Ermenegildo Zegna Group



CUSTODIAN OF AUTHENTICITIES

Filiera Experience

16 December 2025

Filiera's OVERVIEW – The Textile Platform



Textile platform

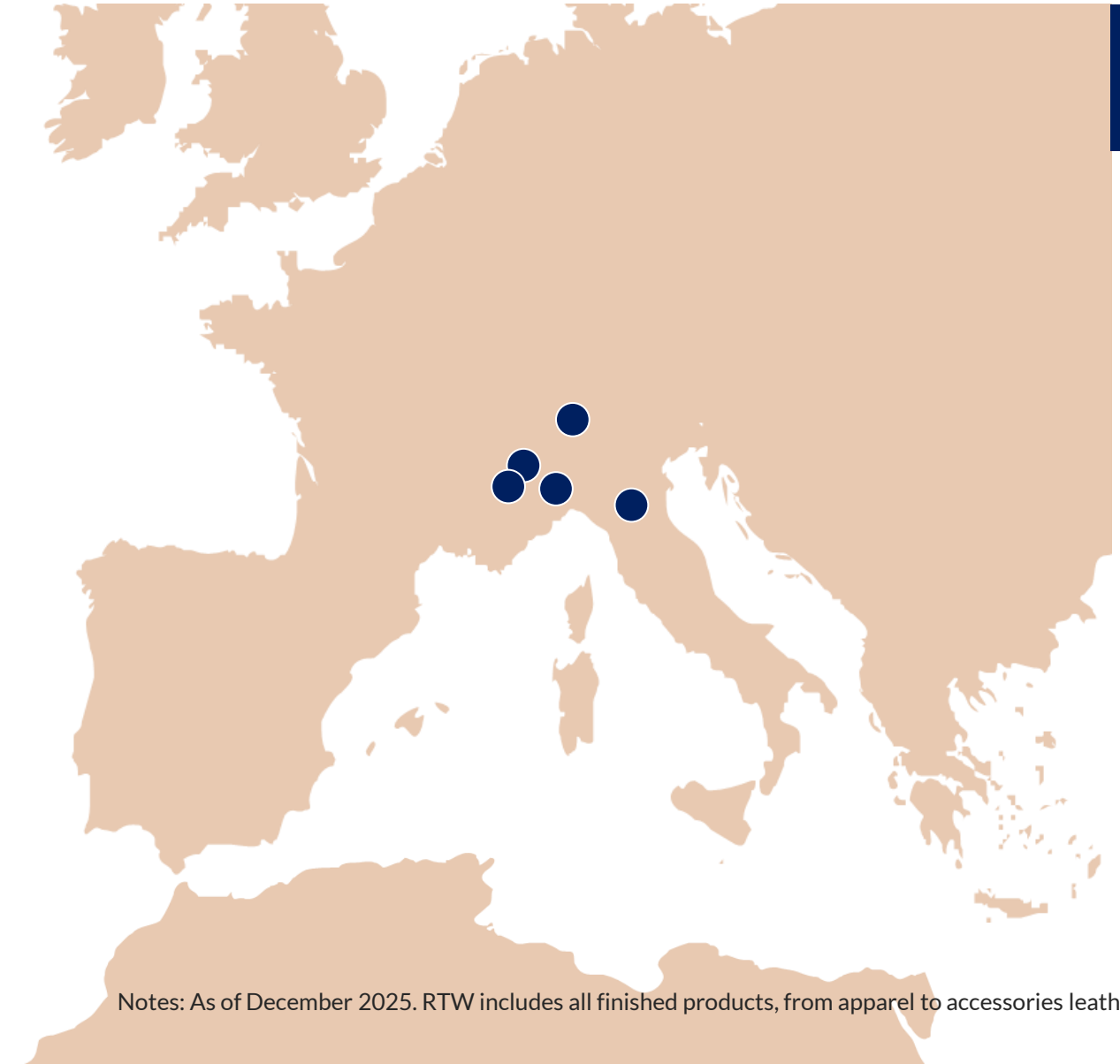
- **Lanificio Zegna (LEZ):** Valdilana (Biella), fully owned, 471 employees
- **Bonotto:** Colceresa (Vicenza), 60% stake, 87 employees
- **Gruppo Dondi:** Carpi (Modena), 65% stake, 149 employees
- **Tessitura Ubertino:** Valdilana (Biella), 60% stake, 19 employees
- **Pettinatura di Verrone(1):** Valdilana (Biella), 15% stake
- **Filati Biagioli Modesto(1):** Montale (PT), 48.5% stake

More than 700 people employed in the Textile Platform.

c.40% of the Textile Platform's production is utilized by the Group's brands.

