9M 2025 RESULTS UPDATE

ANALYST PRESENTATION

OCTOBER 23, 2025

FERRAGAMO

DISCLAIMER

This presentation contains forward-looking statements regarding future events and results of the Company that are based on the current expectations, projections and assumptions of the management of the Company.

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

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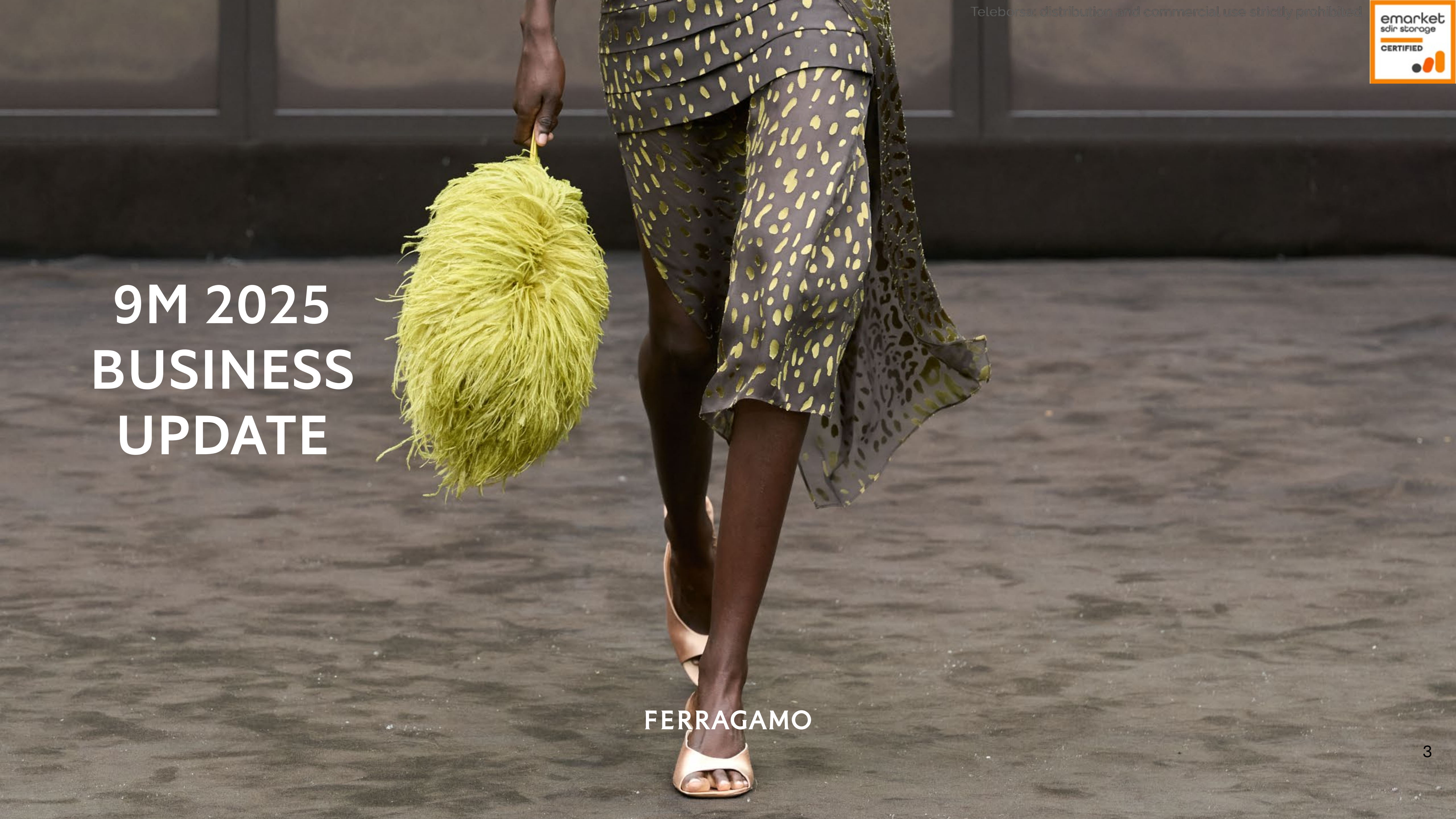
The Manager in Charge of preparing the Company financial reports hereby certifies pursuant to paragraph 2 of art. 154-bis of Legislative Decree no. 58 of February 24, 1998, that the accounting disclosures of this document are consistent with the accounting documents, ledgers and entries.



9M 2025 BUSINESS UPDATE

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Since the second quarter this year, the Group has **undertaken and completed a comprehensive diagnostic assessment** of the business to ensure full alignment and coherence across design, product, communication and distribution channels. Over the past three months, we have continued to **focus on our key business priorities, and we will progressively implement the necessary changes** as we execute our new strategic actions.

With respect to the product offering, we are **further strengthening our collections with a strong focus on our core categories of footwear and leather goods**, in particular balancing heritage and innovation, while at the same time improving collection efficiency. In handbags, **the Hug** line continues to consolidate as a new pillar of the brand, while the women's shoes offer has been further enhanced through the successful launch of the **new Vara line**.

