

## PATTERN BOARD OF DIRECTORS HAS REVIEWED PRELIMINARY CONSOLIDATED FIGURES FOR 2025

### 2025 ANNUAL REVENUE CONFIRMS POSITIVE TREND RECOVERY ALREADY SEEN IN 3Q

### SOLID CASH GENERATION CONTINUES TO SUPPORT STRATEGIC INVESTMENTS

Turin, 4 February 2026 – The Board of Directors of **Pattern S.p.A. (EGM:PTR)**, an Italian company set up in 2000 by **Francesco Martorella and Fulvio Botto**, one of the leading players in the **engineering, development and production** of clothing lines for the world's most prestigious high-end brands, has reviewed preliminary consolidated figures for 2025<sup>1</sup>, pending audit, as shown below:

- **Revenue from sales: € 115.4 million** (€ 125.8 million at 31 December 2024);
  - **Revenue from sales from end 2Q to 4Q in steady and strong increase**
- **Investments: € 22.5 million** (€ 18.8 million in 2024)
  - **Investments confirmed and continued from the Strategic Plan**
- **Negative NFP (debt) of € 19.8 million** (€ 14.4 million at 31 December 2024)
  - **NFP improvement of € 3 million versus 30 September 2025** (€ 22.8 million)

**Luca Sburlati, CEO of Pattern**, together with **Franco Martorella and Fulvio Botto, Founders and Majority Shareholders of Pattern**: *"We are pleased to **confirm the trend** that began in mid-2025. Still, the environment remains extremely challenging, with no defined trends yet emerging, even as early signs of improvement appear after two turbulent years. Our Company is advancing its strategy through **ongoing industrial investments**, underpinned by a well-balanced long-term financial structure, with the **NFP improving** despite substantial investment outlays and the acquisition of additional minority interests. We believe that the current market represents the 'new normal' and will be the context to address going forward".*

**Revenue from sales** amounted to € 115.4 million versus € 125.8 million at 31 December 2024. The annual figure shows a gradual improvement in volumes, as already seen at the end of second quarter 2025, despite the weakness recorded in the first quarter of the year.

In fact, as already disclosed when the consolidated KPIs at 30 September 2025 were approved, at a quarterly level - comparing the figures of € 53.5 million at 30 June 2025 and € 85.4 million at 30 September 2025 - a **recovery trend** emerges, which was also confirmed in the fourth quarter. This trend supports a progressive rebound in business activities and offers an initial indication of market stabilization.

The **EBITDA margin** is expected to exceed **5%**, in line with the level recorded at 30 September 2025 and showing a **marked improvement versus 30 June 2025**, due mainly to a positive volume effect, higher production efficiency, and the ongoing industrial rationalization process.

<sup>1</sup> The scope of consolidation for the 2025 financial year differs from that of 2024 in that Umbria Verde Mattioli S.r.l. is consolidated for the entire financial year in 2025, whereas in 2024 it is only consolidated for the second half of the year.

**Investments** at 31 December 2025 amounted to **€ 22.5 million**, up 20.6% versus € 18.8 million at 31 December 2024.

Of this amount, approximately € 13.0 million was allocated mainly to structural and technological expenditure, including the construction of the new Pattern Headquarters, the new vertical warehouse, the purchase of textile machinery in SMT, and the implementation of a new management system.

The remaining investments relates to financial outlays to subsidiaries and, specifically, € 3.8 million refers to the recapitalization of Dyloan to cover losses, while € 5.7 million relates to payments for acquisition transactions, mainly for the settlement of debt connected with the acquisition of 8% of SMT completed in 2024, as well as for installments due on the acquisitions of Zanni, Nuova Nicol and Umbria Verde carried out between 2022 and 2024.

The **net financial position** stands at negative € 19.8 million versus negative € 14.4 million at 31 December 2024, attributable mainly to the high level of capex.

However, **it shows an improvement versus the figure at 30 September 2025** (negative € 22.8 million), **confirming the Group's strong ability to generate cash.**

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#### **About Pattern Group:**

Pattern Spa is a leading company in the prototyping, engineering and production of fashion show collections for the most important international luxury fashion brands. Founded in 2000 by Franco Martorella and Fulvio Botto, the company was joined in 2012 by CEO Luca Sburlati. In 2017, Pattern began a structured growth path that led, first through the achievement of the **Elite Certification by Borsa Italiana** and then through the listing on the **Euronext Growth Milan Market of Borsa Italiana** in 2019, to the creation of Pattern Group: the first **Italian Hub of Luxury Fashion Engineering and Production**. Composed of a network of Italian companies, each a leader in prototyping and production, Pattern Group today has a strong positioning in the **main product categories of the luxury fashion** sector — from research and engineering to production.

Pattern Spa is also the first Italian company in the sector to have obtained the SA8000/Social Accountability Certification in 2013 and, since 2019, an ESG Rating — confirming the company's strategic decision to invest in sustainability, technology, and human resources.

Pattern today represents a unique case in the Italian fashion industry of **a private and independent company with a long-term industrial vision.**

[www.patterngroup.it](http://www.patterngroup.it)

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