) an analytical representation of the remuneration paid in the Financial Year, for any reason and in any form, by the Company or by associated and subsidiary companies (the "**Subsidiaries**" and jointly to the Company, the "**Group**");as well as an illustration of how the Company took into account the vote cast in April 2021 on Section II of the 2021 report on the remuneration policy and remuneration paid.

The Remuneration Policy was prepared in accordance with the provisions of Article 123-ter of Italian Legislative Decree no. 58/1998 (the "**Consolidated Law on Finance**"), Article 84-*quater* and Annex 3A, Schedule 7-*bis* of CONSOB Regulation no. 11971/1999 (the "**Issuers' Regulations**") and Article 5 of the Corporate Governance Code adopted by the Corporate Governance Committee of Borsa Italiana S.p.A. of January 2020 (the "*Code*").

In compliance with regulations and in line with the values of transparency and responsibility that Salvatore Ferragamo has always pursued, this Report intends to provide clear and comprehensible information on the strategies and processes adopted to define and implement the Company's Remuneration Policy for Directors and Key Managers and how it contributes to the Company's strategy, the pursuit of long-term interests and the sustainability of the Company and the Group.

The Remuneration Policy was made available to the public at the Company's registered office and on the Company's website <https://group.ferragamo.com>, in the Section Governance/Shareholders' Meeting 2022, as required by law.

SECTION I - REMUNERATION POLICY

1 BODIES AND PERSONS INVOLVED IN THE PREPARATION, APPROVAL AND POSSIBLE REVIEW OF THE REMUNERATION POLICY AND RESPONSIBLE FOR ITS CORRECT IMPLEMENTATION

The definition of the Remuneration Policy is the result of a complex process involving the Shareholders' Meeting (the "**Shareholders' Meeting**"), the Board of Directors (the "**Board of Directors**"), the Remuneration and Appointments Committee (the "**Remuneration and Appointments Committee**" or the "**Committee**"), the Board of Statutory Auditors (the "**Board of Statutory Auditors**"), the Chairman of the Board of Directors (the "**Chairman**"), the Chief Executive Officer and General Manager (the "**CEO-GM**"), and the competent corporate structures (in particular, the General Counsel Function and the Human Resources Function) of the Company.

In particular, the Remuneration Policy was drawn up on the basis of strategic guidelines defined by the Board of Directors, with the support of the Remuneration and Appointments Committee and the competent corporate structures.

The Shareholders' Meeting of the Company passed a binding resolution on the Remuneration Policy described in Section I of the Report.

The Remuneration Policy will apply for one year, until the date of approval of the financial statements of the Company as at 31 December 2022.

Periodically, the Remuneration and Appointments Committee will assess the adequacy, overall consistency and concrete application of the Remuneration Policy, making use, for the remuneration of Key Managers, of the information provided by the Chairman and the Chief Executive Officer, and will formulate to the Board of Directors any comments and/or proposals for revision or amendment, where necessary.

If, during the Remuneration Policy's reference period, the Board of Directors intends to make changes to it, it will convene a Shareholders' Meeting that will express its opinion, also in this case by means of a binding vote, with the help of a specific report illustrating the new Remuneration Policy.

2 (CONTINUED, IN PARTICULAR): REMUNERATION AND APPOINTMENTS COMMITTEE

The Company relies on the work of a Remuneration and Appointments Committee (the "**Committee**"), set up within the Board of Directors, composed, at the date of this Report, of 3 non-executive and independent directors.

On 22 April 2021, the Board of Directors appointed the directors Marinella Soldi (Chairman), Umberto Tombari, and Anna Zanardi Cappon, as members of the Remuneration and Appointments Committee. At 31 December 2021 and at the date of this Report, following the resignation of the director Marinella Soldi during the Financial Year, the Committee is made up as follows: Anna Zanardi Cappon (Chairman), Umberto Tombari, and Annalisa Loustau Elia.

Remuneration and Appointments Committee

Anna Zanardi Cappon (Chairman)
Annalisa Loustau Elia
Umberto Tombari

At least one member of the Committee has adequate knowledge and experience in financial matters or remuneration policies assessed as adequate by the Board of Directors at the time of appointment.

The Committee performs the functions laid down by the Code for the Appointments Committee and the Remuneration Committee¹.

More specifically, the Committee:

- a) formulates an annual proposal to the Board of Directors on the Company's remuneration policy, at the latest during the meeting of the Board of Directors that decides to call the Shareholders' Meeting to approve the financial statements and the remuneration policy;
- b) periodically assesses, during the course of the financial year, the adequacy, overall consistency and concrete application of the remuneration policy adopted by the Company, making proposals to the Board of Directors and reporting, whenever it deems it appropriate, any need to amend, revise or supplement the remuneration policy, as well as any failure to implement the policy itself and/or the violation of any of the principles contained therein;

¹ This Report will refer to the functions and activities carried out by the Committee in its capacity as remuneration committee, while for the activities carried out in terms of appointments, please refer to the Report on Corporate Governance and Ownership Structure published on the Company's website <https://group.ferragamo.com>, governance section, Report on Corporate Governance and Ownership Structure.

- c) expresses its opinion on the remuneration of Executive Directors, other directors holding special offices and Key Managers, as well as on the setting of performance targets related to the variable component of this remuneration, and monitors the implementation of the decisions adopted by the Board by making sure that the performance targets are actually achieved;
- d) assesses and formulates any proposals to the Board of Directors concerning remuneration plans, including share-based plans, with reference to the adoption of measures aimed at avoiding that such plans may induce their recipients to behave in such a way as to favour the short-term increase of the market value of the shares or, in any case, short-term objectives, to the detriment of the creation of value in the medium-long term and the sustainability of the Company as a whole;
- e) if it deems it necessary or appropriate for the performance of its duties, it may, at the Company's expense and within the limits of the budget allocated to it each year, avail itself of consultants, including external consultants, experts in remuneration matters (also to take into account remuneration practices in the relevant sectors and for companies of similar size, also considering comparable foreign experiences).

The Committee's work is coordinated by the Chairman and its meetings are regularly recorded by the General Counsel, acting as secretary, in a special minute book kept at the Company's registered office.

The Committee meets as often as necessary to carry out its functions and whenever the Chairman of the Committee deems it appropriate. In any case, the Committee meets before each meeting of the Board of Directors whose agenda includes matters falling within its competence. The directors on whose remuneration the Committee is called upon to express an opinion do not attend the Committee's meetings. The Chairman of the Committee reports regularly to the Board at its next meeting on the activities carried out, making available the minutes of the meetings held.

Participation in the meetings of the Committee by persons who are not members (such as, directors or exponents of company functions) takes place at the invitation of the Chairman of the Committee itself and on individual items on the agenda. The Chief Executive Officer and General Manager is informed of the participation in the meetings of the Committee by company representatives competent for the matter. Furthermore, the Chief Executive Officer and General Manager is permanently invited to the Committee meetings.

The Committee reports to the shareholders on how it exercises its functions. To this end, the Chairman or another member of the Committee is always present at the Annual General Meeting called to approve the financial statements.

In the course of the 2021 financial year, the Committee held 13 meetings, on 3 and 29 March 2021, 25 and 30 April 2021, 7 and 28 May 2021, 21 and 30 June 2021, 6 and 28 September 2021, 4 November 2021, and 2 and 13 December 2021. Five meetings of the Committee have been scheduled for the current year, three of which have already been held on 24 January 2022, 14 February 2022 and 3 March 2022.

The meetings lasted 60 minutes on average.

The Committee meetings were attended by all the members of the Board of Statutory Auditors and, at the invitation of the Committee, depending on the items on the agenda, the Chairman, the Chief Executive Officer, the Executive Deputy Chairman, the Director Francesco Caretti (by virtue of the special assignment conferred on him regarding corporate reporting and governance), the Human Resources Manager and some of the Company's external consultants.

The Head of Corporate Affairs and the General Counsel, acting as Secretary, attended the Committee meetings.

The Directors on whose remuneration the Committee is called upon to express an opinion did not attend the Committee's meetings.

During the Financial Year, the Committee had access to the information and company functions required for the carrying-out of its duties and did not use its own consultants for the preparation of the Remuneration Policy.

The Committee's work concerned: (i) the Remuneration Policy for the year 2021 and the Report on remuneration paid for the year 2020; (ii) the remuneration of the Chairman, Executive Directors, and the Key Managers; (iii) the governance and organisational structure of the Company; (iv) the agreements relating to the mandate of the Chief Executive Officer, Micaela le Divelec Lemmi, the Executive Deputy Chairman, Michele Norsa and the appointment of the new Chief Executive Officer and General Manager, Marco Gobetti; (v) the co-optation of two directors pursuant to Article 2386, paragraph 1, of the Italian Civil Code; (vi) the amendment of the Remuneration Policy (submitted to and approved by the Shareholders' Meeting of 14 December 2021) and share-based incentive plans; and (vii) the evaluation board.

3 PURPOSES PURSUED BY THE REMUNERATION POLICY AND ITS BASIC PRINCIPLES

The Company believes that the Remuneration Policy represents a primary tool aimed at attracting, motivating and retaining people with the professional qualities required to profitably pursue short and/or medium-long term objectives, related to the strategic objectives of the Group, thus contributing to the achievement of results aimed at strengthening the operational, economic and financial solidity of the Company in the long term and, therefore, also at safeguarding the sustainability of the Company and the Group.

The Company's Remuneration Policy was drawn up, taking into account the remuneration and working conditions of its employees, the provisions of collective bargaining (applicable from time to time), with the aim of retaining and attracting qualified and adequately motivated professional resources, in a merit-based perspective and without referring to remuneration policies adopted by other companies.²

With the Remuneration Policy adopted for the year 2022, the Company pursues the following objectives:

- a) contributing to the company's strategy;
- b) aligning the interests of Executive Directors and Key Managers with the pursuit of value creation for shareholders over the medium to long term;
- c) retaining the Group's key resources; as well as
- d) contributing to the sustainable success of the Company and the Group.

In particular, the Company implements a Remuneration Policy aimed at aligning management objectives with the overriding interest of creating value for all stakeholders in the medium to long term.

The fixed remuneration is adequate for the role and guarantees satisfactory remuneration even in the event that the conditions for payment of the variable part are not met.

The variable remuneration is aimed at incentivising and retaining management by relating a component of the relative remuneration to the achievement of the Company's strategic objectives, without inducing them to take on risks in excess of the level of risk appetite set out in the relevant company strategies and approved by the Company's Board of Directors.

The variable remuneration of Executive Directors and Key Managers is related to financial and/or non-financial parameters linked to company strategies and strategic pillars approved by the Board of Directors, which may also include ESG (Environment, Social, Governance) objectives.