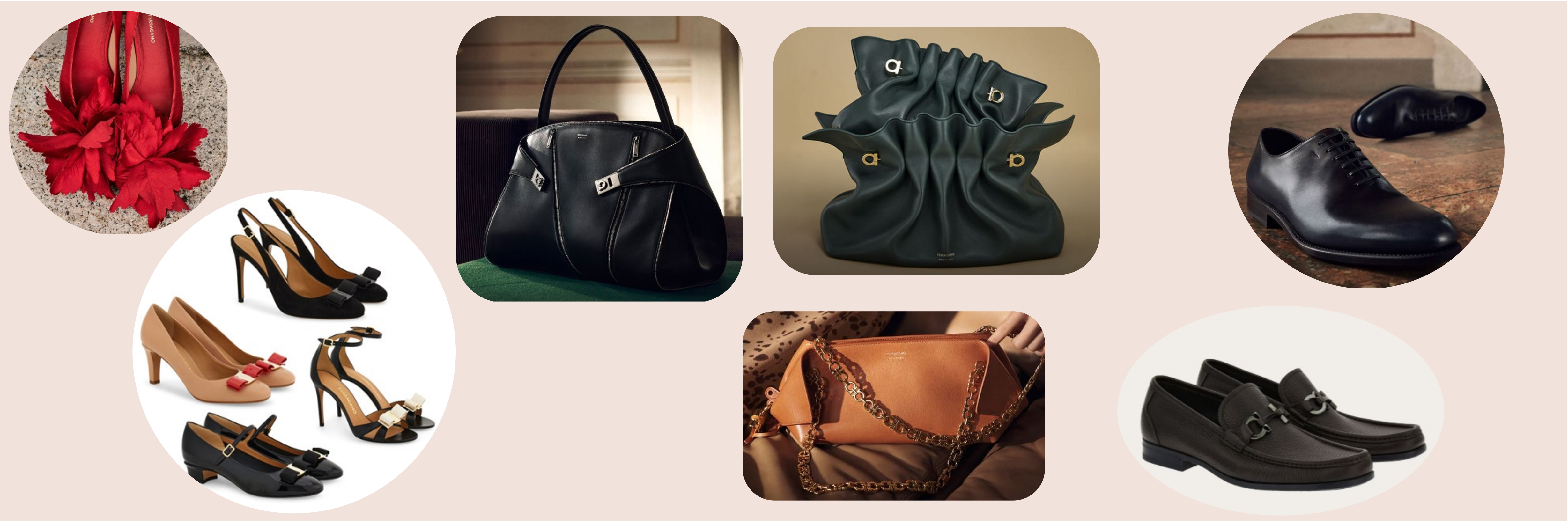
Regarding communication, we are **enhancing our storytelling by introducing new technologies that support our targeting and efficiency and by reinforcing our brand codes** and narrative in the pre-Fall and Fall-Winter advertising campaigns, paying tribute both to Ferragamo's heritage and modern creativity through a digital-first approach that has been implemented across all consumer touchpoints. The campaigns celebrated a **renewed focus on craftmanship and symbols of timeless elegance.**

All these initial actions contributed to the **positive performance of the DTC channel in the quarter, supported by higher average ticket, improved cross-selling, innovative technological processes in client segmentation and an effective clienteling strategy**. Positive results were driven by the North American, European and Latin American markets, which more than offset the challenging luxury goods context in Asia, which nevertheless improved sequentially versus the second quarter of this year.

While conscious that the geopolitical and macroeconomic environment remains uncertain, we will **continue to deploy our strategic actions**, reinforcing market positioning and strengthening the link between our DNA and creative capabilities, **to ensure full alignment across design, product offer, communication and distribution, consistent with our clientele's expectations**. We remain confident that **these efforts will become more visible in the coming quarters**, supported by the gradual roll-out of new product collections.

We will continue executing with operational flexibility and financial discipline, revisiting cost structures and processes where appropriate, without compromising on brand desirability and future growth.

Q3 | Reviving our Product Offer



FOCUS ON OUR CORE CATEGORIES
BALANCING LEGACY AND CREATIVE INNOVATION
WHILE IMPROVING COLLECTIONS EFFICIENCY

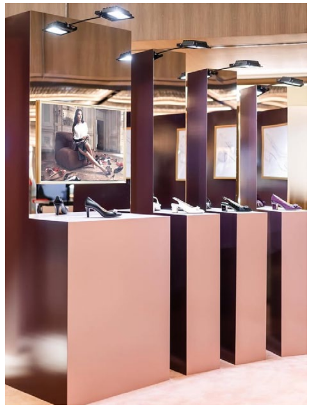
Q3 | Consistent Narrative across all Communication Channels

Q3 MAIN ADV CAMPAIGNS AND EVENTS

PF25

FW25

VARA @PARAGON



SS26 FASHION SHOW

GLOBAL COMMUNICATION STRATEGY WITH PRODUCT AS PROTAGONIST IN ALL CHANNELS

Q3 | SS26 Fashion Show Overview

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A STORY THAT TRANSCENDS TIME

LOCATION AS A BRAND STATEMENT

PORTRAIT MILANO

Integrating brand aesthetic, lifestyle and heritage

LEVERAGE ON THE EXPERIENCE

Enhancing brand uniqueness and authenticity

Celebrating strong connection with core products and craftmanship

RENOVATED SETUP

Amplifying brand expereince by embracing location's unique essence

Simple show set-up to leverage venue architecture

Q3 | SS26 FASHION SHOW

SETTING THE TONE OF VOICE
DEFINING BRAND CODES AND AESTHETIC
CREATING VISIBILITY & DESIRE
HIGHLIGHTING KEY PRODUCT CATEGORIES

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Q3 | SS26 Fashion Show Feedback

VOGUE RUNWAY

Shoes, so foundationally significant here, included a "cage"-design leather pump that paid homage to a 1920s Ferragamo original first sold with three color combinations of inner sock-slippers. Satin mules with embroidered beadwork acted as beyond-the-boudoir flapper slippers to match with Davis's lace slip dresses.

