



FY 2025 Results
Conference VideoCall

March 20th, 2026

PATTERN
GROUP

Today's speakers

**Luca
Sburlati**



CEO

- President of Confindustria Moda 2025-2029
- Since 2012 in Pattern
- Strong know-how of Fashion & Luxury industry and experience as a Top Manager
- Education: Executive MBA Bocconi / Graduated International Political Sciences



**Innocenzo
Tamborrini**



CFO

- Since 2009 in Pattern
- 25 years as CFO and Senior Controller
- Education: Graduated in Economics



**Sara
De Benedetti**



*Investor Relations
Manager*

- Since 2019 in Pattern
- 15 years in communication, last 10 years focused on the International Fashion Industry
- Education: MSc Bocconi in Economics



PATTERN

The logo for Pattern Group, featuring the word "PATTERN" in a large, white, sans-serif font. The letter "A" is enclosed within a white circle. Below "PATTERN", the word "GROUP" is written in a smaller, white, sans-serif font.

PATTERN
GROUP

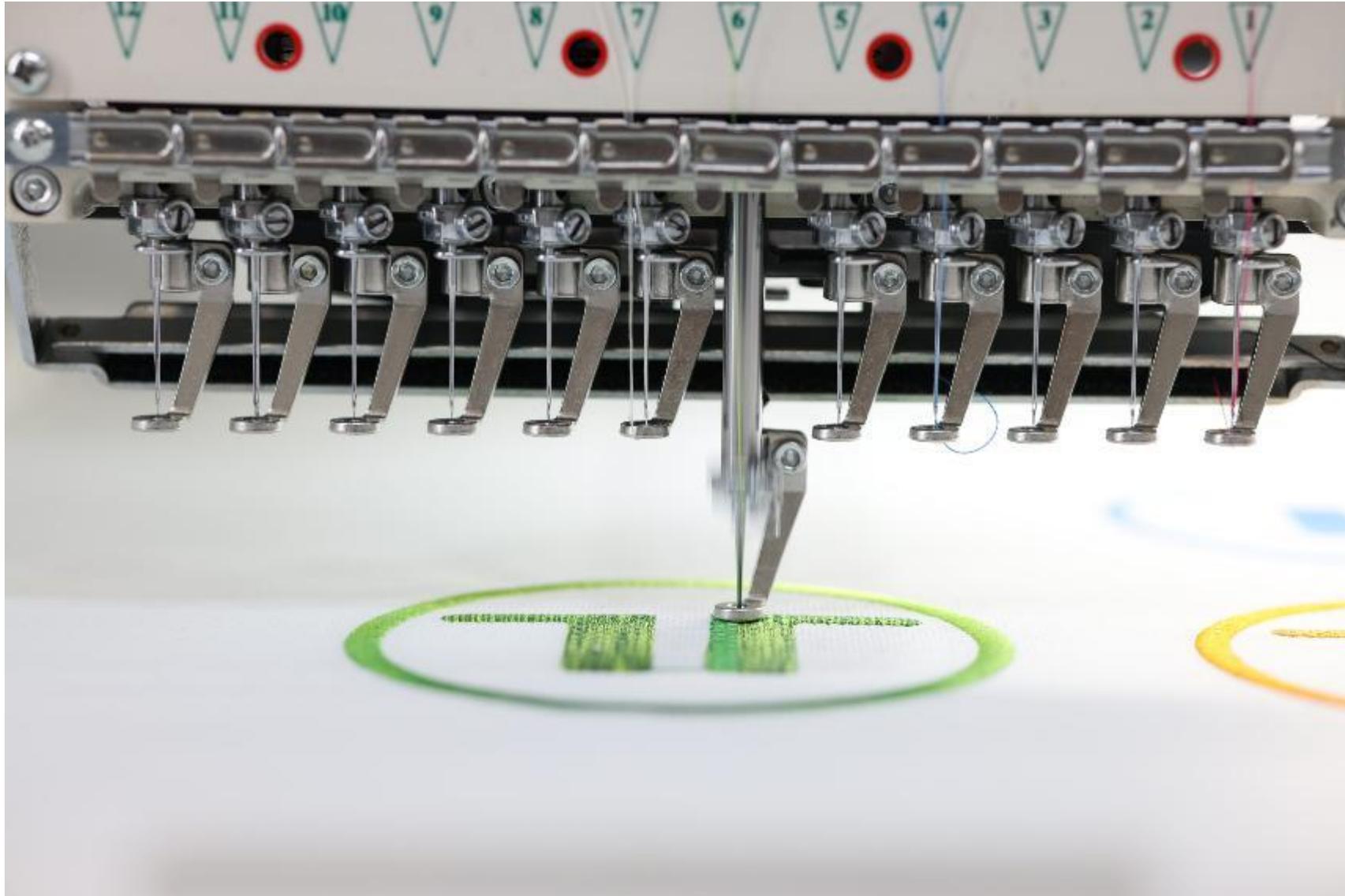
A photograph of a modern building at sunset. The building has a prominent glass and metal facade on the left side, which is illuminated from within. The rest of the building is dark with a glowing yellow light strip along the top edge. The sky is a mix of orange, red, and purple. In the foreground, there is a paved walkway, a fence, and some trees.

**Landmark for top-end
Luxury Fashion Engineering &
Production**

The Pattern Group logo is mounted on the dark facade of the building. It consists of the word "PATTERN" in a large, white, sans-serif font, with the letter "A" inside a white circle. Below "PATTERN", the word "GROUP" is written in a smaller, white, sans-serif font. The logo is illuminated from within, making it glow.