Notes: As of December 2025. (1) Investments accounted for using the equity method.

Filiera's OVERVIEW – the RTW Internal production



RtW(1) Production Plants

- **Mendrisio (Switzerland):** 800 employees
- **San Pietro Mosezzo (Novara):** 580 employees
- **Oleggio (Novara):** 220 employees
- **Verrone (Biella):** 170 employees
- **Parma (2 sites):** 350 employees

c. 2,120 people are employed in the RtW production plants.

Approximately 50% of the Group's production and 60% of ZEGNA brand one is carried out internally.

Notes: As of December 2025. RTW includes all finished products, from apparel to accessories leather good and shoes.

RtW Production Sites - Deep Dive

(operated since)

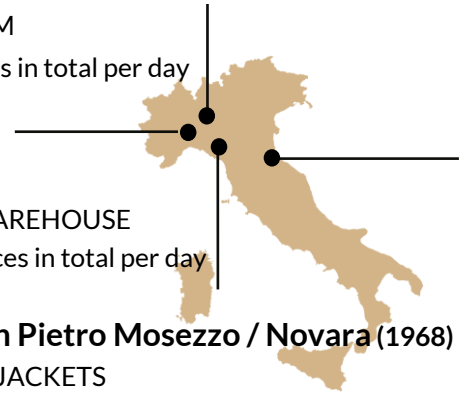
ITALY

Oleggio (2016)
- RAW MATERIAL WAREHOUSE
- CUTTING ROOM

Capacity: 500 pieces in total per day

Verrone (1975)
- KNITWEAR
- RAW MAT. WAREHOUSE

Capacity: 500 pieces in total per day



Parma (2003)
- FOOTWEAR
- LEATHER GOODS
- OUTERWEAR
- RAW MAT. WAREHOUSE

Capacity: 400 shoes, 250 belts, 30 outerwear, 10 LG per day

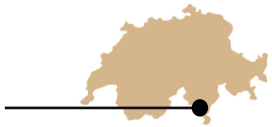
San Pietro Mosezzo / Novara (1968)
- JACKETS
- TROUSERS
- OVERSHIRTS
- FINISHED PRODUCT WAREHOUSE