W

Ferragamo's accessories are always a highlight, and spring 2026 didn't disappoint. My money's on the ribbon heels, tied to a bow above the ankle and a lovely continuation to the designer's ballet-inspired footwear, and a chartreuse feather clutch as most likely to get immediate inquiries. And dig those skinny scarves out of your closet—Davis is endorsing their comeback for spring.

HARPER'S BAZAAR USA

Favorite shoe style is caged lower heel mule. Feather detailing on Soft Bags is beautiful, loved seeing them on runway.



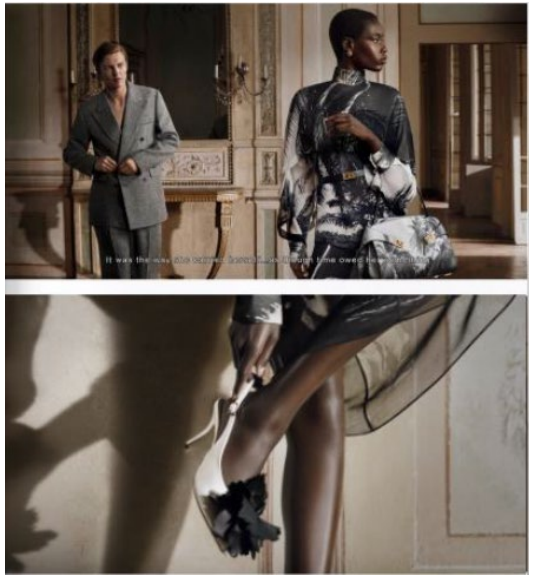




Q3 | FW25 - 360° ACTIVATION APPROACH

COHESIVE IMAGE ACROSS TOUCHPOINTS BOOSTING PRODUCT DESIRABILITY & ENGAGEMENT

Q3 | FW25 – ADV



THE CINEMATIC STORYTELLING CONTINUES WITH FOOTWEAR TAKING THE LEAD ROLE

Building on the brand's storied heritage as an icon of Italian culture, style and craftmanship, and a legacy rooted in the Golden Age of cinema

Q3 | AD CAMPAIGNS SUCCESS

MEDIA and PAID ADVERTISING

Strong reach and effectiveness both Q3 and YTD, driven by exceptional engagement rate vs last year's performance.

SOCIAL MEDIA & INFLUENCER

Q3 showed significant results with a spike in social views in September driven by the Spring Summer 2026 Fashion Show (higher views, higher engagement rate, higher earned media value).

CRM & CLIENTELING

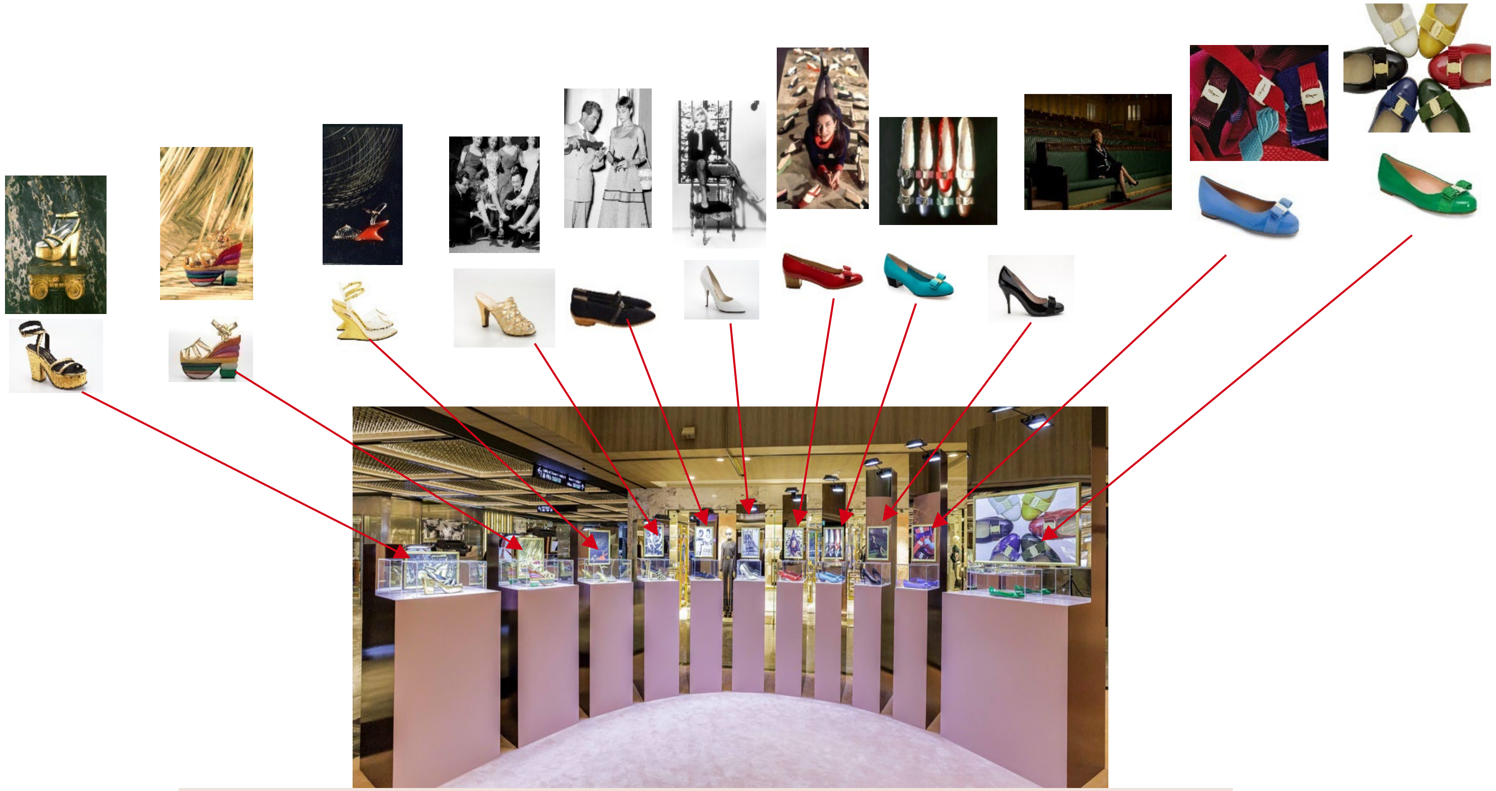
Continues to be a strategic pillar, 1:1 clienteling driving over a third of primary retail revenues, in store activations driving a high ROI. Newsletters continues to be a key revenue driver (in Q3 and YTD).