PATTERN
GROUP

Index



- FY 2025 Overview
- Outlook 2026 & Strategic Plan 2026-2028
- Investments Carried Out in 2025-2026
- Financials FY 2025



FY 2025 Overview



FY 2025 OVERVIEW



2025 was a **particularly challenging year for the Italian Fashion System**, which was already severely impacted in 2024. The sector experienced a further contraction due to two significant macroeconomic dynamics: on the one hand, the structural slowdown in Chinese demand for Western products and, on the other, the combined impact of US tariffs and the weak dollar.



Pattern Group ended 2025 with results that were **slightly better than expected**. This improvement was driven by a **gradual recovery in the 3Q and 4Q**.



Performance varied across the Group's divisions: **good growth in knitwear, resilience of Pattern in ready-to-wear** and a **recovery in leather goods**, with margins improving in 4Q.



Good operational performance thanks to a **solid customer base, ongoing demand for Innovation** and for the **development of new products**, and the **gradual industrial integration** between the various companies within the Group.



Pattern has continued to invest and strengthen its **industrial capabilities** despite the challenging market environment.



Outlook 2026 & Strategic Plan 2026-2028



PATTERN
UNIVERSITY

Pattern Group Outlook: *Wider gap between Top Luxury and Fashion Luxury*

2026 looks set to be a year in which a **structurally smaller market is likely to stabilize**, but it's assumed the lowest point has been reached. This is without yet being able to assess the full implications of recent and ongoing events in the Persian Gulf. The **current year** therefore appears to be a **complex one for the markets**, but one offering a **new vision of the future**.

It remains certain, however, that in this scenario the **gap will continue to widen** between **top luxury** – whose products offer high quality and long-lasting durability – and **fashion luxury**, which is more closely tied to aesthetics alone, presenting potential opportunities for mid-tier brands with better price positioning.

In summary, in the medium to long term, **volumes are expected to hold steady but with a recovery in margins**, although some pressure on prices will remain.

Confirm Guidance of the Strategic Plan 2026 – 2028

The **Group's M&A policy** will continue as always, with a **strong focus on product development and entrepreneurs wishing to participate in the project**, whilst – as in the past – no speculative decisions will be made. This is in line with the new 2026–2028 strategic plan presented in September, which will have a significant and positive impact on the Group's operations in the coming years.



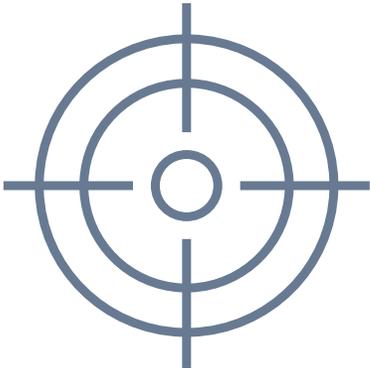
*Despite the ongoing geopolitical changes, we confirm the **solidity of the Pattern Group** which, thanks to a very balanced financial structure with a long-term vision and a rational use of leverage (debt), looks to its future with confidence. For this reason, the **substantial investments** dedicated to the construction of **infrastructural assets** were completed in 2025, as well as the **recent acquisition of minorities**, particularly in the knitwear sector. Furthermore, the decision to propose the distribution of an extraordinary dividend, albeit of a limited amount, fits within this positive outlook, where the aim is to return to remunerating shareholders*



Luca Sburlati, CEO Pattern Group



Objectives behind the Strategic Plan 2026 – 2028*



Objectives:

- 1. **Necessary reduction of market risk, customer concentration** in a company resilient to any market fluctuations over a 5–10year horizon
- 2. **Countering aggressive competitors** who, through financial leverage, have created significantly larger groups (even if currently burdened by significant debt) that can afford to dump and pressure customers.

*Presented in September 2025

Strategic Plan Assumptions *

	Driver of Strategic Plan 2026-2028	Impacted IS item	Scope of analysis
Drivers of uncertainty	1. Decline/Recovery of the Chinese market	Revenue ↑↓	Category
	2. Introduction of US trade tariffs of 10-20%	Revenue ↓	Category
	3. Changes in creative direction	Revenue ↑↓	Brand/Category
Upside	4. Growth in the Absolute Luxury segment	Revenue ↑	Group consolidated financial statements
	5. Acquisition of new strategic customers	Revenue ↑	Brand/Category
	6. Growth of D-House	Revenue ↑	Group consolidated financial statements
	<u>7. Transparency and traceability</u>	Revenue ↑	<i>Group consolidated financial statements</i>

The costs affected by these drivers are recalculated based on current logic.