Capacity: 240 jackets, 25 trousers per day

SWITZERLAND

Mendrisio (1977)
- JACKETS
- TROUSERS
- SHIRTS
- OVERSHIRTS
- FINISHED PRODUCT WAREHOUSE

Capacity: 225 jackets, 215 trousers, 70 shirts per day



ZEGNA | TOM FORD FASHION | THOM BROWNE NEW YORK

Third Parties Brands

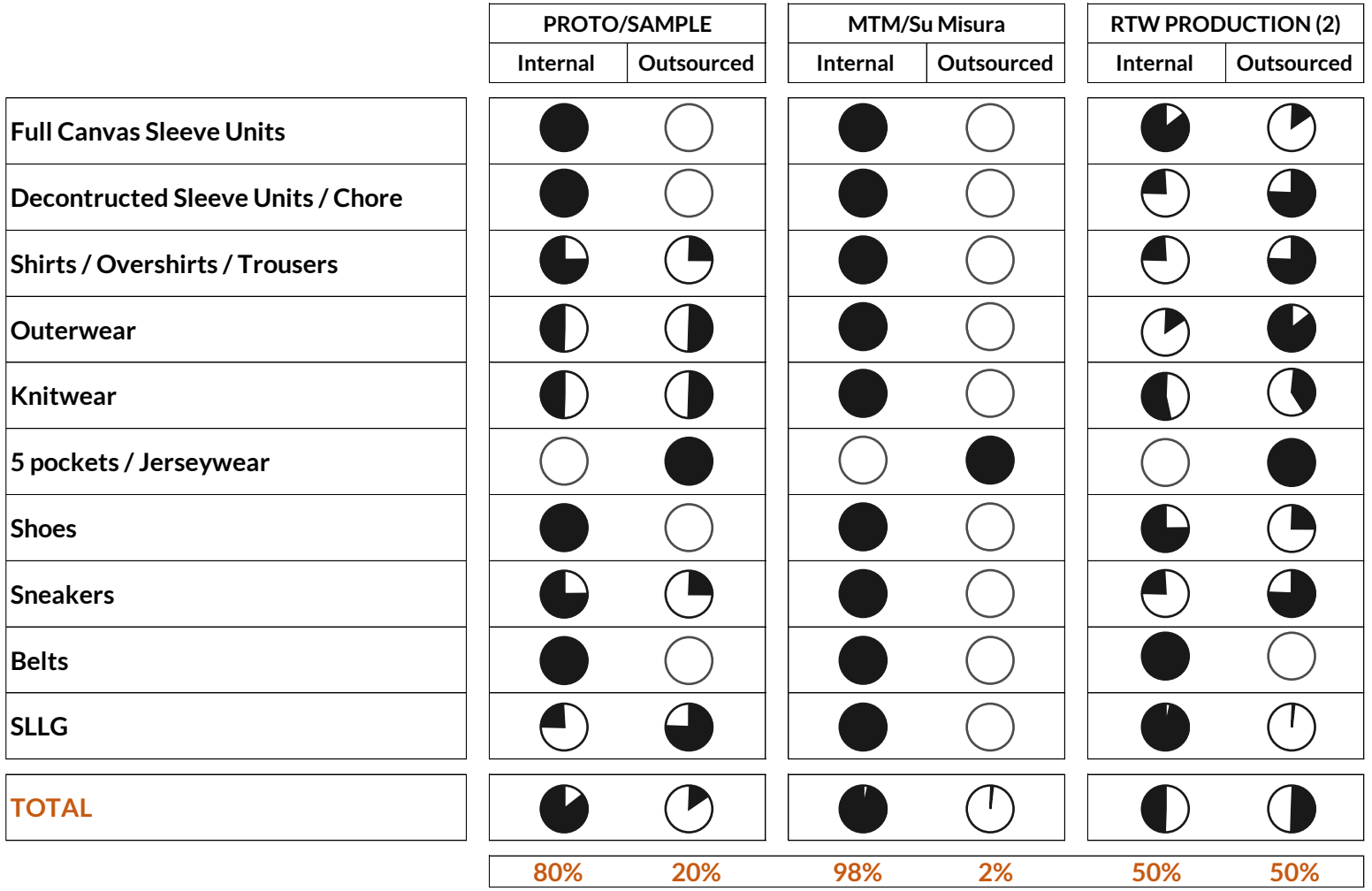



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DEEP DIVE ON ZEGNA BRAND PRODUCTION CAPACITY



ZEGNA brand internal and outsourced production(1)



- **Prototypes and samples** are produced internally **at 80%**
- ***Su Misura* (MTM)** nearly at **100%**
- **Ready-to-wear (RTW)**(2) production volumes are allocated internally at **around 50%,** with some high-value categories such as canvas sleeve units almost entirely made in-house
- **2026-2027**: We estimate to keep the same amount of in-house RTW Production with the two important exceptions of outerwear and shoes/sneakers for which we will **increase the in-house share at around 50%.**

Notes: (1) Production breakdown estimated on the basis of COGS value, (2) Ready-to-Wear includes all products that are ready to be sold (i.e. It excludes *Su Misura and Bespoke*).

MAIN PROJECTS

Increase shoes and outerwear in-house	• New plant in Parma for shoes and leather accessories to be ready in Q4 2026 able to reach a capacity of about 50% of our needs.
Reshoring in Italy	• Reshoring in Italy from abroad. As an example, we relocated the raw materials warehouse and the cutting room for tailoring in Italy from Switzerland, we opened a new trousers line in Italy.
High-end sleeve units	• In the last 2 years we experienced an increase in demand of high-end products that require more manual stitching both at ZEGNA and TOM FORD FASHION (in jackets and suits), thus more than 70 people were trained for these phases of working.

Additional c. 300 new hirings in Italy in 2024-2027 to be employed.

Efficiencies plans	• Efficiency ramp up in the areas where we increased the internal capacity like outerwear, sleeve units and shoes. • Increased use of solar panel systems to reach at least 1/3 of energy used generated internally. The remaining 65% purchased is fully generated from renewable sources.

DEEP DIVE ON SAN PIETRO MOSEZZO PRODUCTION PLANT



HISTORY

1968
Start of operations at the Novara site, via Custodi – production of full-canvas tailored jackets and finished-goods warehouse

2006
Relocation of the finished-goods warehouse to the new site in San Pietro Mosezzo (Novara)

2014
Relocation of the sewing and ironing departments to the new site in San Pietro Mosezzo (Novara)

2023
New line for deconstructed jackets and prototypes

2025
New line for trousers

HOW IT WAS
Via Custodi – Novara (till 2013)







WHAT WE BECAME

Via Dante Alighieri – San Pietro Mosezzo (Novara)









FOOTWEAR PRODUCTION PLANT





PARMA NEW FOOTWEAR PRODUCTION PLANT

Operations will start in Q4 2026