E-BUSINNESS | PERFORMANCE

Outstanding YTD results driven by channels optimization (cost and budget allocation), higher qualitative traffic and AI driven audience strategy. Strong growth from Social and Remarketing.

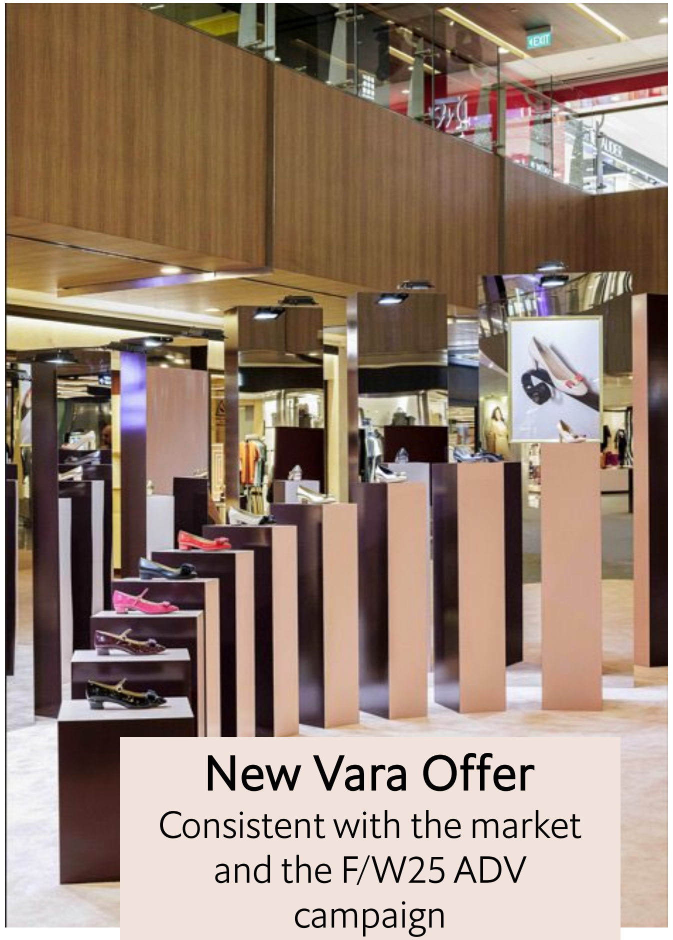
STRONG ROI AND SOCIAL MEDIA GROWTH, FASHION SHOW DRIVES RECORD MEDIA VALUE

Q3 | VARA EXHIBITION @ SIAM PARAGON MALL 25TH ANNIVERSARY



The Exhibition

Tracing the History of Iconic Ferragamo Footwear



New Vara Offer

Consistent with the market and the F/W25 ADV campaign

DRIVE AWARENESS AND CULTURAL RELEVANCE WITH STRONG COMMERCIAL COMPONENT

Q3 | OUTDOOR ADV IMAGERY

LONDON
Piccadilly

LOS ANGELES
Sunset Strip

ROMA
Piazza Navona

ADAPTABLE AND FLUID MEDIA STRATEGY BUILD AROUND PRODUCT