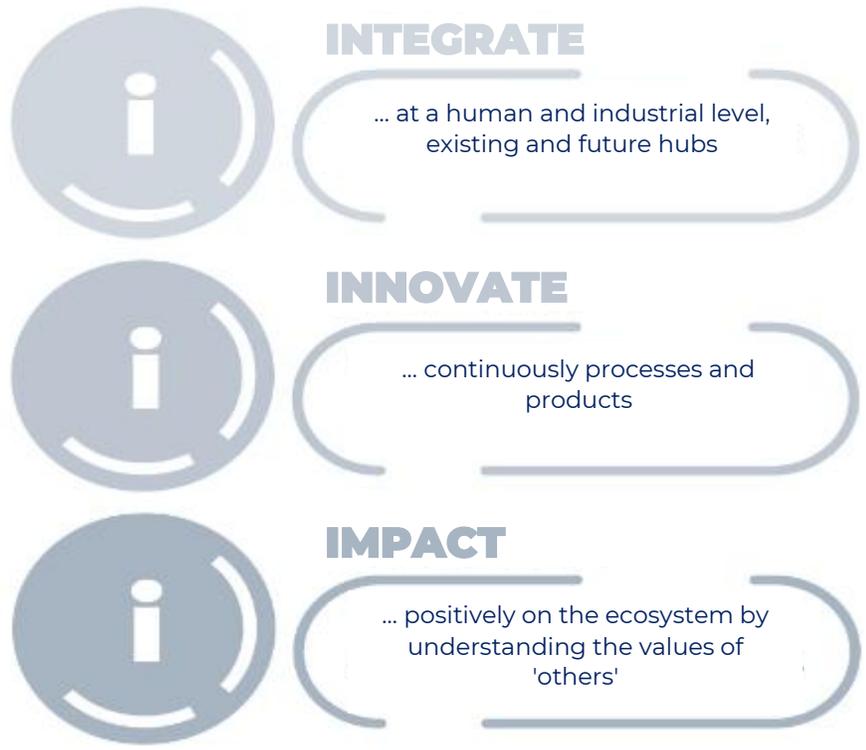
*Presented in September 2025



3 Action lines: The «3I» plan *

MISSION

Create a **unique Italian industrial** player focused on Product Development and Innovation, progressively **expanding its focus from Ready -To-Wear sector** and pursuing economic growth objectives with low invested capital



Always with I = Interpret, Ideate, Implement, Interact, Initiate, Interweave

*Presented in September 2025

2028 FINANCIAL TARGETS *

	<u>Revenue</u>	<u>EBITDA Margin</u>	<u>NFP</u>
Target 2028 AS IS	€ 125 - 140 M	Low double digit	Cash positive
Target 2028 with M&A	+ 12 - 20%	Medium double digit	Neutral

*Presented in September 2025



Investments Carried Out in 2025-2026



PATTERN

Business & Industrial Investments

8
Oct.
2025

Inauguration of the new headquarters in Turin, covering an area of approximately 22,000 square meters. Thanks to the installation of photovoltaic and geothermal systems for the production of clean energy and extensive green areas, the building, in March 2026, Pattern achieves the LEED Certification, one of the most prestigious recognitions of energy efficiency and environmental sustainability.



11
Feb.
2026

Inauguration of **MTF - Manifattura Tessuti Double**, specialist in the production of splittable fabrics garments, based in Santeramo in Colle (BA), represents a center of excellence in Italian manufacturing know-how.



17
Feb.
2026

Start of an **internal production line in Pattern Torino** dedicated to small-scale, highly complex productions.



22
Dec.
2025

Subscription, together with Bo.Ma. Holding S.r.l. and S.M.T. (80%), of a binding term sheet with Camer S.r.l. and Stefano Casini, CEO of SMT, for the implementation of a **corporate reorganization** within the Pattern Group.

11
Mar.
2026

Closing of the Group's reorganization aimed at consolidating control over S.M.T. - Società Manifattura Tessile S.p.A. with the acquisition of an additional 10% of the share capital of S.M.T. structured as (i) a repurchase of 7.34% of SMT shares by SMT itself, and (ii) the contribution of the remaining 2.66% into Pattern via a reserved capital increase.

As a result, Pattern's direct stake in SMT stands at 82.7%, which rises to 89.2% when taking into account the proportion of SMT's treasury shares.





Financials FY 2025

FY 2025 Key figures



¹ The adj. Group net result is adjusted to take account of goodwill and financial income

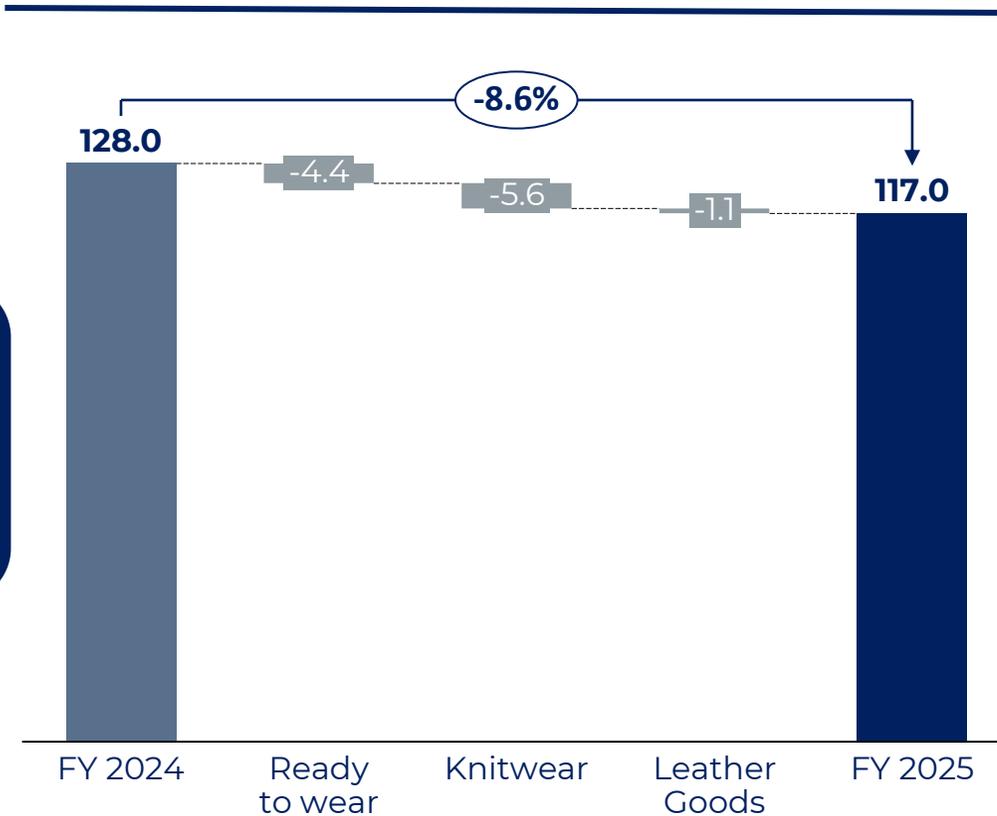
² Net debt at September 30, 2025 stood at € 22.8 M.