The performance targets to which the payment of the variable components is linked are determined in advance, measurable and related in a significant part to a medium-long term horizon, taking into account the best practices of the sector and the remuneration policy of comparable Italian and foreign companies.

The Company's Remuneration Policy is, in general, aligned with the best practices set out in the Code and provides that:

- a) the fixed and variable components of remuneration are adequately balanced and coherent in accordance with the Company's strategic objectives and risk management policy, taking into account

² It being understood that, from time to time, the comparison with the performance of a reference peer group can be one of the parameters used as part of incentive plans (see, in particular, the provisions of the 2019-2021 LTI Plan in section 6.3 below).

- the business segment in which it works and the features of the business activity actually carried on, by envisaging in any case that the variable part represents a significant part of total remuneration³;
- b) maximum limits are set for the payment of variable components;
 - c) the fixed component is sufficient to remunerate performance in the event that the variable component is not paid due to the failure to achieve the performance targets determined by the Board of Directors;
 - d) the performance targets - i.e. the economic results and any specific targets to which the payment of variable components is related (including the targets defined for share-based remuneration plans) - are determined in advance, measurable and significantly linked to the creation of value for shareholders in the medium-long term and are consistent with the strategic objectives of the company, aimed at promoting its sustainable success, including, where relevant, also non-financial parameters;
 - e) where appropriate, contractual arrangements are used that allow the Company to demand the return, in whole or in part, of variable components of the remuneration paid (known as clawback clause) or to withhold the amounts subject to deferral (known as malus clause), determined on the basis of data that are subsequently found to be manifestly incorrect or on the basis of other circumstances that may be identified by the Company;
 - f) any indemnity envisaged due to early termination or non-renewal of the administration relationship is defined in such a way that its total amount is determined in advance or can be determined.

4 (CONTINUED): CHANGES IN THE 2022 REMUNERATION POLICY COMPARED TO THE REMUNERATION POLICY APPROVED BY THE SHAREHOLDERS' MEETING OF 14 DECEMBER 2021

The 2022 Remuneration Policy moves substantially in line with the 2021 Remuneration Policy, which was most recently approved by the Shareholders' Meeting held on 14 December 2021 with the following votes.

Votes in favour	Votes against	Abstention	Non-voters
229,899,612	20,544,105	0	0
91.797%	8.203%	0%	0%

5 POLICIES ON FIXED AND VARIABLE COMPONENTS OF THE REMUNERATION OF DIRECTORS, THE CONTROL BODY AND STRATEGIC MANAGERS

5.1 Directors, Chief Executive Officer and General Manager

Directors are entitled (in addition to the reimbursement of expenses incurred by reason of their office) to remuneration determined by the Shareholders' Meeting at the time of their appointment in the light of the commitment required, the relevant responsibilities and the practices in force for members of the boards of directors of comparable companies.

Directors who participate in internal committees of the Board of Directors (Control and Risk Committee and Remuneration and Appointments Committee) receive additional fixed remuneration for their participation, taking into account the greater commitment required of them and their role as Chairman or member of the committee.

Directors vested with special offices (or special tasks) and the General Manager may be granted, subject to a resolution of the Board of Directors, after hearing the opinion of the Remuneration Committee and the Board of Statutory Auditors:

- a) a fixed remuneration (in addition to that determined by the Shareholders' Meeting⁴), of a stable and irrevocable nature, which does not create incentives to take risks and does not depend on the

³ On the other hand, in the light of the vesting periods provided for by the incentive plans currently in place (consistent with the characteristics of the business activity), the expectation relating to the deferral periods of any variable remuneration accrued has not yet been implemented.

⁴ And additional to any employee remuneration, if the executive director is also an employee of the Company.

Company's performance⁵, to be paid on an annual basis; it is determined on the basis of the responsibilities attached to the task and the commitment required to carry it out during the year;

- b) one or more variable remunerations, related to the achievement (on an annual and/or multi-annual basis) of pre-determined measurable objectives, consistent with the Company's strategic objectives in the medium-long term and aimed at promoting its sustainable success (including financial and/or non-financial parameters and, where relevant, also ESG -Environmental, Social, Governance - objectives); where such remuneration involves the granting of financial instruments (or options on financial instruments), this will provide for adequate vesting periods (as a general rule, at least three years for medium to long-term plans) and adequate lock-up periods for such financial instruments.

The remuneration of non-executive directors is not, as a rule, except for an insignificant part, related to financial performance targets. Non-executive directors do not participate in share-based incentive plans.

5.2 Board of Statutory Auditors

The members of the Board of Statutory Auditors are entitled to a fixed annual remuneration determined by the Shareholders' Meeting at the time of their appointment in the light of the competence, professionalism and commitment required by the importance of the role covered and the size and sector characteristics of the Company and its situation.

During the 2021 Financial Year, the fixed annual remuneration of the members of the Board of Statutory Auditors was Euro 48,000 gross (for each statutory auditor) and Euro 64,000 gross (for the Chairman of the Board of Statutory Auditors).

For further information in this regard, reference is made to Section II of this Report.

5.3 Key Managers, Head of Internal Audit Function, and Financial Reporting Officer

The remuneration of the **Key Managers** can consist of:

- a) a fixed component represented by the gross annual employee remuneration (known as RAL), defined in accordance with the provisions of collective bargaining agreements (applicable from time to time) and corresponding, as a rule (and therefore unless otherwise decided by the Board of Directors, on the proposal of the Remuneration and Appointments Committee), to at least 50% of the total annual remuneration⁶;
- b) an annual short-term variable component, related to the achievement of business targets predefined by the Board of Directors, at the suggestion of the Chief Executive Officer with the support of the Remuneration Committee, in line with the guidelines contained in the Remuneration Policy and taking into account existing practices in similar companies operating in the same sector; this component, as a rule (and therefore unless otherwise decided by the Board of Directors, on the proposal of the Remuneration and Appointments Committee), does not exceed 50% of the total annual remuneration.

The remuneration of the Key Managers can also include participation in medium-long term share and/or cash incentive plans, approved by the Company with the priority objective of ensuring an alignment of interests with the shareholders, with a view to creating value in the medium-long term. To this end, the shares, options and any other rights granted to purchase shares or be remunerated on the basis of the share price trend will have, as a rule for medium-long term plans, an average vesting period of at least three years and the benefit will be subject to the achievement of pre-determined measurable performance targets. There may also be a post-grant lock-up period in accordance with the regulations applicable from time to time.

The **Head of the Internal Audit Function** is paid a variable fee based on objectives consistent with the functions assigned, in order to ensure effectiveness and timeliness in the activities carried out. His/her remuneration can also include participation in incentive plans approved by the Company to ensure long-term alignment with shareholders' interests.

⁵ The fixed component must be sufficient to allow the variable component to significantly shrink or even be reduced to zero in relation to the results, adjusted for the actual risks incurred.

⁶ Also for Key Managers, the fixed component must be sufficient to allow the variable component to significantly shrink or even be reduced to zero in relation to the results, adjusted for the actual risks incurred.

For the role of **Financial Reporting Officer**, a fixed annual fee is paid, decided by the Company's Board of Directors after consulting the Board of Statutory Auditors.

6 (CONTINUED, IN PARTICULAR): VARIABLE REMUNERATION, SUMMARY SHEETS OF INCENTIVE PLANS CURRENTLY IN PLACE AND MALUS AND CLAWBACK CLAUSES

The variable remuneration of Executive Directors, General Manager, and Key Managers is established, from time to time, by the competent bodies, providing for quantitative and qualitative objectives of a financial and/or non-financial nature in line with the Company's strategic plans. They are aimed at ensuring the sustainable success of the company in the medium to long term.

The Remuneration and Appointments Committee oversees the application of the decisions adopted by the Board of Directors on remuneration by ensuring the effective achievement of the performance targets to which the payment of the variable component of the remuneration of Executive Directors, General Manager and Key Managers is related, as well as the achievement of the performance targets envisaged by the incentive plans for top management. Evaluations are carried out on the basis of reports by external experts and benchmarks, analytical data produced by the management control system and income statement data approved by the competent corporate bodies.

The Company has the option to pay Executive Directors and Key Managers any exceptional bonuses in relation to operations and/or projects of strategic importance and/or extraordinary results, of such significance as to have a substantial impact on the Company's business and/or on its profitability, and which, as such cannot be adequately addressed by ordinary variable remuneration systems. The criteria for determining the amount of any exceptional bonus are, on the one hand, related to the value of the transaction and/or project and, on the other hand, take into account the overall remuneration already granted to the beneficiary under the ordinary remuneration schemes.

With a view to attracting or retaining key figures, specific treatments may be granted to specific managerial figures at the time of hiring or during the employment relationship, including, by way of example:

- a) welcome bonuses, also related to the loss of incentives by the previous employer and/or related, where possible, to the commitment to maintain the employment relationship with the company for a fixed period;
- b) variable components guaranteed for the first year of hiring (or for the different period determined by the Board of Directors, on the motivated proposal of the Remuneration and Appointments Committee);
- c) and disbursements linked to the stability of the relationship over time.

In the event of major market discontinuity with respect to the trends of the last three financial years (including, by way of example, the occurrence of material changes in macroeconomic conditions or a worsening of the financial context), or in the case of extraordinary events impacting the Group's industrial and strategic plan, the Board of Directors, as part of its governance processes on remuneration, may make the appropriate adjustments to the variable remuneration (including in relation to the reference targets, the related metrics and the evaluation methods), if and insofar as they serve to keep the economic substance of the related treatments as unchanged as possible, preserving their main incentive and loyalty-building purposes, subject to compliance with the limits and general principles of this Remuneration Policy (known as "Market Adverse Change" clause or "MAC Clause").

As from the 2021 Financial Year, contractual mechanisms are in place to allow the Company to:

- a) request a clawback in whole or in part; or to
- b) withhold, in whole or in part, amounts subject to deferral ("malus");

variable remuneration components determined on the basis of data that later proved to be manifestly incorrect. The term "manifestly incorrect data" refers to data that is useful for checking the achievement of the objectives of the various incentive plans on which the vesting of rights is conditional. The manifest error that can characterise the data can be:

- a) an error in the calculation of the results in the achievement of an objective (basis of payment of a variable fee) which, in the absence of the material error, would not have been achieved;

- b) a malicious corruption of data used to achieve the objectives or, in any case, of the data on the basis of which the disbursement or allocation of the bonus was decided, in order to achieve the right to the incentive; or
- c) the achievement of targets through behaviour contrary to law provisions or business rules.

The main features of the currently in place short- and medium/long-term monetary and/or equity incentive plans are shown below:

- a) the Performance Incentive Plan (PIP), currently provided for the Key Managers and Company management⁷;
- b) the Restricted Shares plan, approved by the Board of Directors on 1 July 2021 and currently envisaged in favour of the CEO-GM, without prejudice to the possibility for the Company to assess the inclusion of additional beneficiaries;
- c) the 2022-2026 Special Award Plan, approved by the Board of Directors on 1 July 2021 and currently envisaged in favour of the CEO-GM, without prejudice to the possibility for the Company to assess the inclusion of limited additional beneficiaries, within the top management.