Q3 | Elevate In-store Experience

CHENGDU (CHINA)
Chengdu IFS

HONOLULU (USA)
Royal Hawaiian Center

NEW STORE CONCEPT

Q3 | Elevate In-store Experience

SEOUL (SOUTH KOREA)
Seoul Flagship

ATLANTA (USA)
Lenox Square

NEW STORE CONCEPT

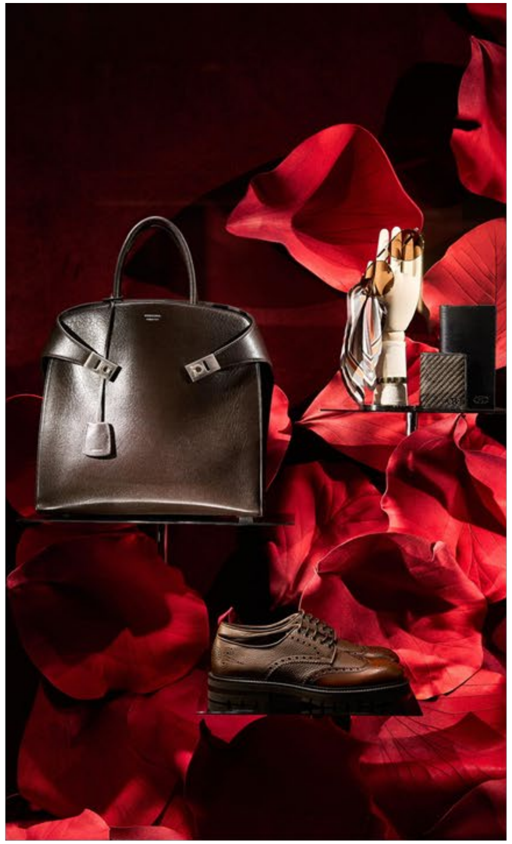
Q3 | Elevate In-store Experience

SEOUL (SOUTH KOREA)
Hyundai Yeoido Dept. Store

SHANGHAI (CHINA)
Shanghai Plaza 66 Mall

NEW STORE CONCEPT

Q3 | FW25 WINDOWS



CREATIVITY INSPIRED BY FEBRUARY RUNAWAY FOR A CONSISTENT, COHERENT MESSAGE

Q3 | Retail Evolution

STORE VISUAL DISPLAY ENERGIZED TO IMPROVE IMAGE AND CROSS & UP SELLING

9M 2025 RESULTS

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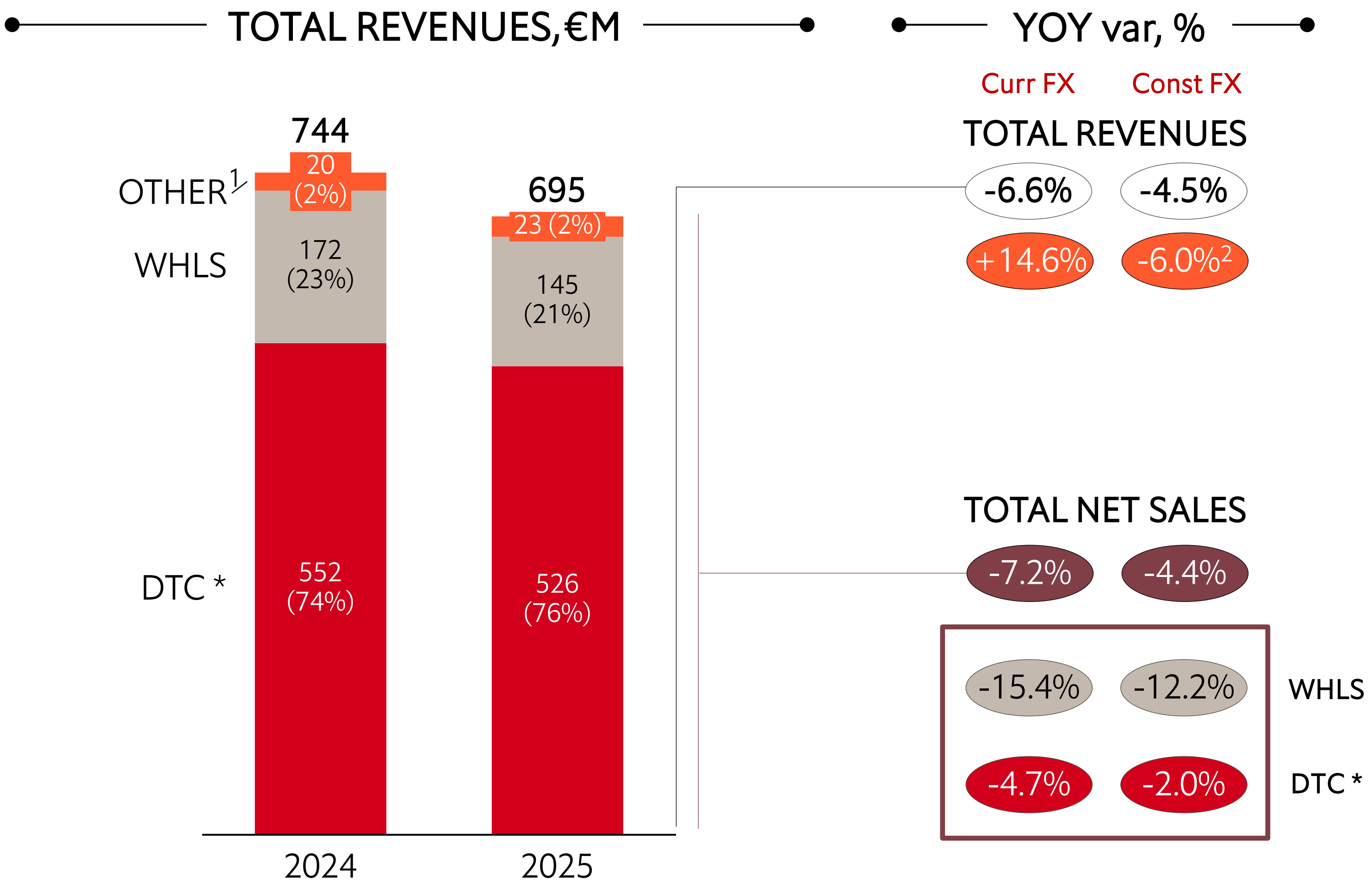
9M 2025 REVENUE BY DISTRIBUTION CHANNEL