FY 2025 Revenue: *Gradual recovery recorded in the 3Q and 4Q*

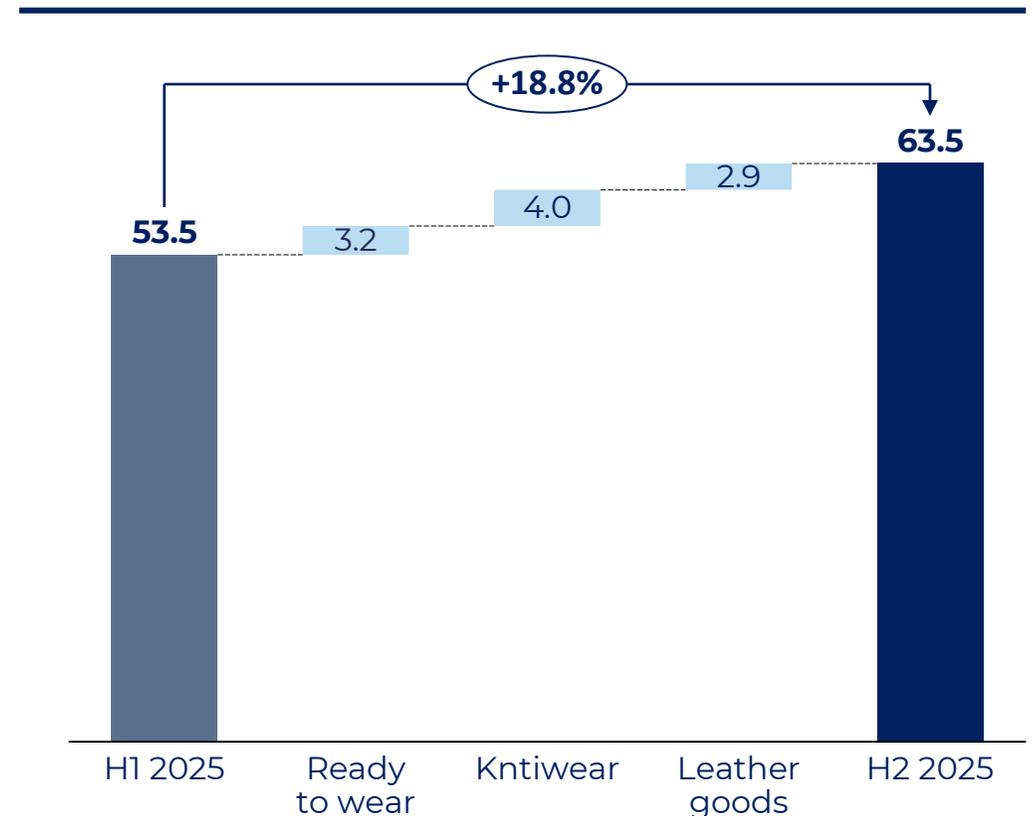
- **Decline in volumes in all sectors** and mainly concentrated in the H1, against the backdrop of a particularly weak market for the luxury sector.
- **Recovery recorded in the H2**, due both to an improvement in market conditions – which led to an increase in orders – and to deliveries which, for seasonal reasons, had been postponed until the second half of the year.

€M

Change in revenue by sector



H2 vs. H1 Change in revenue by sector



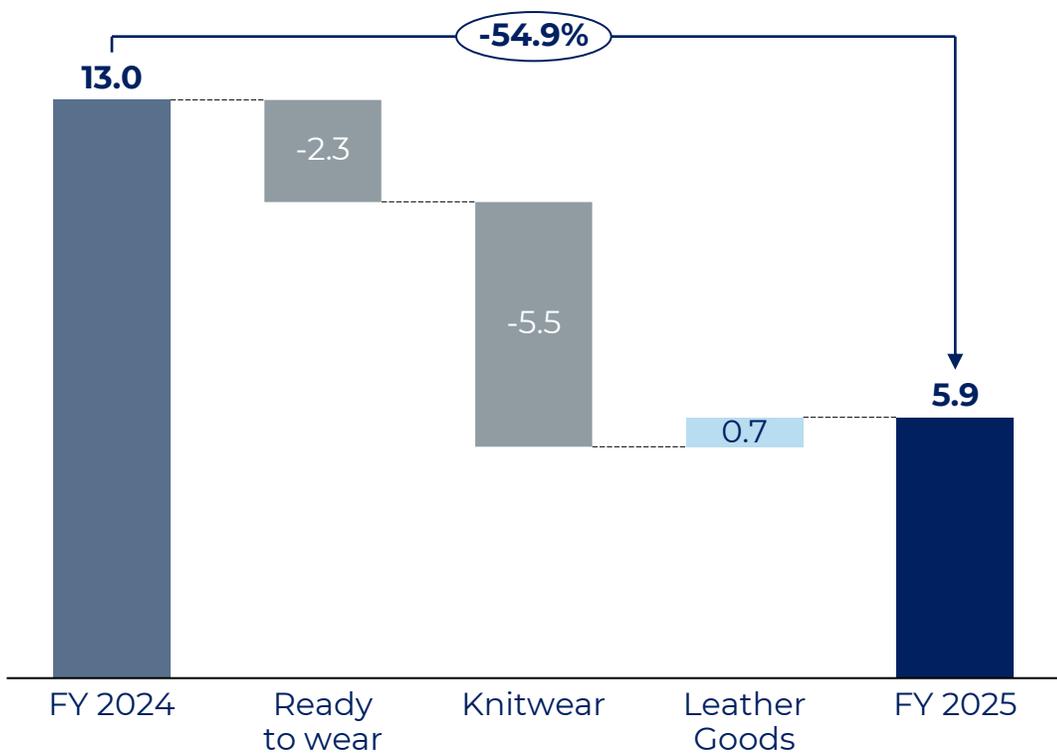
**PRO-FORMA¹
REVENUE
2024**
€ 137.2 M

¹ The 2025 figure is compared with the pro-forma figure for 2024, as Umbria Verde Mattioli has been consolidated since 1 July 2024.