PIP plan summary sheet

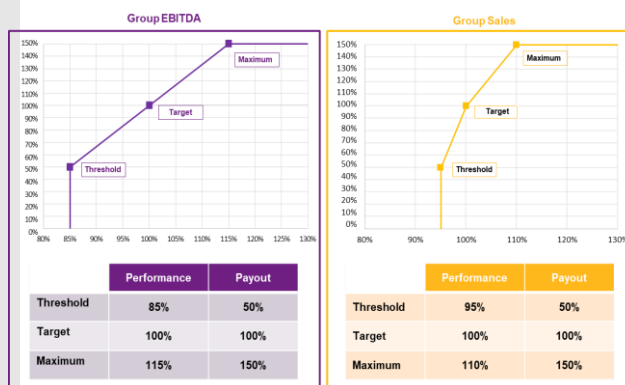
Type of plan	The PIP plan is a short-term monetary incentive plan
Vesting period	The performance measurement period is annual
Performance targets	<p>The plan is based on the following objectives (without prejudice to the possibility for the Company to adapt these objectives, also with respect to any adjustments to the strategic plans of the Company and the Group, thus allowing them to be constantly aligned):</p> <ul style="list-style-type: none"> ▪ financial (60%): <ul style="list-style-type: none"> ○ Group EBITDA (50%); ○ Group Net Sales compared to a pre-established target (30%); ○ Group Net Sales Like for Like against a pre-established target (20%); ▪ non-financial (40%, of which 20% business and 20% individual), linked to the 5 strategic pillars approved by the Board of Directors (within which the inter-functional and individual projects planned and implemented during the Financial Year are broken down): Brand and communication; Product; Distribution; Digital innovation; Culture and organisation. <p>The bonus opportunity is a percentage of the fixed remuneration, which tends to be 41.10% for KMP.</p>
Criteria for assessing the achievement of performance targets, link between change in results and remuneration and measurement of the variable component based on the achievement of targets	<p>It being understood, with regard to KMP, with an "access" target for funding the bonus system calculated on the Group's EBITDA, that a multiplier/de-multiplier is applied to the value of the bonus accrued on the basis of the achievement of the targets with respect to an identified group of ⁸peers, without prejudice to the final maximum pay-out being equal to 150% of the target bonus (as illustrated in the following tables).</p>

⁷ The CEO-GM also participates, from financial year 2022, in a short-term monetary incentive plan (the so-called "MBO bonus"), the performance objectives of which - at the date of this Report are not yet defined - will be determined in accordance with the industrial plan that will be approved and will be decisive, starting from financial year 2023, for the purposes of accruing the MBO bonus; in the event of full achievement of the objectives, the Chief Executive Officer and General Manager may, in particular, accrue the right to receive an annual bonus equal, at target, to 130% of the fixed remuneration. With regard to the effects of the termination of the relationship, please refer to note 14 of this Report.

⁸Made up of listed companies in the fashion sector.

Deferral systems/Lock-up periods

Effects of termination of employment



N/A

The bonus accrues on 31 December of each year (based on the achievement of performance targets) and is normally (and, therefore, unless otherwise decided by the Board of Directors, after consulting the Remuneration and Appointments Committee) paid after the approval of the financial statements for the previous year, subject to the beneficiary being employed at the time of payment and has not resigned.

Restricted Shares plan summary sheet⁹

Type of plan

Vesting period

Performance targets

Criteria for assessing the achievement of performance targets, link between change in results and remuneration and measurement of the variable component based on the achievement of targets

Deferral systems/Lock-up periods

The Restricted Shares plan is a short-term incentive plan based on financial instruments.

The performance measurement period is annual.

The plan is based on the following objectives:

- permanence of the employment; and
- maintenance, by the Company, of the following underpins:
 - level of total revenues at CER (current exchange rates) for the reporting year equivalent to at least 70% of that of the previous year;
 - level of Group ROIC at RER (reported exchange rates) for the reporting year higher than the Group WACC.

If the objectives are achieved, the Chief Executive Officer and General Manager may accrue the right to receive, free of charge, a number of restricted shares representing 109% of the fixed remuneration.

Once vested, restricted shares will be subject to a 12-month lock-up period.

¹¹ For more information in relation to this plan (also in relation to the effects of the termination of the relationship), please refer to the Information Document of the "Restricted Shares" plan approved by the Board of Directors on 9 November 2021 and by the Shareholders' Meeting on 14 December 2021, and published on the Company's website at <https://group.ferragamo.com/it/governance/corporate-governance/remunerazione/piani-di-incentivazione-azionaria>.

Effects of termination of employment

Please refer to note 17 of this Report.

2022-2026 Special Award plan summary sheet¹⁰

Type of plan	The 2022-2026 Special Award plan is a medium to long term incentive plan based, in part, on financial instruments.
Vesting period	The performance measurement period is five years. ¹¹ The plan is based on the following objectives:
Performance targets	<ul style="list-style-type: none"> ▪ permanence of the employment; and ▪ achieving predetermined average capitalisation values of the Company (in a period between the previous 3 months and the following 3 months) at the end of the first three-year period and the five-year period from 1 January 2022, respectively.
Criteria for assessing the achievement of performance targets, link between change in results and remuneration and measurement of the variable component based on the achievement of targets	If the objectives are achieved, the Chief Executive Officer and General Manager may accrue the right to receive the Special Award bonus in two tranches at the end of the first three years from the beginning of the relationship and at the end of the following two years, respectively, each of an amount equal to 0.50% of the average capitalisation value of the Company at each date ¹² , to be paid 50% in financial instruments and 50% in cash.
Deferral systems/Lock-up periods	Once vested, the portion based on financial instruments of the plan will be subject to a lock-up of a further 3 months.
Effects of termination of employment	Please refer to note 17 of this Report.

7 NON-MONETARY BENEFITS AND INSURANCE, SOCIAL SECURITY OR PENSION COVERAGE, OTHER THAN COMPULSORY INSURANCE

The Company may grant Executive Directors and Key Managers non-monetary benefits among those listed below by way of example: home, car, clothing allowance, tax advice, supplementary health care policy, supplementary life policy, and contribution to a supplementary pension fund.

The Company currently provides the following supplementary insurance, social security or pension coverage, in addition to compulsory provisions:

- a) D&O public liability insurance for directors, auditors and general managers;
- b) supplementary life insurance policy in case of death (supplementary to the compulsory cover under the collective agreement);

¹⁴ For more information in relation to this plan (also in relation to the effects of the termination of the relationship), please refer to the Information Document of the "Bonus Special Award 2022-2026" plan approved by the Board of Directors on 9 November 2021 and by the Shareholders' Meeting on 14 December 2021, and published on the Company's website at <https://group.ferragamo.com/it/governance/corporate-governance/remunerazione/piani-di-incentivazione-azionaria>.

¹¹ It being understood that, if the FTSE-MIB Index falls by 10% or more in the 12 months prior to the time of verification of the payment condition of the second tranche of the Special Award Bonus, the time limit for verification of the payment condition of the second tranche of the Special Award Bonus will be extended for a further year (subject, in any event, to the condition relating to the actual continuation of the employment until that further date).

¹² It being understood that more detailed provisions (also in the event of a change of control) will be applied, for which reference is made to the Information Document of the "2022-2026 Bonus Special Award" plan.

- c) supplementary health care policy (supplementary to the insurance cover of FASI, Supplementary Medical Insurance/Assistance Fund for managers in industry);
- d) professional and extra-professional personal accident policy.

8 POLICY RELATED TO PAYMENTS PROVIDED IN CASE OF TERMINATION OF OFFICE OR OF THE EMPLOYMENT RELATIONSHIP

In the event of termination of office and/or employment, the provisions of the law and/or contract applicable at the time necessarily apply.

With special reference to managerial personnel, the collective agreement currently in force and applied by the Company provides, in particular¹³, in the event of termination of employment at the Company's initiative:

- a) a range of between 6 and 12 months' salary (depending on length of service); and
- b) a range of between 4 and 24 months' salary by way of an all-inclusive "additional allowance" (depending on length of service).

No benefits are paid in case of a just cause for termination at the initiative of the Company or in the event of voluntary resignation/termination (without just cause) of the person concerned.

In the light of the above limits and criteria and in the light of the performance achieved, the Company may enter into agreements (both at the time of recruitment and during or on termination of the employment) with Directors and Key Managers that provide for certain financial payments upon termination of office and/or employment, consisting of a maximum predetermined amount related to the residual duration of the mandate.

At the date of this Report, the Company has an agreement in place with the CEO-GM,¹⁴ which contains specific provisions in relation to the treatment envisaged in the event of termination of office or termination of the employment relationship.

The Company may also stipulate non-competition or confidentiality agreements for a limited period after the termination of employment, as well as agreements aimed at granting or maintaining non-monetary benefits and consultancy contracts for a period after the termination of employment.

9 DEPARTURES FROM THE REMUNERATION POLICY

In case of exceptional circumstances, intended as situations where the departure from the remuneration policy is required to pursue the long-term interests and sustainability of the Company as a whole or to ensure its ability to stay in the market, the Company may deviate from the following elements of the Remuneration Policy approved by the shareholders in order to pursue the long-term interests and sustainability of the company as a whole or to ensure its ability to stay in the market:

- a) the pay-mix and peer group of reference for Executive Directors and Key Managers;

¹³ In addition to specific cases of resignation for qualified cases.

¹⁴The agreement with the CEO-GM envisages that: (i) in the event of termination of employment in case of a good leaver, the manager has the right to receive, as part of a settlement agreement, a severance equal to 24 months of fixed and variable remuneration (excluding the Special Award bonus), in addition to the Special Award bonus calculated by taking as a reference the average capitalisation value of the Company at the time of termination of employment and the MBO bonus and restricted shares pro rata temporis (compared to the target value); (ii) in the event of termination of employment in case of strategic misalignment, death or disability, the manager has the right to receive, as part of a settlement agreement, a severance equal to 12 months of fixed and variable remuneration (excluding the Special Award bonus), in addition to the Special Award bonus calculated taking into account the Average Value at the time of termination of employment and the MBO bonus and restricted shares pro rata temporis (compared to the target value); (iii) in the event of termination of employment in case of a bad leaver, the manager loses all rights to severance pay, MBO bonus, restricted shares and Special Award bonus. Moreover, in case of resignation of the manager in circumstances other than those referred to in points (i) and (ii) above, in addition to losing all rights to the MBO bonus, restricted shares and Special Award bonus, the manager will be required, if the resignation occurs within the first 36 months of the start date of employment, to pay the Company a non-reducible penalty and, if the resignation occurs after that date, to comply with a 6-month notice period.