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

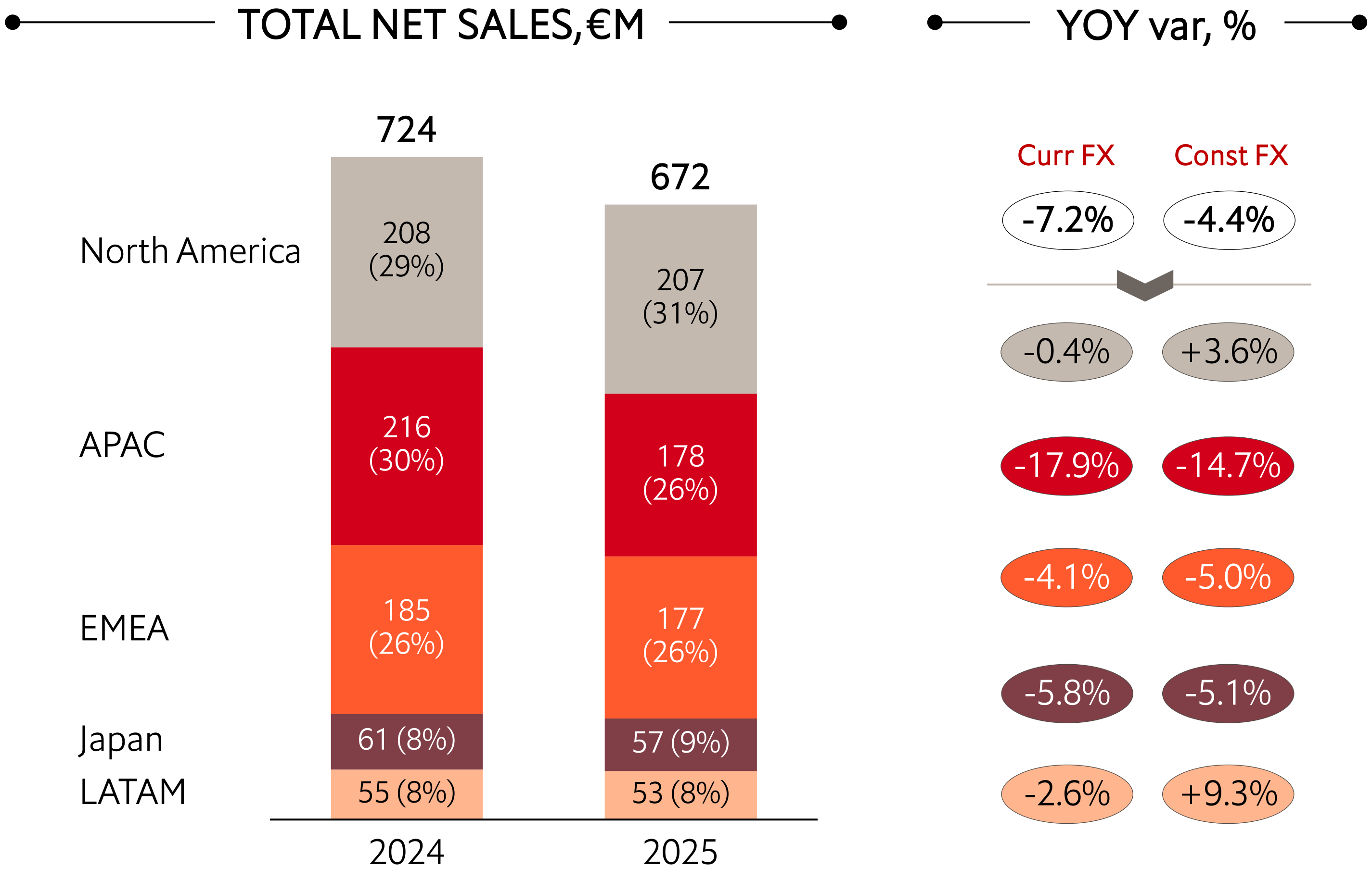
In 9M 2025, **Total Revenues** down 4% at const. FX and down 7% at current FX vs. 9M 2024, with Q3 up 2% at const. FX, driven by the positive performance of the DTC* channel.

DTC*, at const. FX, down 2% in 9M 2025, with Q3 up 4% at const. FX, driven by the double-digit performances in North and Latin America and the positive results in Europe. The on-line business, in particular, continued to report a strong double-digit growth in net sales also in Q3.

WHL, at const. FX, down 12% in 9M 2025, with Q3 down 7% at const. FX, with a positive performance in North America offset by the negative performances in the other regions.

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

9M 2025 NET SALES BY REGION



EMEA down 5% in 9M 2025, with the positive result of the DTC* channel offset by the negative WHL performance.
In Q3 EMEA up 3% vs. Q3 2024, driven by DTC* registering an increase in traffic and conversion rate.