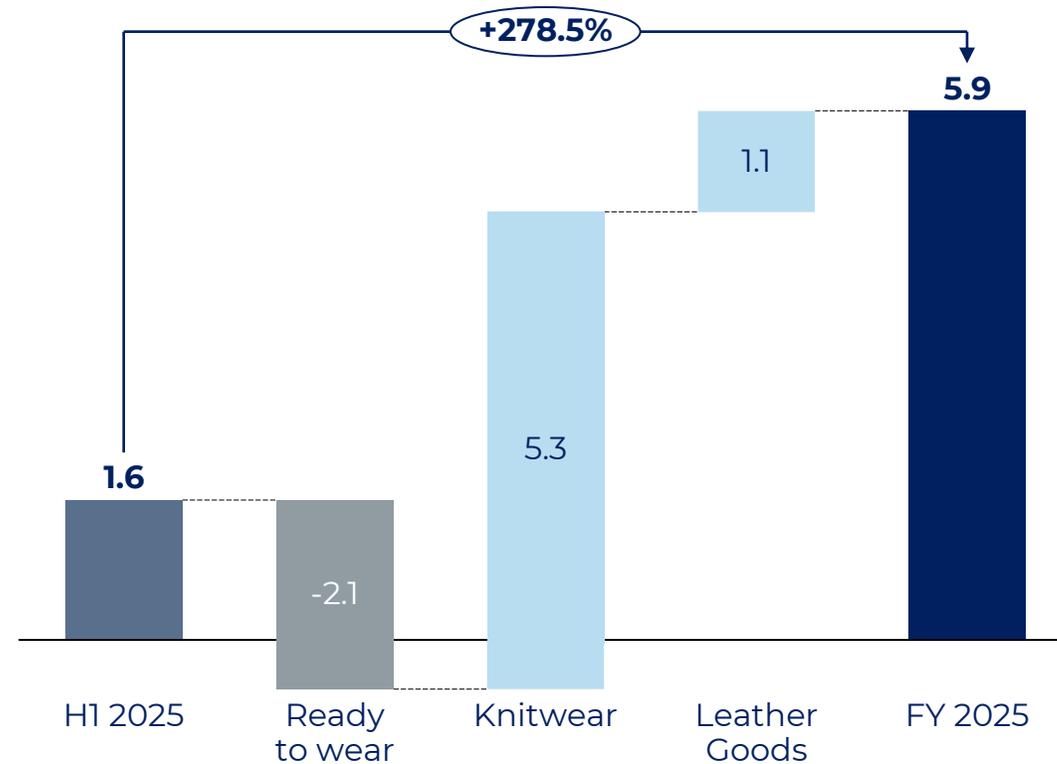
FY 2025 Ebitda

€M

Change in Ebitda by sector



H2 vs. H1 Change in Ebitda by sector



- **Ebitda Margin 5.0%**
- Decline in profitability mainly due to a fall in volumes, which increased the proportion of fixed costs despite the ongoing restructuring of Dyloan Bond Factory, the reduction in leather goods production sites, and cost-saving measures implemented
- **H2 saw a significant improvement** (€4.3 million vs €1.6 million in H1)

FY 2025 Net Financial Result and Income Taxes

€M	FY 2025	FY 2024
Net financial income	406	769
Cost of gross debt	(1.087)	(955)
Other financial income and expenses	1.100	4
Net foreign exchange (losses)	(10)	3
Financial result	409	(179)

COST OF DEBT



- Strong improvement of the net financial result, thanks to financial income of €1.5 million
- **Cost of debt remained low**

€M	FY 2025	FY 2024
Gross profit	(1.485)	3.323
GW amortization	2.864	2.413
GW Dyloan write-down	-	2.311
Extraordinary items	(527)	573
Other changes due to tax regulations	502	-
Gross profit adj.	1.355	8.620
Taxes	810	2.960
Tax rate	59,8%	34,3%

- Tax savings have a smaller impact on pre-tax profit than the tax payable on the profits of profitable companies.

FY 2025 Net result and Adj. net result

€M	FY 2025	FY 2024
Net result reported	(2.294)	363
Goodwill amortization	2.864	2.413
Write down Dyloan	-	2.311
Windfall profit	(1.100)	-
Adj. net result	(531)	5.087
Group net result	(2.973)	(1.017)
Group goodwill amortization	2.499	2.195
Write down Dyloan	-	2.312
Windfall profit	(1.100)	-
Adj. Group net result	(1.575)	3.490

- It should be noted that – **if applied to the 2025 figures** – the **acquisition of the minority stake in SMT** from Camer (approx. 10%) would have resulted **in a profit of € 570,000, reducing the adj. Group net loss to € 1 million** (a reduction of one third).