- b) the economic parameters of the Performance Incentive Plan, the MBO bonus, the Restricted Shares Plan, and the 2022-2026 Special Award Plan;
- c) the criteria and maximum limits envisaged in case of termination of office or termination of employment.

Any exceptions will be decided by the Board of Directors of the Company with the approval of the Remuneration and Appointments Committee and in compliance with the procedure for transactions with related parties.

SECTION II – BREAKDOWN OF REMUNERATION PAID

This Section, divided into two parts, illustrates, by name, the remuneration of the members of the Board of Directors and Board of Statutory Auditors and, in aggregate form¹⁵, the remuneration of the Key Managers of the Company for the 2021 Financial Year.

KPMG S.p.A., the entity engaged to perform the external audit of Salvatore Ferragamo's financial statements for the period from 2020 to 2028, checked that the directors had prepared this Second Section of the Report.

FIRST PART

Salvatore Ferragamo believes that the remuneration represents a primary tool aimed at attracting, motivating and retaining people with the professional qualities required to profitably pursue the Group's strategic objectives, with a view to creating value for all stakeholders in the medium-long term and safeguarding the sustainability of the Company and the Group.

The Company, with the aim of retaining and attracting qualified and adequately motivated professional resources, also through the definition of competitive remuneration levels and in a merit-based perspective, has carried out and implemented, during the 2021 Financial Year, the remuneration policy (Section I) approved by the Shareholders' Meeting, taking into account the remuneration and working conditions of its employees, the provisions of collective bargaining agreements (applicable from time to time), the remuneration policies of Italian and foreign competitors, comparable to the Company in terms of size and business sector, as well as the favourable vote expressed by the Shareholders' Meeting on Section II of the 2021 remuneration policy:

Votes in favour	Votes against	Abstention	Non-voters
244,004,173	6,922,094	80,000	576,343
87.662%	2.487%	0.029%	0.207%

In line with the values of transparency and accountability that Salvatore Ferragamo has always pursued, the following is an illustration of the items that make up the remuneration (including remuneration in the event of termination of office or termination of employment) of the members of the board of directors, board of statutory auditors and Key Managers, highlighting their compliance with the reference remuneration policy and also indicating how each fixed and variable component of remuneration contributes to the Company's long-term results, aligning the interests of all the Company's stakeholders.

1 FIXED AND VARIABLE REMUNERATION

1.1 *Directors*

The following tables summarise the fixed remuneration awarded during the 2021 Financial Year to the members of the Board of Directors and for participation in the internal board committees.

In office until the Shareholders' Meeting of 22 April 2021	Appointed by the Shareholders' Meeting of 22 April 2021
Euro 35,000.00 gross per year	Euro 50,000.00 gross per year

	Component	Chairman
Brand Strategy Committee ¹⁶	Euro 15,000.00 gross per year	Euro 20,000.00 gross per year ¹⁷

¹⁵ In the 2021 Financial Year, no Key Manager received an overall remuneration greater than the remuneration attributed to the Chief Executive Officer (until 7 September 2021) or to the Executive Deputy Chairman (until 31 December 2021).

¹⁶ The activities of the Brand Strategy Committee ceased on 22 April 2021.

Development and Strategic Planning Committee ¹⁸	N/A	N/A
Remuneration and Appointments Committee (from 1 January 2021 to 22 April 2021)	Euro 15,000.00 gross per year	Euro 20,000.00 gross per year
Remuneration and Appointments Committee (from 22 April 2021 to 31 December 2021)	Euro 20,000.00 gross per year	Euro 25,000.00 gross per year
Control and Risk Committee (from 1 January 2021 to 22 April 2021)	Euro 20,000.00 gross per year	Euro 25,000.00 gross per year
Control and Risk Committee (from 22 April 2021 to 31 December 2021)	Euro 22,000.00 gross per year	Euro 30,000.00 gross per year

Directors who have been entrusted with special tasks have been granted an additional fixed fee, approved by the Board of Directors, after hearing the opinion of the Remuneration and Appointments Committee and with the approval of the Board of Statutory Auditors, commensurate with the tasks assigned, the relevant responsibilities and the commitment in terms of working days required to fulfil them. In particular, during the 2021 Financial Year, they held particular offices:

- a) the Chairman (until 22 April 2021), Ferruccio Ferragamo;
- b) the Director (until 22 April 2021), Francesco Caretti, who has been given the special task of supporting the Chairman in corporate governance activities, against a fixed remuneration of Euro 250,000.00 gross;
- c) the Chairman (from 22 April 2021), Leonardo Ferragamo;
- d) the Chief Executive Officer (until 7 September 2021), Micaela Le Divelec Lemmi;
- e) the Executive Deputy Chairman (until 31 December 2021), Michele Norsa.

1.2 Chairman of the Board of Directors (until 22 April 2021)

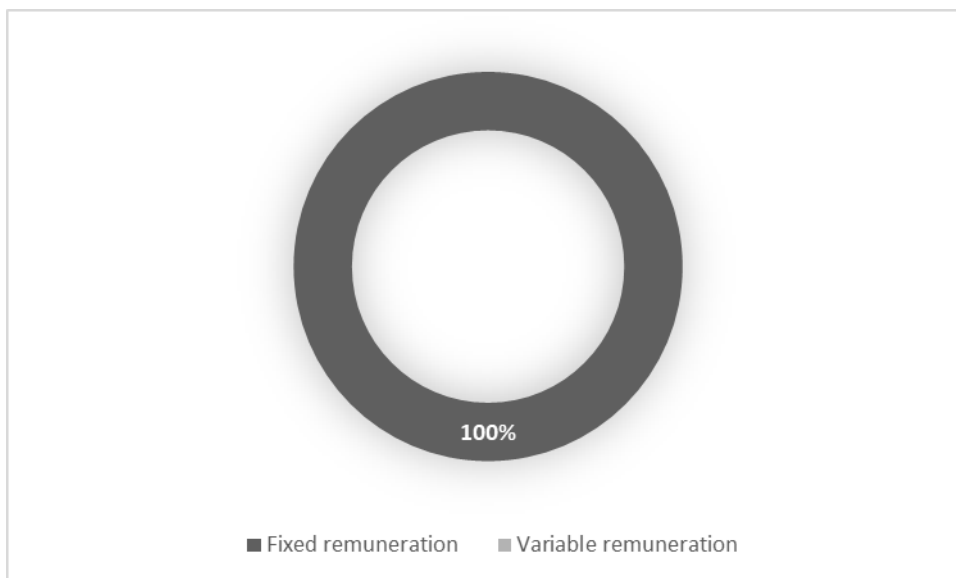
The **Chairman of the Board of Directors** (in office until 22 April 2021), Ferruccio Ferragamo, was paid, in the 2021 Financial Year and by virtue of the office of Chairman (non-executive):

- a) a fixed remuneration of Euro 127,273.00 gross (calculated *pro rata temporis*, compared to an annual fixed remuneration equal to Euro 350,000.00 gross, for the period from 1 January 2021 to 22 April 2021); and
- b) non-monetary benefits for a gross value of Euro 5,649.

The following graph summarises the pay-mix of the remuneration paid to the Chairman of the Board of Directors, Ferruccio Ferragamo, in the 2021 Financial Year (in the period from 1 January 2021 to 22 April 2021).

¹⁷ The position of Chairman of the Brand Strategy Committee in the 2021 financial year was held by the Executive Deputy Chairman. The remuneration for this position was already included in the emolument received by Michele Norsa as part of his role as Executive Deputy Chairman.

¹⁸ Established with a resolution of 22 April 2021 and whose activities ceased on 31 December 2021. The directors who are members of this Committee (Chairman, Executive Deputy Chairman, and Chief Executive Officer) were not paid any additional remuneration, given that the remuneration of the latter also includes any remuneration for participation in internal board committees.

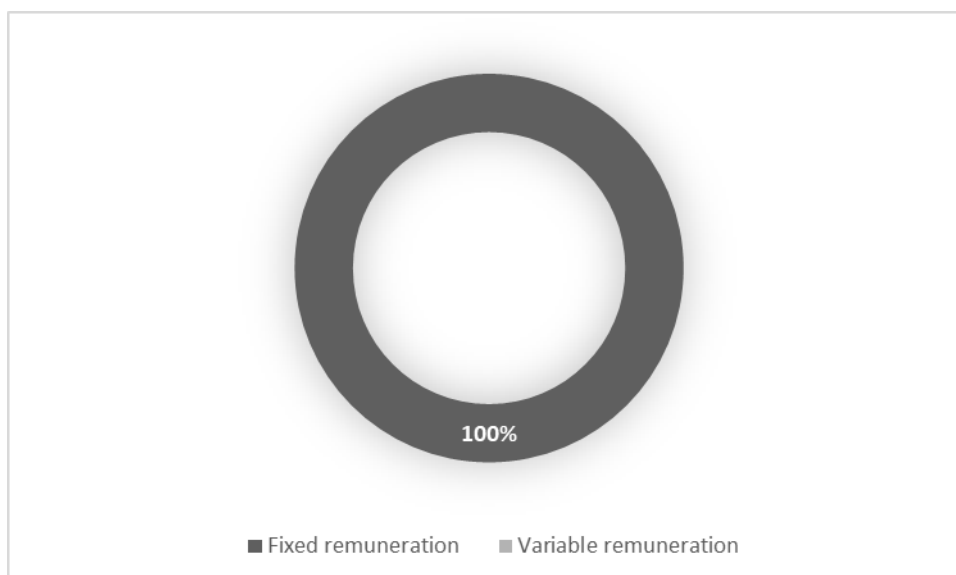


1.3 Chairman of the Board of Directors (from 22 April 2021)

The Chairman of the Board of Directors, Leonardo Ferragamo, (in office from 22 April 2021) was paid, in the 2021 Financial Year:

- a) a fixed remuneration of Euro 10,740.00 gross (calculated *pro rata temporis*, compared to an annual fixed remuneration equal to Euro 35,000.00 gross, for the period from 1 January 2021 to 22 April 2021), for the position as member of the Board of Directors;
- b) a fixed remuneration of Euro 277,260.00 gross (calculated *pro rata temporis*, compared to an annual fixed remuneration equal to Euro 400,000.00 gross, for the period from 22 April 2021 to 31 December 2021), for the office of Chairman of the Board of Directors.

The following chart summarises the pay-mix of fees paid to the Chairman of the Board of Directors, Leonardo Ferragamo, in the 2021 Financial Year.