North America up 4% in 9M 2025, with both DTC* and WHL posting positive performances vs. 9M 2024.
In Q3 North America up 16% vs. Q3 2024, with DTC* double-digit performance driven by the primary channel (registering a double-digit increase in the average ticket) and also the WHL posting a double-digit growth.

Latin America up 9% in 9M 2025 and up 5% in Q3, with the double-digit performance of the DTC*, penalized by the negative WHL performance.

Asia Pacific down 15% in 9M 2025, challenged by the weak consumer environment, significantly impacting traffic.
In Q3 Asia Pacific down 11% vs. Q3 2024, with the sequential improvement driven by the DTC* channel (down low-single digit).

Japan down 5% in 9M 2025 and in Q3, still affected by low Chinese tourists' purchases.

Note: all data at const. FX.

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

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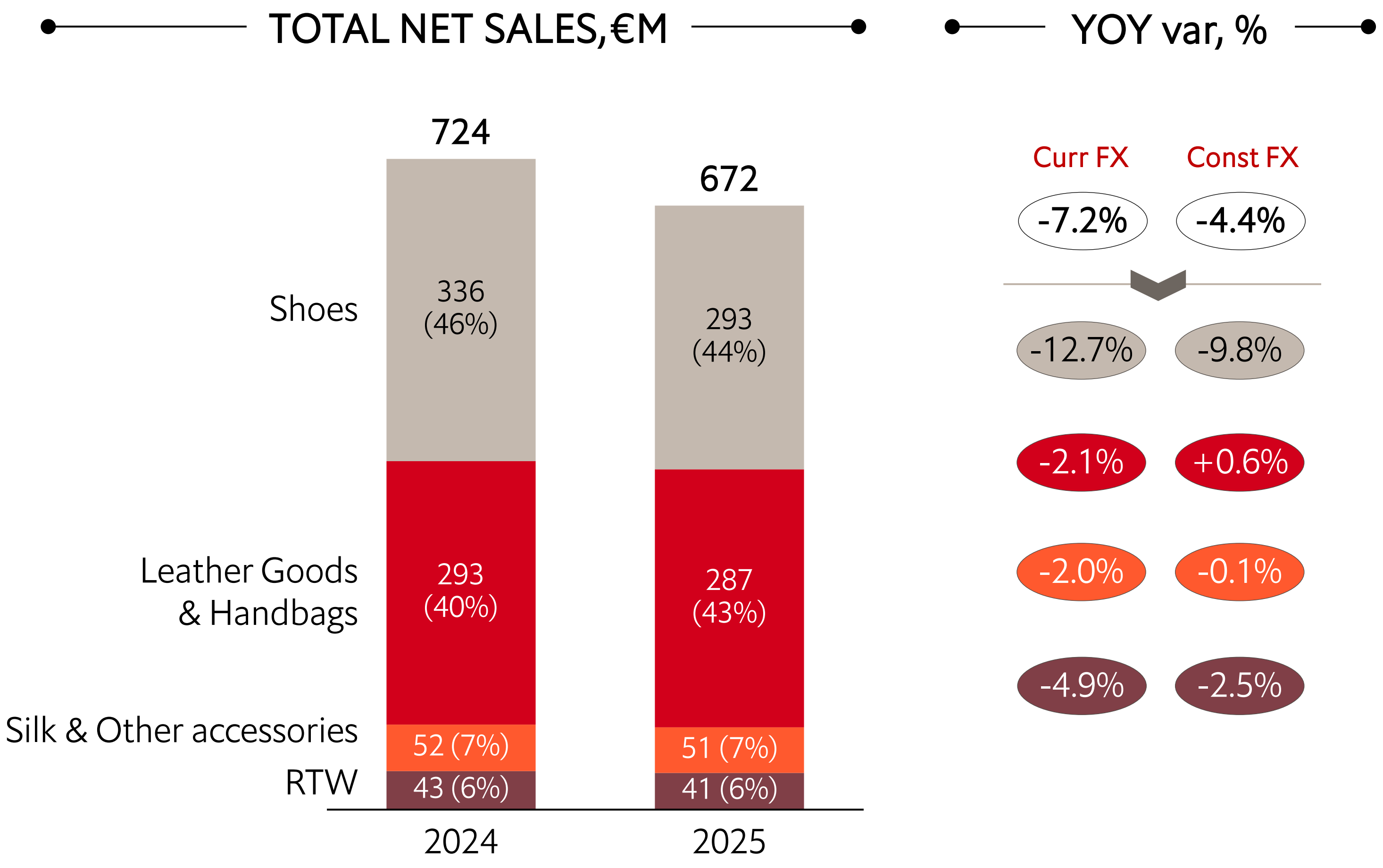
9M 2025 NET SALES BY PRODUCT



Shoes down 10% in 9M 2025 and down [illegible] Q3, thanks to Ornament and Sling Pu[illegible] women, and the first encouraging signals of the new Vara line, and the good performance of both the casual and of the formal segment, driven by the US market, for men.