FY 2025 Free cash flow: *Strong cash generation in the H2*

€M	FY 2025	FY 2024
Operating profit from operations	8,294	15,316
Adjustment for other non-cash items	(2,548)	(145)
Changes in nwc	1,699	365
Net financial payments	(676)	(148)
Taxation paid	(654)	(3,519)
Cash flow from operating activities	6,116	11,870

€M	H2 2025	H1 2025
Cash flow from operating activities	6,312	(196)
Capex	(8,338)	(4,699)
Free cash flow	(2,027)	(4,895)

ON EBITDA



Cash flow from operating activities	6,116	11,870
Net acquisition of intangible assets	(764)	(818)
Net acquisition of tangible assets	(12,273)	(5,899)
Free cash flow	(6,922)	5,153

- Different trend in the H2 compared with the H1.
- Possibility to limit the funding requirement arising from the very high volume of investments

FY 2025 Change in Net Financial Position

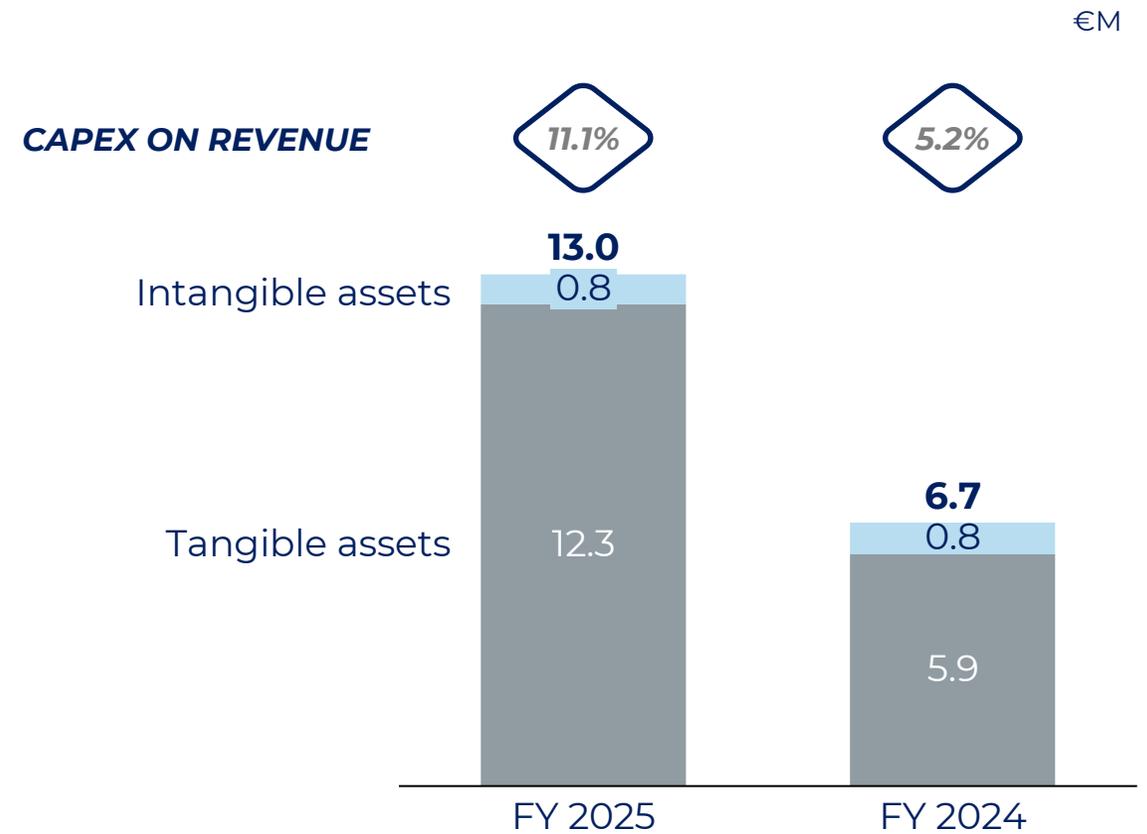
€/000	FY 2025	FY 2024
Starting NFP of the Group	(14,375)	642
NFP of newly consolidated companies	-	1,290
Free cash flow	(6,922)	5,153
Financial investments	1,868	589
M&A activities	-	(21,074)
Cash flow from changes in equity	(400)	(974)
Reduction (Increase) of NFP	(5,454)	(16,306)
Final NFP of the Group	(19,829)	(14,375)



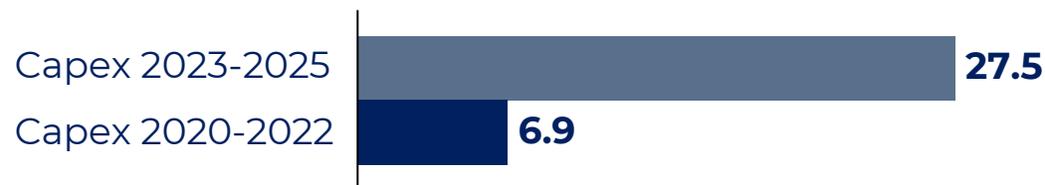
- Improvement in the NFP compared with the figure as at 30 September 2025 (a loss of €22.8 million), confirming the **Group's strong ability to generate cash**
- **Cash flow generation continued in the first two months of 2026.** Net debt as at 28 February stood at €20.5 million, following the purchase of €3 million worth of treasury shares in Società Manifattura Tessile.