1.4 Chief Executive Officer (until 7 September 2021)

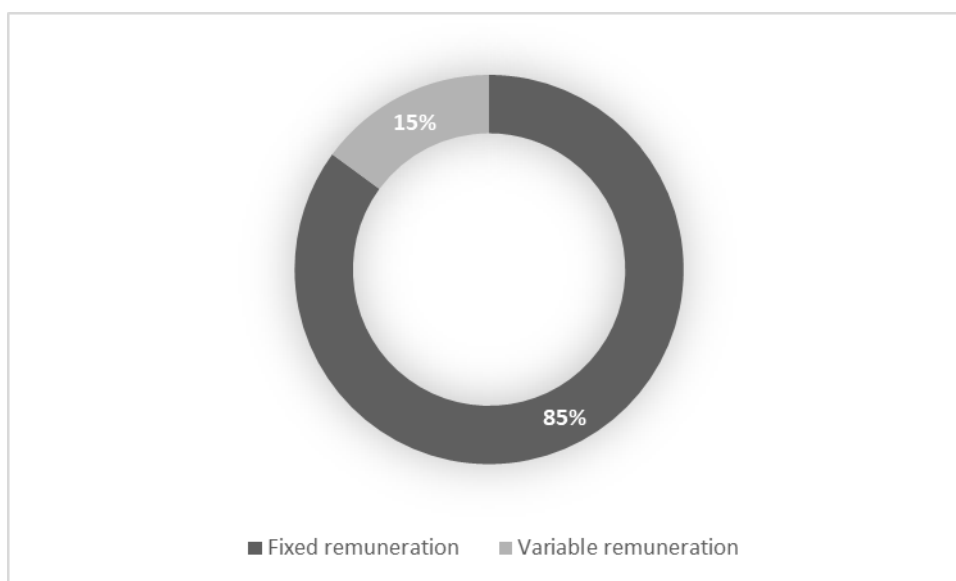
Chief Executive Officer, Micaela le Divelec Lemmi, was paid in the 2021 Financial Year:

- a) a fixed remuneration of Euro 626,300.00 gross (calculated *pro rata temporis*, compared to an annual fixed remuneration equal to Euro 800,000.00 gross, for the period from 1 January 2021 to 22 April 2021,

and equal to Euro 1,000,000.00 from the latter date until 7 September 2021), for the position of Chief Executive Officer;

- b) a variable remuneration of Euro 160,000.00 under the 2020 Performance Incentive Plan;
- c) a variable remuneration of Euro 333,000.00 under the 2018 - 2020 LTIP;
- d) a fixed supplementary fee (so-called TFM) equal to Euro 200,000.00 gross; and
- e) non-monetary benefits for a gross value of Euro 10,956.00;
- f) a severance indemnity of Euro 1,974,000.00, against the early termination of the relationship and the cancellation of any compensation title (for which reference is made to paragraph 3 below).

The following graph summarises the pay-mix of the remuneration paid to the Chief Executive Officer (on a constant basis) in the 2021 Financial Year.

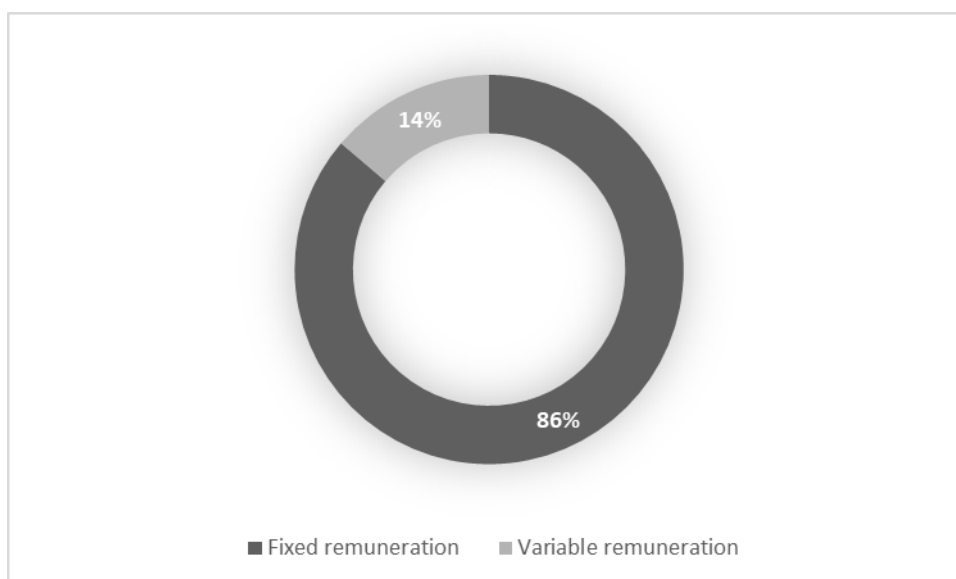


1.5 Executive Deputy Chairman of the Board of Directors (until 31 December 2021)

The following was paid to the **Executive Deputy Chairman**, Michele Norsa, in the 2021 Financial Year:

- a) a fixed remuneration:
 - (i) Euro 254,545.00 gross (calculated *pro rata temporis*, compared to an annual fixed remuneration equal to Euro 700,000.00 gross, for the period from 1 January 2021 to 22 April 2021), for the position as Deputy Chairman of the Board of Directors;
 - (ii) Euro 289,315 gross (calculated *pro rata temporis*, compared to an annual fixed remuneration equal to Euro 800,000.00 gross, for the period from 22 April 2021 to 31 August 2021), for the position as Deputy Chairman of the Board of Directors;
 - (iii) Euro 468,000.00 gross for the position as Executive Deputy Chairman of the Board of Directors (calculated *pro rata temporis*, compared to a monthly fixed remuneration equal to Euro 117,000.00 gross, for the period from 1 September 2021 to 31 December 2021, bearing in mind the conferral to Michele Norsa of all powers of ordinary administration and responsibility relating to company management, following the termination of the office of the Chief Executive Officer, Micaela le Divelec Lemmi);
- b) a variable remuneration of Euro 300,000.00 under the 2020 Performance Incentive Plan; and
- c) a severance indemnity equal to Euro 868,000.00 gross, against the early termination of the relationship and the cancellation of any compensation title (for which reference is made to paragraph 3 below).

The following graph summarises the pay-mix of the remuneration paid to the Executive Deputy Chairman (on a constant basis) in the 2021 Financial Year.



1.6 Statutory Auditors

In the 2021 Financial Year, the Statutory Auditors were paid:

- a fixed remuneration represented by the amount resolved by the Company's Shareholders' Meeting at the time of their appointment, equal to a gross annual fee of Euro 64,000.00 for the Chairman and a gross annual fee of Euro 48,000.00 for the other members of the Board, in addition to the reimbursement of expenses incurred for the performance of their duties;
- an additional fee for the appointment to the Board of Statutory Auditors of the Supervisory Body pursuant to Decree 231, amounting to a gross annual fee of Euro 15,000.00 for the Chairman and a gross annual fee of Euro 12,000.00 for the members of the Supervisory Body, as resolved by the Company's Board of Directors on 12 May 2020.

1.7 Key Managers

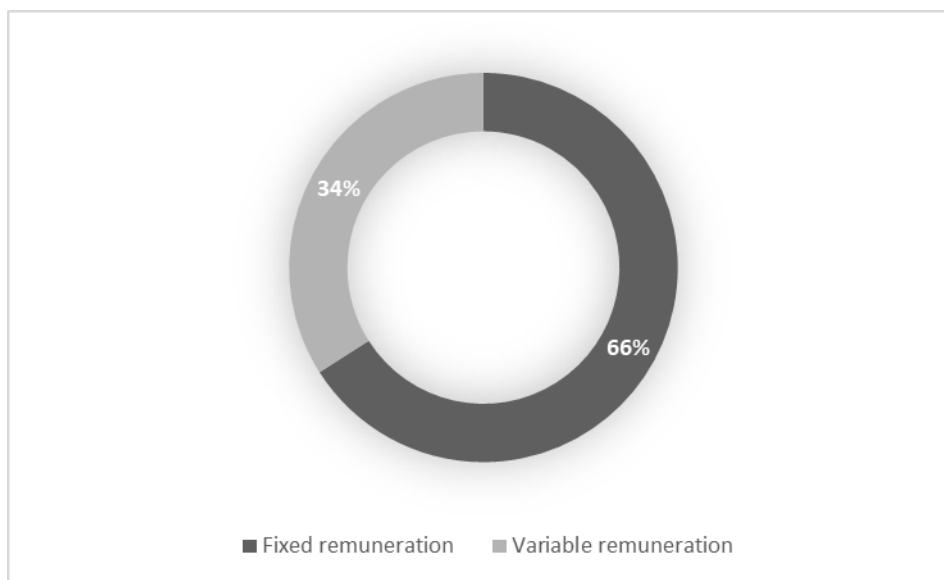
For **Key Managers**, the remuneration for 2021 Financial Year is represented by the gross annual remuneration of employees (the so-called RAL) and the annual variable remuneration (Performance Incentive Plan) linked to the achievement of economic/financial (60%) and non-financial (40%) performance targets, as represented below.

Financial performance targets	Non-financial performance targets	
	60%	20% Business
Objectives: ✓ Group EBITDA (50%); ✓ Group Net Sales compared to a pre-established target (30%); ✓ Group Net Sales Like for Like against a pre-established target (20%).	Objectives linked to the 5 strategic pillars approved by the Board of Directors (within which the inter-functional and individual projects planned and implemented during the Financial Year are broken down): ✓ Brand and communication ✓ Product ✓ Distribution ✓ Digital innovation ✓ Culture and organisation	
Multiplier/demultiplier: see Group Net Sales with a peer group with an incidence of: ✓ 0 if performance is below median; ✓ 1 if performance aligned to median; ✓ 1.1 if performance between median and 3rd quartile; ✓ 1.2 if performance is above the 3rd quartile; it being understood that the pay-out can never be higher than 150% of the target.		

The bonus opportunity is a percentage, amounting (on average) to 41.10%, of the fixed remuneration. In consideration of the results of Group product Sales and Group EBITDA as well as the level of achievement of the individual objectives linked to Product and People, Organisation and Processes, and as a result of the activation of the Group EBITDA multiplier, the payout for the year 2021 was equal to 150% of the target.

The Key Managers have also been beneficiaries, in the 2021 Financial Year, of the 2019-2021 LTI plan, which provides for the possible disbursement, at the end of the three-year period and on the basis of the achievement of a series of performance objectives, of a bonus equal, at most, to 50% of the fixed remuneration. The final balance of this Plan will be carried out after the approval of the Financial Statements at 31 December 2021 by the Shareholders' Meeting.

The following chart summarises the pay-mix of the Key Managers of the Board of Directors in the 2021 Financial Year.



