

Ermenegildo Zegna Group



CUSTODIAN OF AUTHENTICITIES

Filiera Experience

16 December 2025

Filiera's OVERVIEW – The Textile Platform



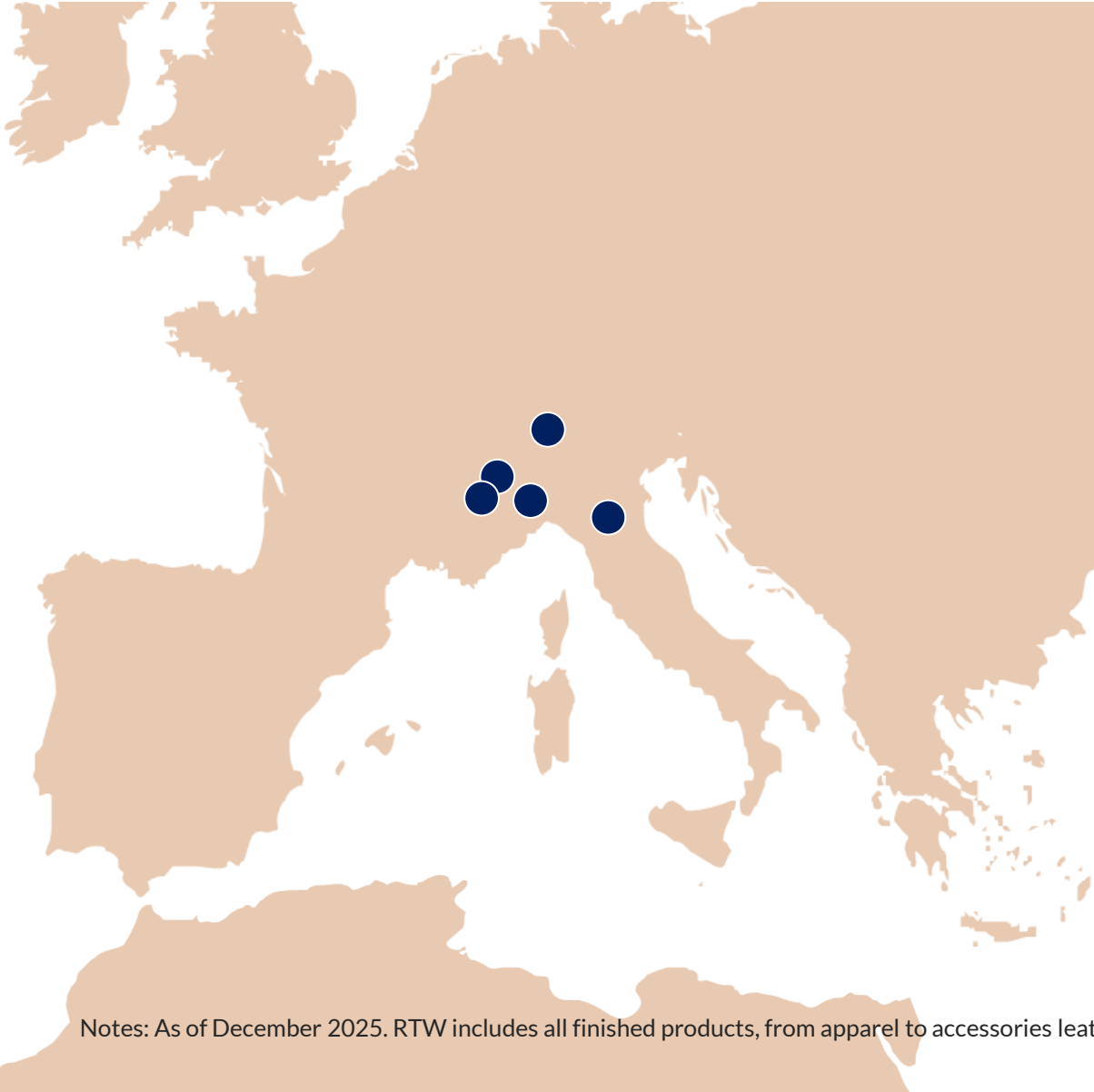
Textile platform

- **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.

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.

RtW Production Sites - Deep Dive

(operated since)

Oleggio (2016)

- RAW MATERIAL WAREHOUSE
- CUTTING ROOM

ITALY

Verrone (1975)

- KNITWEAR
- RAW MAT. WAREHOUSE

Parma (2003)

- FOOTWEAR
- LEATHER GOODS
- OUTERWEAR
- RAW MAT. WAREHOUSE

San Pietro Mosezzo / Novara (1968)

- JACKETS
- TROUSERS
- OVERSHIRTS
- FINISHED PRODUCT WAREHOUSE

Mendrisio (1977)

- JACKETS
- TROUSERS
- SHIRTS
- OVERSHIRTS
- FINISHED PRODUCT WAREHOUSE

SWITZERLAND

ZEGNA

TOM FORD
FASHION

THOM BROWNE
NEW YORK

Third Parties
Brands

UNIQUE
CRAFTSMANSHIP and
KNOW-HOW



CONSITEX SA

DEEP DIVE ON ZEGNA BRAND PRODUCTION CAPACITY



ZEGNA brand internal and outsourced production⁽¹⁾

	PROTO/SAMPLE		MTM/Su Misura		RTW PRODUCTION (2)	
	Internal	Outsourced	Internal	Outsourced	Internal	Outsourced
Full Canvas Sleeve Units						
Deconstructed Sleeve Units / Chore						
Shirts / Overshirts / Trousers						
Outerwear						
Knitwear						
5 pockets / Jerseywear						
Shoes						
Sneakers						
Belts						
SLLG						
TOTAL						
	80%	20%	98%	2%	50%	50%

- **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

2014

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

2025

New line for trousers

2006

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

2023

New line for deconstructed jackets and prototypes

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