FY 2025 Capex: Strategic investments continue

€M	FY 2025	FY 2024
IT investments	397	236
Works on third party property	329	352
Other	59	240
Disposal intangible assets	(20)	(10)
Net acquisition of intangible assets	764	818
Land and buildings	9,321	26
Plant and machinery	2,456	1,568
Equipment	45	103
Other tangible assets	836	439
Assets in progress	66	3,881
Disposal tangible assets	(450)	(118)
Net acquisition of tangible assets	12,273	5,899



- **New Pattern Headquarter:** € 9 mln (€ 3.7 mln in 2024)



FY 2025 Balance sheet

- Tax credit € 5.2 mln (€ 3.3 mln of VAT credit)

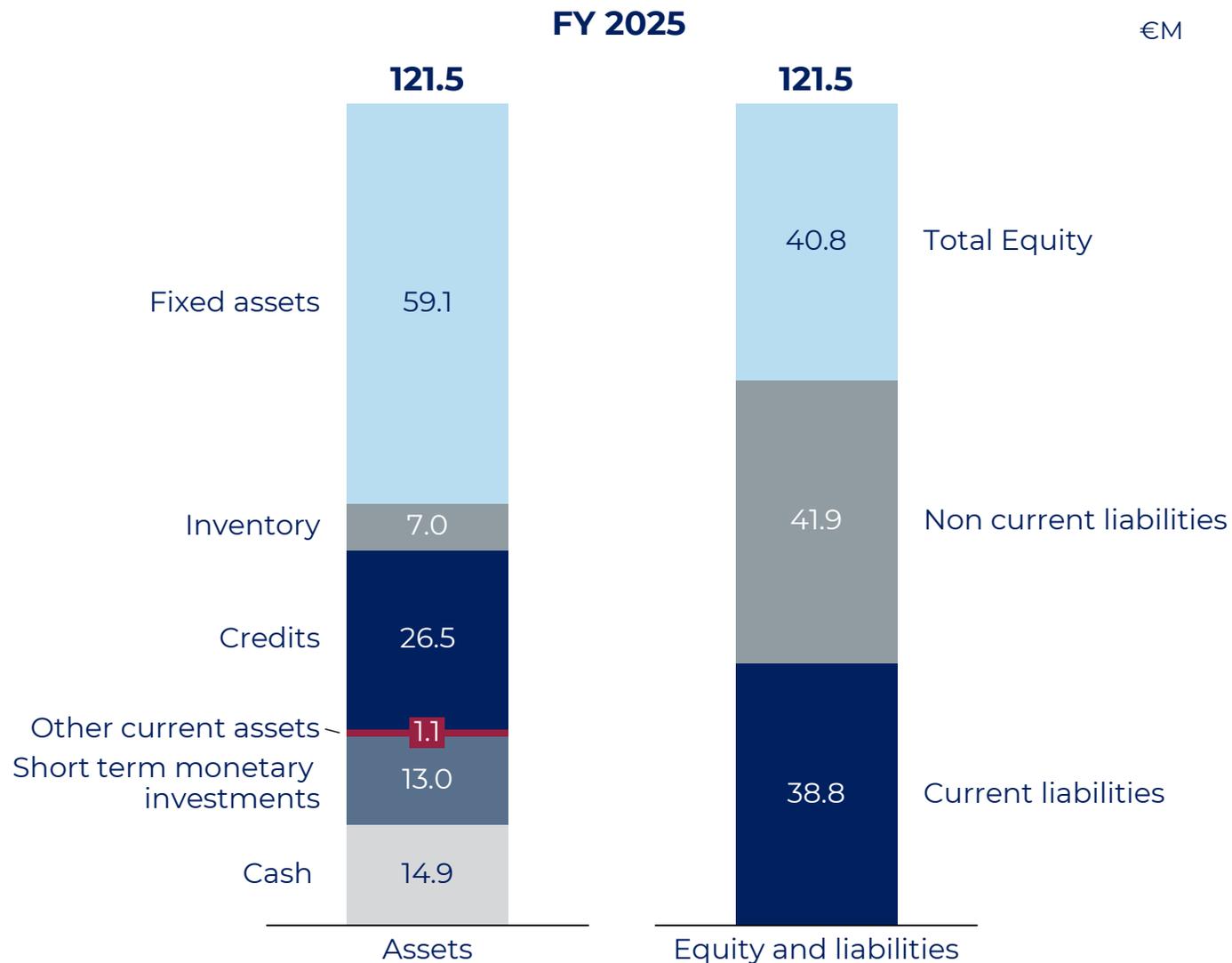
€M	FY 2025	FY 2024	Chg. %
Fixed assets	59,101	56,011	5.5%
Net working capital	8,056	8,344	-3.4%
Risk funds	(6,514)	(6,439)	1.2%
Net invested capital	60,643	57,916	4.7%
Equity	40,814	43,541	-6.3%
Net financial position	19,829	14,375	37.9%
Sources	60,643	57,916	4.7%

NET WORKING CAPITAL ON REVENUE

FY 2025



FY 2024



FY 2025 Net debt structure: *Extended duration, lower risk of rising debt costs, and high liquidity*

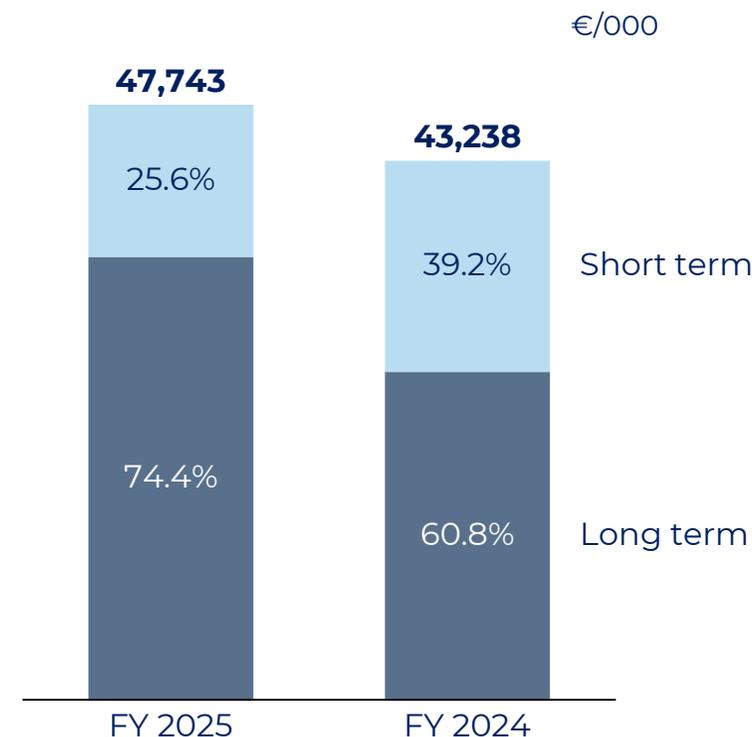
- Measures to extend debt maturities and increase the proportion of fixed-rate bank loans
- Fixed interest rate: 60.6%** (vs. 34.8% in 2024)