2 ALLOCATION OF INDEMNITIES AND/OR OTHER BENEFITS FOR TERMINATION OF OFFICE OR TERMINATION OF EMPLOYMENT DURING THE FINANCIAL YEAR

As communicated to the market on 1 July 2021 and 14 December 2021 respectively, the Board of Directors, during the 2021 financial year, approved, with the favourable opinion of the Remuneration and Appointments Committee, of the Board of Statutory Auditors and, as regards the agreement reached with the Chief Executive Officer, Micaela le Divelec Lemmi, also with the favourable opinion of the Control and Risks Committee (competent body pursuant to the procedure for Transactions with Related Parties of lesser importance), two agreements reached with the Chief Executive Officer (Micaela le Divelec Lemmi) and with the Executive Deputy Chairman (Michele Norsa) for the continuation of their collaboration relationship, respectively until 7 September 2021 and until 31 December 2021 and the termination, on these dates, of their offices in favour of Companies and other Group companies.

Under these agreements, the Company:

- a) awarded to the Chief Executive Officer (Micaela le Divelec Lemmi), in addition to the fixed components of the remuneration due *pro rata temporis*, a consideration for the early termination of the relationship and for the cancellation of any compensation for such early termination (and of any claim also in relation to variable emoluments) equal to Euro 1,974,000.00, to be paid by 30 September 2021; and
- b) recognised, on the other hand, to the Executive Deputy Chairman (Michele Norsa), in addition to the fixed components of the remuneration due *pro rata temporis*, a consideration for the early termination of the relationship and for the cancellation of any compensation for such early termination (and of any

claim also in relation to variable emoluments) equal to Euro 868,000.00, to be recognised within 30 days of termination of office.

There were no applications of *malus* or clawback clauses.

These attributions were determined in the light of the contribution made by these managers to the Company and to the Group and in accordance, and consistent, with what is indicated in the Company's Remuneration Policy (approved on 22 April 2021 and 14 December 2021 respectively, by the Shareholders' Meeting), as well as in execution of the contractual obligations assumed with these managers.

As part of the agreement reached with the Chief Executive Officer, the parties have also agreed on the consensual termination of the existing non-competition agreement, so that no amount has been paid to the Chief Executive Officer in this capacity.

3 DEPARTURES FROM THE 2021 REMUNERATION POLICY

During the 2021 Financial Year, no exceptions to the 2021 Remuneration Policy were implemented.

4 APPLICATION OF EX-POST CORRECTION MECHANISMS FOR VARIABLE REMUNERATION

During the 2021 Financial Year, no ex-post correction mechanisms were applied to the variable component (known as *malus* and clawback clauses).

5 COMPARISON INFORMATION BETWEEN THE ANNUAL CHANGE IN THE TOTAL REMUNERATION OF THE MEMBERS OF THE MANAGEMENT AND CONTROL BODY, THE COMPANY'S RESULTS AND THE AVERAGE GROSS ANNUAL REMUNERATION OF EMPLOYEES

The Company provides below a comparative statement of changes in the following information for the 2019, 2020, and 2021 financial years:

- a) total remuneration of each of the members of the Company's Board of Directors and Board of Statutory Auditors.

Total remuneration of each of the members of the Company's Board of Directors and Board of Statutory Auditors	Change				
	2019	2020	2021	% 2019 - 2020	% 2020 - 2021
Ferruccio Ferragamo	911,499	1,003,215	132,921 ¹⁹	+10%	-86.7%
Leonardo Ferragamo	35,000	35,000	288,000	-	+722.9%
Michele Norsa	-	745,454 ²⁰	2,179,860 ²¹	-	+192.4%
Micaela le Divelec Lemmi	1,528,396	1,488,284 ²²	3,304,256 ²³	-2.6%	+122%
Giovanna Ferragamo	200,000	-	61,370	-100%	-
Diego Paterno Castello di San Giuliano	50,000	50,000	15,343	-	-69.3%

¹⁹ The value includes the amount of the remuneration for the office as Director and Chairman for the term of office, from 1 January 2021 to 22 April 2022.

²⁰ The value includes the amount of variable remuneration for the Financial Year in relation to the 2020 Performance Incentive Plan.

²¹ The value includes the amount of the variable remuneration approved by the Board of Directors, with the favourable opinion of the Remuneration and Appointments Committee, in relation to the 2020 Performance Incentive Plan as well as the severance indemnity paid to the Executive Deputy Chairman by reason of the termination of the offices within the Board of Directors of the Company with effect from 1 January 2022.

²² The value includes the amount pertaining to the Financial Year of the variable remuneration related to the 2020 Performance Incentive Plan as well as the amount pertaining to the Financial Year of the maximum variable remuneration envisaged in relation to the 2018 - 2020 LTIP.

²³ The value includes the amount of the variable remuneration approved by the Board of Directors, with the favourable opinion of the Remuneration and Appointments Committee, in relation to the 2020 Performance Incentive Plan and the 2018 - 2020 LTIP, as well as the severance indemnity paid to the Chief Executive Officer by reason of the termination of the offices within the Board of Directors of the Company with effect from 8 September 2021.

Francesco Caretti	285,000	242,250	87,452	-15%	-63.9%
Chiara Ambrosetti	61,000	70,000	21,480	+14.75%	-69.3%
Lidia Fiori	63,000	70,000	21,480	+11.1%	-69.3%
Marzio Alessandro Alberto Saà	75,000	99,000	23,014	+32%	-76.7%
Frédéric Biousse	-	-	12,740	-	-
Giacomo Ferragamo	556,310	183,061	761,684 ²⁴	-67%	316%
Patrizia Michela Gianguialano	-	-	55,452	-	-
Annalisa Loustau Elia	-	-	18,028	-	-
Marinella Soldi	-	-	19,932	-	-
Umberto Tombari	75,000	75,000	86,784	-	+15.7%
Angelica Visconti	293,168	251,036	367,959 ²⁵	-14.3%	+46.5%
Peter K.C. Woo	-	-	-	-	-
Anna Zanardi Cappon	-	-	65,296	-	-
Andrea Balelli	77,000	79,000	79,000	+2.5%	-
Paola Caramella	58,000	60,000	60,000	+3.4%	-
Giovanni Crostarosa Guicciardi	-	39,557	60,000	-	+51.6%

b) of the Company's results (in terms of EBITDA and Net sales);

Index	Company results			Change	
	2019	2020	2021	% 2019 - 2020	% 2020 - 2021
Revenue	€836,947,210	€561,058,332	€564,002,658	-33%	0.52%
EBITDA	€188,693,428	€5,181,482	€100,401,037	-97.2%	1,837.6%

c) of average gross annual remuneration, benchmarked on full-time employees.

Average gross annual remuneration, benchmarked on full-time employees	2019		2020		2021		Change	
							% 2019 - 2020	% 2020 - 2021
	€44,839		€46,667		€47,267		+1.3%	+1.2%

²⁴ The value includes the amount of the remuneration for the office as Director for the term of office, from 22 April 2021 to 31 December 2021, in addition to the amount of the variable remuneration approved by the Board of Directors, with the favourable opinion of the Remuneration and Appointments Committee, in relation to the 2021 Performance Incentive Plan and the amounts accrued during the term of office of the company by virtue of the management position.

²⁵ The value includes the amount of the remuneration for the office as Director as well as the amounts due to the managerial position for the term of office during the 2021 financial year. It should be noted that the Director, Angelica Visconti, has resigned from the managerial position with effect from 1 February 2022 and, therefore, has not benefited from the variable remuneration for the year 2021, since the Regulation of the Performance Incentive Plan provides that the recipients of the plan are in force at the time of awarding the prize.

SECOND PART

The remuneration paid in the 2021 Financial Year for any reason and in any form by the Company and the other companies in the Group, using the tables prepared in accordance with the provisions of the Issuers' Regulations, is detailed below.

Information is provided separately with respect to positions held in the Company and for those held in listed and unlisted subsidiaries and associates of the Group.

In compliance with the provisions of Article 84-quater and Annex 3A, Schedule 7-ter of the Issuers' Regulations, the Report includes a table indicating the shareholdings, held in the Company and its subsidiaries, by members of the management and control bodies and by Key Managers, as well as by their non-legally separated spouses and minor children, either directly or through subsidiaries, by proxy or through a trust, resulting from the shareholders' register, communications received and other information acquired by the members of the administrative and control bodies and by Key Managers.

Finally, in compliance with the provisions of Article 84-bis, paragraph 5, and from Annex 3A, Schedule 7 of the Issuers' Regulation, the Report includes the tables that report the information relating to the plans based on the financial instruments currently in place.

8 March 2022

The Chairman of the Board of Directors

Leonardo Ferragamo

Report on remuneration policy and remuneration paid
pursuant to Article 123-ter of the Consolidated Law on Finance of Salvatore Ferragamo S.p.A.
8 March 2022

Table 1 Remuneration paid and/or accrued in favour of members of management and control bodies and Key Managers (KM).

(A)	(B)	(C)	(D)	-1	-2	-3		-4	-5	-6	-7	-8
Name and surname	Office	Term of office	Expiry of office	Fixed remuneration	Remuneration for attending committees	Non-equity variable remuneration		Non-monetary benefits	Other remuneration	Total	Fair value of equity remuneration	Total Employee termination benefits
						Bonus and other incentives	Profit sharing					
Ferruccio Ferragamo	Chairman	From 1 January 2021 to 22 April 2021	Until the Shareholders' Meeting that approved the financial statements at 31 December 2020									
(I) Remuneration in the company preparing the financial statements				127,272				5,649		132,921		
(II) Remuneration from subsidiaries and associates												
(III) Total				127,272				5,649		132,921		
Leonardo Ferragamo⁽¹⁾	Chairman	From 22 April 2021 to 31 December 2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023									
(I) Remuneration in the company preparing the financial statements				288,000						288,000		
(II) Remuneration from subsidiaries and associates												
(III) Total				288,000						288,000		

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Michele Norsa	Executive Deputy Chairman	2021	Until 31 December 2021									
(I) Remuneration in the company preparing the financial statements				1,011,860		300,000				2,179,860		868,000
(II) Remuneration from subsidiaries and associates												
(III) Total				1,011,860		300,000				2,179,860		868,000
Micaela le Divelec Lemmi ⁽²⁾	Chief Executive Officer	From 1 January 2021 to 7 September 2021	Until 7 September 2021									
(I) Remuneration in the company preparing the financial statements				826,300		493,000		10,956		3,304,256		1,974,000
(II) Remuneration from subsidiaries and associates												
(III) Total				826,300		493,000		10,956		3,304,256		1,974,000
Giovanna Ferragamo ⁽³⁾	Director	From 1 January to 22 April 2021	Until the Shareholders' Meeting that approved the financial statements at 31 December 2020									
(I) Remuneration in the company preparing the financial statements				61,370						61,370		
(II) Remuneration from subsidiaries and associates												
(III) Total				61,370						61,370		