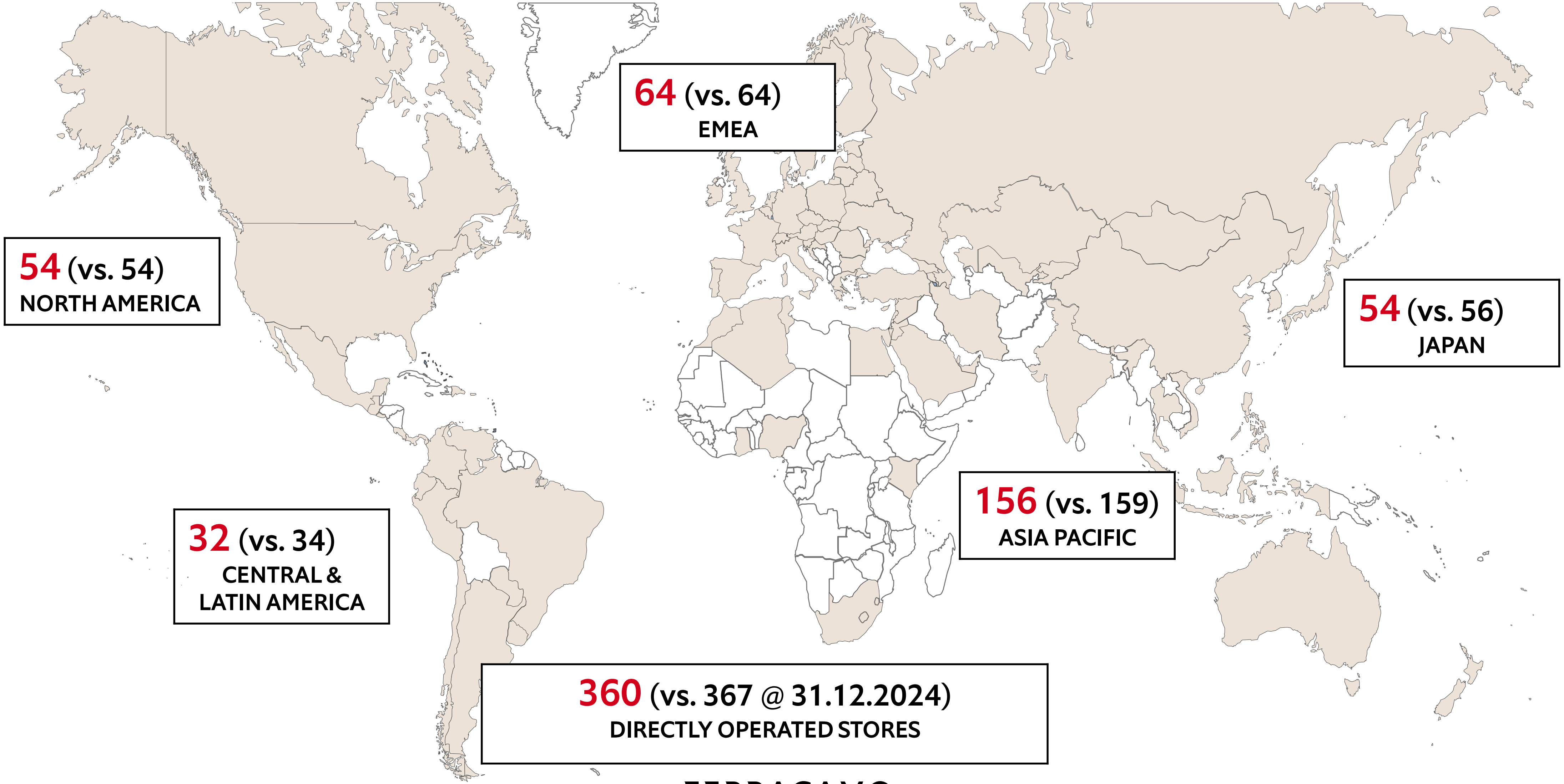
Leather Goods and Handbags up 1% in 9M 2025 and up 2% in Q3, thanks to the good performance in DTC, but penalized by negative WHL. Handbags performance was driven by the Hug line, as well as the Soft bag, while SLG positive trend was driven by the mini-bags for women and the Micro Gancio and Monogram lines for men.

Silk & Other Accessories in line with LY in 9M 2025 and up 15% in Q3, thanks to a renewed focus on accessorized looks in stores and on cross-selling, also strengthened through dedicated visual displays.

RTW down 3% in 9M 2025 and up 12% in Q3, thanks to a more balanced assortment focusing on core and iconic product typologies, such as knitwear and leather.

Note: all data at const. FX.

DOS NETWORK @ 30.09.2025



9M 2025 Q&A

ANNEX

9M 2025 REVENUE BY DISTRIBUTION CHANNEL

September YTD

(Euro MM)	**2025**	**2024**	**Δ %**	**Δ % Const FX**	**Weight on Tot 2025**	**Weight on Tot 2024**
DTC *	526.4	552.2	-4.7%	-2.0%	*75.8%*	*74.2%*
Wholesale	145.3	171.6	-15.4%	-12.2%	*20.9%*	*23.1%*
Net Sales	**671.7**	**723.9**	**-7.2%**	**-4.4%**	*96.7%*	*97.3%*
Hedging	8.5	4.7	82.0%	na	*1.2%*	*0.6%*
Licences & Other Revenues	12.0	12.8	-6.2%	-6.2%	*1.7%*	*1.7%*
Rental income	2.4	2.6	-5.1%	-2.4%	*0.4%*	*0.3%*
Total Net Revenues	**694.6**	**743.9**	**-6.6%**	**-4.5%**	*100.0%*	*100.0%*

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

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