€M	FY 2025	FY 2024
Short term bank debt	10,819	14,100
Long term bank debt	34,525	19,908
Bank debt	45,343	34,008
Short term other financial debt	1,400	2,830
Long term other financial debt	1,000	6,400
Other financial debt	2,400	9,230
Current financial assets	(13,000)	(8,000)
Cash and cash equivalents	(14,914)	(20,863)
Liquidity	(27,914)	(28,863)
Net debt (Cash)	19,829	14,375

**CASH AND CASH EQUIVALENTS
ON REVENUE**

23.9%

22.5%



Debt repayments in the coming two years

€M	2025	2026	2027	Two years period
Annual repayment bank debt plan		9,745	8,250	17,995
Other repayment due to the M&A debt		1,400	1,000	2,400
Purchase of treasury shares in S.M.T.		5,759		5,759
Total financial commitments		16,903	9,250	26,153
Gross debt, at the end of the year	47,743	36,599	27,349	
Liquidity as of 31.12. 2025	27,914			
Short-term banking lines as of 31.12.2025 (not used)	13,500			

- The Pattern Group is able to meet the existing debt, guaranteeing the payment of the respective portions of the debt for the years 2026 and 2027, considering **only the liquidity, as of December 31, 2025**, without taking in consideration the cash generation in the next few years.
- Restoring financial flexibility to **support potential future M&A**



Q&A SESSION

Follow us:



Thank you

FY 2025 Income statement

€ 000	FY2025	FY2024	%
Sales revenues	115,374	125,794	-8.3%
Other revenues	1,591	2,221	-28.4%
Total Revenues	116,965	128,015	-8.6%
Change in inventories, semi and finished products	448	(1,516)	-129.6%
Value of production	117,413	126,499	-7.2%
Raw materials	(21,590)	(22,975)	-6.0%
Cost of services	(47,508)	(49,156)	-3.4%
Leases and rentals	(3,246)	(3,268)	-0.7%
Personnel Expenses	(37,607)	(36,993)	1.7%
Other operating expenses	(1,588)	(1,077)	47.4%
EBITDA	5,875	13,030	-54.9%
<i>EBITDA margin</i>	5.0%	10.2%	
D&A	(7,768)	(9,528)	-18.5%
EBIT	(1,893)	3,502	-154.1%
Income from investments	-	-	n.a.
Other financial income	1,506	776	94.6%
Financial expense	(1,097)	(955)	15.2%
Balance of financials	409	(179)	-328.5%
Value adjustments on net financial assets	-	(535)	-100.0%
Profit (loss) before tax	(1,484)	3,323	-144.7%
Taxes	(810)	(2,960)	-72.6%
Net income	(2,294)	363	-723.4%
Group Net income	(2,973)	(1,017)	192.3%

FY 2025 Balance sheet

(€ 000)	31/12/2025	31/12/2024	%
Intangible fixed assets	26,473.4	30,342.4	-12.8%
Tangible fixed assets	31,282.3	23,501.8	33.1%
Financial fixed assets	1,344.9	2,167.1	-37.9%
Fixed Assets	59,100.6	56,011.3	5.5%
Warehouse	6,968.2	5,420.1	28.6%
Trade Receivables	19,248.2	20,343.2	-5.4%
Other Receivables	7,213.0	9,447.7	-23.7%
Prepayments and accrued income	1,085.8	1,246.7	-12.9%
Working Capital	34,515.2	36,457.7	-5.3%
Trade Payables	(16,934.2)	(17,647.9)	-4.0%
Other Payables	(6,952.4)	(7,372.2)	-5.7%
Accrued expenses and deferred income	(2,572.4)	(3,093.0)	-16.8%
Net Working Capital	8,056.2	8,344.6	-3.5%
Funds	(6,513.8)	(6,439.6)	1.2%
Net Invested Capital	60,643.0	57,916.3	4.7%

(€ 000)	31/12/2025	31/12/2024	%
Shareholders' Equity	40,813.9	43,541.1	-6.3%
<i>Group Shareholders' Equity</i>	<i>33,314.9</i>	<i>36,315.2</i>	<i>-8.3%</i>
Short term bank debt	10,818.7	14,100.3	-23.3%
Medium term bank debt	34,524.7	19,907.8	73.4%
Other financial debt	2,400.0	9,230.0	-74.0%
Financial debt	47,743.4	43,238.1	10.4%
Current Financial assets time-deposit	(13,000.0)	(8,000.0)	62.5%
Cash and Cash equivalents	(14,914.3)	(20,862.9)	-28.5%
Total liquidity	(27,914.3)	(28,862.9)	-3.3%
Net Debt/(Cash)	19,829.1	14,375.2	37.9%
Total Sources	60,643.0	57,916.3	4.7%