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Giacomo Ferragamo ⁽⁴⁾	Director	From 22 April 2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023								
(I) Remuneration in the company preparing the financial statements				491,795		255,000		14,889		761,684	
(II) Remuneration from subsidiaries and associates											
(III) Total				491,795		255,000		14,889		761,684	
Diego Paternò Castello ⁽⁵⁾	Director	From 1 January to 22 April 2021	Until the Shareholders' Meeting that approved the financial statements at 31 December 2020								
(I) Remuneration in the company preparing the financial statements				10,740	4,603					15,343	
(II) Remuneration from subsidiaries and associates											
(III) Total				10,740	4,603					15,343	
Francesco Caretti ⁽⁶⁾	Director	From 1 January to 22 April 2021	Until the Shareholders' Meeting that approved the financial statements at 31 December 2020								
(I) Remuneration in the company preparing the financial statements				87,452						87,452	
(II) Remuneration from subsidiaries and associates											
(III) Total				87,452						87,452	

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Peter K. Woo	Director	2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023																
(I) Remuneration in the company preparing the financial statements				-															
(II) Remuneration from subsidiaries and associates																			
(III) Total				-															
Angelica Visconti ⁽⁷⁾	Director	2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023																
(I) Remuneration in the company preparing the financial statements				350,397	4,603					12,959						367,959			
(II) Remuneration from subsidiaries and associates																			
(III) Total				350,397	4,603					12,959						367,959			
Frédéric Biousse⁽⁸⁾	Director	From 29 September 2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023																
(I) Remuneration in the company preparing the financial statements				12,740												12,740			
(II) Remuneration from subsidiaries and associates																			
(III) Total				12,740												12,740			

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Patrizia Michela Giangualiano ⁽⁹⁾	Director	From 22 April 2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023									
(I) Remuneration in the company preparing the financial statements				34,658	20,795					55,452		
(II) Remuneration from subsidiaries and associates												
(III) Total				34,658	20,795					55,452		
Annalisa Loustau Elia ⁽¹⁰⁾	Director	From 29 September 2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023									
(I) Remuneration in the company preparing the financial statements				12,877	5,151					18,028		
(II) Remuneration from subsidiaries and associates												
(III) Total				12,877	5,151					18,028		
Marinella Soldi ⁽¹¹⁾	Director	From 22 April 2021 to 27 July 2021	Until 27 July 2021									
(I) Remuneration in the company preparing the financial statements				13,288	6,644					19,932		
(II) Remuneration from subsidiaries and associates												
(III) Total				13,288	6,644					19,932		

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Anna Zanardi Cappon ⁽¹²⁾	Director	From 22 April 2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023									
(I) Remuneration in the company preparing the financial statements				34,658	30,638					65,296		
(II) Remuneration from subsidiaries and associates												
(III) Total				34,658	30,638					65,296		
Marzio Alessandro Alberto Saa ⁽¹³⁾	Director	From 1 January to 22 April 2021	Until the Shareholders' Meeting that approved the financial statements at 31 December 2020									
(I) Remuneration in the company preparing the financial statements				10,740	12,274					23,014		
(II) Remuneration from subsidiaries and associates												
(III) Total				10,740	12,274					23,014		
Umberto Tombari ⁽¹⁴⁾	Director	2021	Until the Shareholders' Meeting approving the financial statements as at 31 December 2023									
(I) Remuneration in the company preparing the financial statements				45,398	41,386					86,784		
(II) Remuneration from subsidiaries and associates												
(III) Total				45,398	41,386					86,784		

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Lidia Fiori ⁽¹⁵⁾	Director	From 1 January to 22 April 2021	Until the Shareholders' Meeting that approved the financial statements at 31 December 2020									
(I) Remuneration in the company preparing the financial statements				10,740	10,740					21,480		
(II) Remuneration from subsidiaries and associates												
(III) Total				10,740	10,740					21,480		
Chiara Ambrosetti ⁽¹⁶⁾	Director	From 1 January to 22 April 2021	Until the Shareholders' Meeting that approved the financial statements at 31 December 2020									
(I) Remuneration in the company preparing the financial statements				10,740	10,740					21,480		
(II) Remuneration from subsidiaries and associates												
(III) Total				10,740	10,740					21,480		
Andrea Balelli	Chairman of the Board of Statutory Auditors	2021	Until the Shareholders' Meeting approving the financial statements for the year ended 31 December 2022									
(I) Remuneration in the company preparing the financial statements				64,000	..					15,000	79,000	

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(II) Remuneration from subsidiaries and associates											
(III) Total				64,000					15,000	79,000	
Giovanni Crostarosa Guicciardi	Statutory Auditor	2021	Until the Shareholders' Meeting approving the financial statements for the year ended 31 December 2022								
(I) Remuneration in the company preparing the financial statements				48,000					12,000	60,000	
(II) Remuneration from subsidiaries and associates											
(III) Total				48,000					12,000	60,000	
Paola Caramella	Statutory Auditor	2021	Until the Shareholders' Meeting approving the financial statements for the year ended 31 December 2022								
(I) Remuneration in the company preparing the financial statements				48,000					12,000	60,000	
(II) Remuneration from subsidiaries and associates											
(III) Total				48,000					12,000	60,000	
2 Key Managers⁽¹⁷⁾	Key Managers	2021									
(I) Remuneration in the company preparing the financial statements				857,180		450,000		30,047		1,307,180	
(II) Remuneration from subsidiaries and associates											

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(III) Total	857,180		450,000		30,047		1,307,180	
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NOTES

(1) The Director, Leonardo Ferragamo, was appointed Chairman of the Company on 22 April 2021. The amount includes Euro 10,740 as Director for the period from 1 January 2021 to 22 April 2021 and Euro 277,260 as Chairman for the period from 23 April 2021 to 31 December 2021.

(2) The value shown in the table relating to the fixed remuneration includes the supplementary fixed remuneration (so-called TFM) of Euro 200,000 gross.

(3) The fixed remuneration of Euro 61,370 relates to the office as Director for the period from 1 January 2021 to 22 April 2021.

(4) The value shown in the table for fixed remuneration for Director, Giacomo Ferragamo, includes Euro 34,795 as Director of the Company for the term of office from 22 April 2021 to 31 December 2021 and Euro 457,000 as a Manager of the Company; both amounts have been pro-rated for the period of office on the Board of Directors.

(5) Director Diego Paternò Castello di San Giuliano served as Director and member of the Brand and Product Strategy Committee for the period from 1 January 2021 to 22 April 2021. During the period of his mandate, the Director Diego Paternò Castello di San Giuliano received, in addition to the fixed remuneration, a remuneration of Euro 4,603 as a member of the Brand and Product Strategy Committee.

(6) Director Francesco Caretti received Euro 10,740 as Director and Euro 76,712 for the special assignment conferred on him for the term of office, from 1 January 2021 to 22 April 2021.

(7) Director Angelica Visconti served as member of the Brand and Product Strategy Committee for the period from 1 January 2021 to 22 April 2021. The value shown in the table for fixed remuneration includes Euro 45,397 as Director and Euro 305,000 as a Manager of the Company. Director Angelica Visconti received, in addition to the fixed remuneration, a remuneration of Euro 4,603, as a member of the Brand and Product Strategy Committee for the period from 1 January 2021 to 22 April 2021. Finally, it should be noted that the Director, Angelica Visconti, has resigned from the managerial position with effect from 1 February 2022 and, therefore, has not benefited from the variable remuneration for the year 2021, since the Regulation of the Performance Incentive Plan provides that the recipients of the plan are in force at the time of awarding the prize.

(8) Director Frédéric Biousse, already co-opted by the Board of Directors on 29 September 2021 pursuant to Article 2386, paragraph 1, of the Italian Civil Code, with the favourable opinion of the Remuneration and Appointments Committee and the Board of Statutory Auditors, replacing Director Micaela le Divelec Lemmi, was appointed Director by the Shareholders' Meeting held on 14 December 2021.

(9) Director Patrizia Michela Gianguialano received, in addition to the fixed remuneration, a remuneration of Euro 20,795 as Chairman of the Control and Risk Committee for the term of office from 22 April 2021 to 27 July 2021.

(10) Director Annalisa Loustau Elia already co-opted by the Board of Directors on 29 September 2021 pursuant to Article 2386, paragraph 1, of the Italian Civil Code, with the favourable opinion of the Remuneration and Appointments Committee and the Board of Statutory Auditors, replacing Director Marinella Soldi, was appointed Director by the Shareholders' Meeting held on 14 December 2021. Director Annalisa Loustau Elia received, in addition to the fixed remuneration, a remuneration of Euro 5,151 as a member of the Remuneration and Appointments Committee for the term of office from 29 September 2021 to 31 December 2021.

(11) Director Marinella Soldi received, in addition to the fixed remuneration, a remuneration of Euro 6,644 as Chairman of the Remuneration and Appointments Committee for the term of office from 22 April 2021 to 27 July 2021.

(12) Director Anna Zanardi Cappon received, in addition to the fixed remuneration, a remuneration of Euro 8,767 as a member of the Remuneration and Appointments Committee for the period 22 April 2021 - 28 September 2021, Euro 6,438 as Chairman of the Remuneration and Appointments Committee for the period 29 September 2021 - 31 December 2021, and Euro 15,310 as a member of the Control and Risk Committee for the term of office from 22 April 2021 to 31 December 2021.

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(13) In addition to the fixed remuneration, Director Marzio Alessandro Alberto Saà received a remuneration of Euro 7,671 as Chairman of the Control and Risk Committee and Euro 4,603 as a member of the Remuneration and Appointments Committee.

(14) In addition to the fixed remuneration, Director Umberto Tombari received a remuneration of Euro 6,137 as Chairman of the Remuneration and Appointments Committee and Euro 6,137 as a member of the Control and Risk Committee for the period 1 January 2021 - 22 April 2021. In addition, he received Euro 13,863 as a member of the Remuneration and Appointments Committee and Euro 15,249 as Chairman of the Control and Risk Committee for the period 23 April 2021 - 31 December 2021.

(15) In addition to the fixed remuneration, Director Lidia Fiori received a remuneration of Euro 4,603 as a member of the Remuneration and Appointments Committee and Euro 6,137 as a member of the Control and Risk Committee.

(16) In addition to the fixed remuneration, Director Chiara Ambrosetti received a remuneration of Euro 4,603 as a member of the Remuneration and Appointments Committee and Euro 6,137 as a member of the Control and Risk Committee.

(17) The remuneration includes the amount paid to Key Manager Giacomo Ferragamo as Brand, Product and Communication Director for 2021. The amount is shown in Table 1, note 4.

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LEGEND

"Fixed remuneration" separately reports, in the notes, if need be, and on an accrual basis: (i) the payments for the year resolved by the Shareholders' Meeting, even if not paid; (ii) attendance fees; (iii) reimbursement of lump-sum expenses; (iv) remuneration received for holding special offices, pursuant to Article 2389, paragraph 3, of the Italian Civil Code (e.g. chairman, deputy chairman); (v) fixed remuneration for employees gross of social security contributions and income taxes payable by the employee, excluding mandatory collective social security contributions payable by the company and Employee Severance Indemnity (TFR) provision. Other components of any employee remuneration (bonuses, other remuneration, non-monetary benefits, etc.) should be indicated in the relevant columns, specifying in the note the part paid by virtue of the administrative relationship and the part paid by virtue of the employee relationship.

"Remuneration for attending committees" is shown on an accrual basis and can be shown on an aggregate level. The note indicates the committees of which the director is a member and, if he/she is a member of more than one committee, the remuneration he/she receives for each.

Column (3), "Bonuses and other incentives" section, includes the portion of remuneration accrued (vested), even if not yet paid, during the year for objectives achieved during the year, for monetary incentive plans. The amount is disclosed on an accrual basis even if the financial statements have not yet been approved and also for the portion of the bonus that may be subject to deferral. The values of stock options granted or exercised or other remuneration in financial instruments are not included in any case. This value is the sum of the amounts shown in Table 3B, columns 2A, 2B and 4, row (III).

With regard to column (3), "Profit sharing" section, the amount is shown on an accrual basis even though the approval of the financial statements and the distribution of profits have not yet taken place.

Column (4), "Non-monetary benefits" shows the value of fringe benefits (on a taxable basis) including any insurance policies and supplementary pension funds.

In column (5), "Other remuneration", any further remuneration resulting from other services provided is shown separately and on an accrual basis. The notes provide information on any loans, advance payments and guarantees granted by the company or its subsidiaries to executive directors and the chairman of the board, if, taking into account the particular terms and conditions (other than market terms or those applicable in a standardised manner to categories of persons), they represent a form of indirect remuneration.

In column (6) "Total", the items (1) to (5) are added together.

Column (7), "Fair value of equity remuneration" shows the fair value at the date of allocation of remuneration for the year for equity-based incentive plans, estimated in accordance with International Accounting Standards. This value corresponds to the sum of the amounts shown in column 16, row III, of Table 2 and column 12, row III, of Table 3A.

Column (8), "Employee termination benefits", shows the remuneration accrued, even if not yet paid, for termination of offices during the financial year in question, with reference to the financial year in which the effective termination of office occurred. The estimated value of any non-monetary benefit payments, the amount of any consultancy contracts and non-competition undertakings are also disclosed. The amount of remuneration for non-competition commitments is disclosed only once at the time of termination of office, specifying in the first part of the second section of the report the duration of the non-competition commitment and the date of actual payment.

Row (III) adds together, for each column, the remuneration received by the reporting company and the remuneration received for work in subsidiaries and associates.

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TABLE 3B: Monetary incentive plans for members of the management body, general managers, and other executives with strategic responsibilities²⁶

A	B	(1)	(2)			(3)			(4)
Surname and name	Office	Plan	Bonus for year			Bonus of previous years			Other Bonuses
			(A)	(B)	(C)	(A)	(B)	(C)	
Micaela le Divelec Lemmi	Chief Executive Officer (from 1 January 2021 to 7 September 2021)		Disbursable/Disbursed	Deferred	Deferment period	No longer payable	Disbursed	Still deferred	
Remuneration in the Company preparing the financial statements									
		2018	111,000	333,333	2021				
		2019	111,000	333,333	2021				
		2020	111,000	333,333	2021				
(III) Total			333,000⁽ⁱ⁾	1,000,000					
<i>⁽ⁱ⁾ Long-term variable component for the period 2018 - 2020 paid in the financial year 2021.</i>									
Key Managers									
Remuneration in the Company preparing the financial statements		2019		120,000	2022				
		2020		120,000	2022				
		2021		120,000	2022				
(III) Total				360,000⁽ⁱⁱ⁾					
<i>⁽ⁱⁱ⁾ Long-term variable component relating to the period 2019-2021 to be finalised after the Shareholders' Meeting for the approval of the 2021 Financial Statements.</i>									

²⁶ The Table covers all types of monetary incentive plans, both short-term and medium-long term.

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The total (III) is given for all columns except for column (2C).

“Column 2A” shows the bonus accrued for the year for the objectives reached during the year and paid or payable because not subject to further conditions (known as upfront remuneration).

“Column 2B” shows the bonus dependent on the objectives to be reached during the year but not payable because subject to further conditions (known as deferred bonus).

“Column 3A” shows the sum of bonuses deferred in previous years still to be paid at the beginning of the financial year and no longer payable for failure to meet the conditions to which they are subject.

“Column 3B” shows the sum of bonuses deferred in previous years still to be paid at the beginning of the financial year and paid during the year or payable.

“Column 3C” shows the sum of bonuses deferred in previous years still to be paid at the beginning of the financial year and still deferred.

The sum of the amounts shown in columns 3A, 3B and 3C corresponds to the sum of the amounts shown in columns 2B and 3C of the previous year.

The column “Other Bonuses” shows the bonuses for the year not explicitly included in specific ex ante defined plans.

If an aggregate representation criterion is adopted, the following information must be provided in the Table:

- total bonuses for the year, divided into disbursed and deferred, with an indication of the average deferral period of the latter;
- total bonuses for previous years, divided into no longer payable, paid and still deferred; and
- other overall bonuses.

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Tables prepared in accordance with Table no. 1, Box 1, referred to in Schedule 7 of Annex 3A to the Issuers' Regulations

Date: 8 March 2022

Name and surname or category	Office (to be indicated only for persons listed by name)	Restricted Shares Plan						
		Financial instruments other than stock options relating to currently valid and approved plans on the basis of previous shareholders' resolutions						
		Date of the shareholders' resolution	Type of financial instruments	Number of financial instruments	Assignment Date	Any purchase price of the instruments	Market price on assignment	Vesting period
Marco Gobbetti	Chief Executive Officer and General Manager	14 December 2021	Restricted Shares	114,766	1 January 2023 ¹	Not yet determinable	Not yet determinable	1 January 2022 - 31 December 2022

¹ In line with the provisions of the plan and with the resolution of the Remuneration Committee of 14 December 2021 and the Board of Directors of 14 December 2021, on 1 January 2022, the Company communicated to the manager that the same will accrue, as of 1 January 2023, the right to receive 114,766 shares of the Company free of charge (determined by dividing the conventionally agreed monetary value - equal to Euro 2,500,000 for the average of the Company's official price in the previous 30 days). These shares, once allotted, will be subject to a 12-month non-transferability restriction (until 31 December 2023).

Date: 8 March 2022

Name and surname or category	Office (to be indicated only for persons listed by name)	Special Award Plan						
		Financial instruments other than stock options relating to currently valid and approved plans on the basis of previous shareholders' resolutions						
		Date of the shareholders' resolution	Type of financial instruments	Number of financial instruments	Assignment Date	Any purchase price of the instruments	Market price on assignment	Vesting period
Marco Gobbetti	Chief Executive Officer and General Manager	14 December 2021	Bonus 50% in cash and 50% in financial instruments	Not yet determinable	Not yet determinable	Not yet determinable	Not yet determinable	Triennial from 1 January 2022 for the first tranche. Quinquennial from 1 January 2022 for the second tranche.

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Equity investments of members of management and control bodies

SURNAME AND NAME	OFFICE	INVESTEES COMPANY	NUMBER SHARES OWNED AS OF 31 DECEMBER 2020	NUMBER SHARES PURCHASED IN 2021	NUMBER SHARES SOLD IN 2021	NUMBER SHARES OWNED AS OF 31 DECEMBER 2021
Ferruccio Ferragamo	Chairman	Salvatore Ferragamo S.p.A.	3,992,420	0	0	3,992,420
Giacomo Ferragamo	Deputy Chairman (from 1 January 2020 to 27 May 2020)	Salvatore Ferragamo S.p.A.	10,000	0	0	10,000
Michele Norsa	Executive Deputy Chairman	Salvatore Ferragamo S.p.A.	0	0	0	0
Micaela le Divelec Lemmi	CEO	Salvatore Ferragamo S.p.A.	0	0	0	0
Giovanna Ferragamo	Director	Salvatore Ferragamo S.p.A.	3,992,420	0	0	3,992,420
Leonardo Ferragamo	Director	Salvatore Ferragamo S.p.A.	3,386,090	0	0	3,386,090
Diego di San Giuliano	Director	Salvatore Ferragamo S.p.A.	0	0	0	0
Francesco Caretti	Director	Salvatore Ferragamo S.p.A.	0	0	0	0
Umberto Tombari	Director	Salvatore Ferragamo S.p.A.	0	0	0	0
Marzio Alessandro Alberto Saà	Director	Salvatore Ferragamo S.p.A.	0	0	0	0

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Peter K. Woo	Director	Salvatore Ferragamo S.p.A.	10,104,600	0	0	10,104,600
Angelica Visconti	Director	Salvatore Ferragamo S.p.A.	101,266	25,316	0	126,582
Chiara Ambrosetti	Director	Salvatore Ferragamo S.p.A.	0	0	0	0
Lidia Fiori	Director	Salvatore Ferragamo S.p.A.	0	0	0	0
Frédéric Biousse	Director (from 29 September 2021)	Salvatore Ferragamo S.p.A.	0	0	0	0
Annalisa Loustau Elia	Director (from 29 September 2021)	Salvatore Ferragamo S.p.A.	0	0	0	0
Patrizia Michela Gianguialano	Director (from 22 April 2021)	Salvatore Ferragamo S.p.A.	0	0	0	0
Marinella Soldi	Director	Salvatore Ferragamo S.p.A.	0	0	0	0
Anna Zanardi Cappon	Director (from 22 April 2021)	Salvatore Ferragamo S.p.A.	0	0	0	0
Andrea Balelli	Chairman of the Board of Statutory Auditors	Salvatore Ferragamo S.p.A.	0	0	0	0
Giovanni Crostarosa Guicciardi	Statutory Auditor	Salvatore Ferragamo S.p.A.	0	0	0	0
Paola Caramella	Statutory Auditor	Salvatore Ferragamo S.p.A.	0	0	0	0

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Equity investments of Key Managers

NUMBER OF KEY MANAGEMENT PERSONNEL	INVESTEES COMPANY	NUMBER SHARES OWNED AT 31/12/2020	NUMBER SHARES PURCHASED IN 2021 FINANCIAL YEAR	NUMBER SHARES SOLD IN 2021 FINANCIAL YEAR	NUMBER SHARES OWNED AS OF 31 DECEMBER 2021
1 *	Salvatore Ferragamo S.p.A.	0	0	0	0

*Information relating to Key Manager Giacomo Ferragamo is shown in the table above. The information in this table refers to the Chief Financial Officer and Key Manager Alessandro Corsi.