



FY2024 Results
Conference VideoCall

PATTERN
GROUP

March 27th, 2025

Today's speakers

**Luca
Sburlati**



CEO

- Institutional role on President-designate of Confindustria Moda
- 12 years in Pattern
- 17 years of Fashion & Luxury industry experience as a Top Manager
- Education: Executive MBA Bocconi / Graduated International Political Sciences



**Innocenzo
Tamborrini**



CFO

- 15 years in Pattern
- 22 years as CFO and Senior Controller
- Education: Graduated in Economics



**Sara
De Benedetti**



*Investor Relations
Manager*

- 6 years in Pattern
- 13 years in communication, last 9 years focused on the International Fashion Industry
- Education: MSc Bocconi in Economics





PATTERN
GROUP

is a

**landmark for top-end
Luxury Fashion**

Engineering & Production

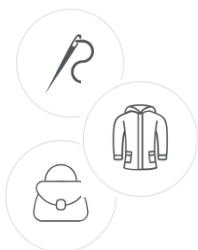


1. **FY2024 Overview**
2. **Market, Outlook & Group Strategy**
3. **Financials FY2024**



FY2024 Overview

FY2024 Overview



Resilient results, slightly above expectations. FY2024 revenue in line with the FY2023 proforma* revenue. The sharp decline in **Leather goods** was offset by growth in **Knitwear**, strengthened by the acquisition of Umbria Verde Mattioli, and the solid hold of **Ready To Wear**.



Success factors:

- a) a mix of customers that is on average more "resilient";
- b) the willingness of customers to invest in innovation and the development of new products to introduce fresh and updated offerings to the markets.



Targeted **acquisition strategy** on specialised product development and engineering companies decisive



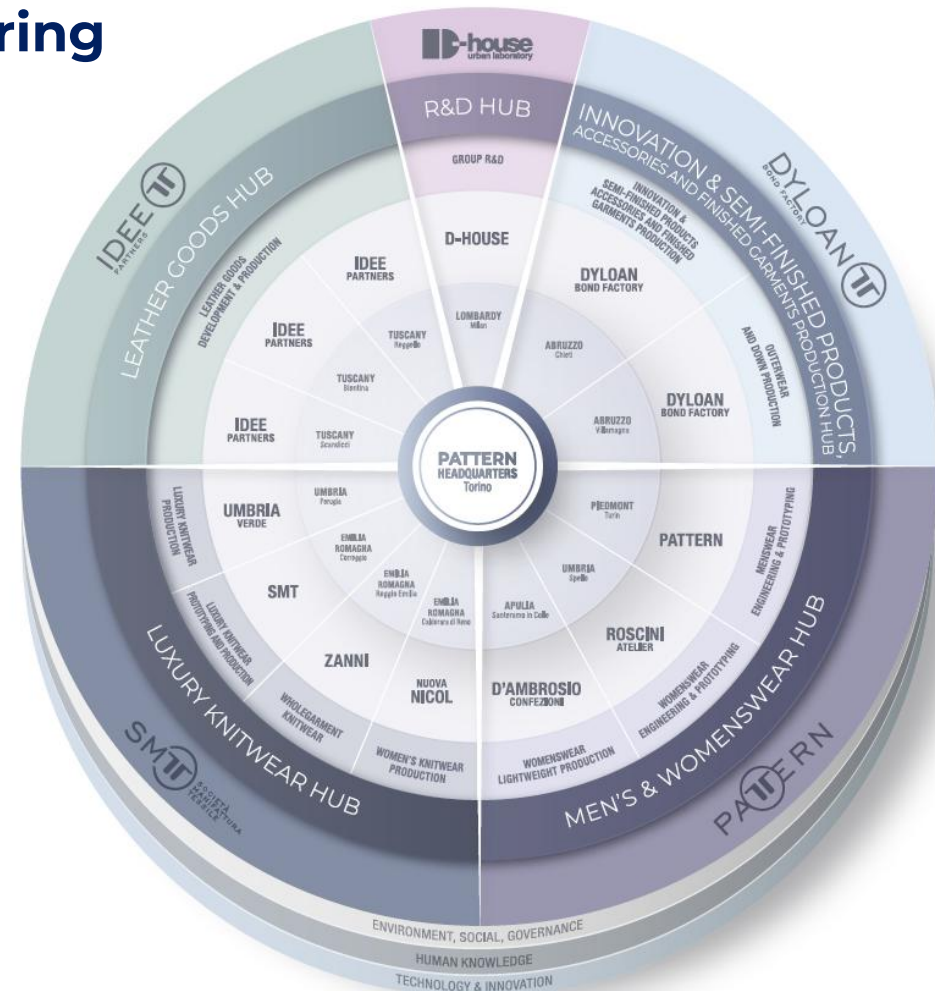
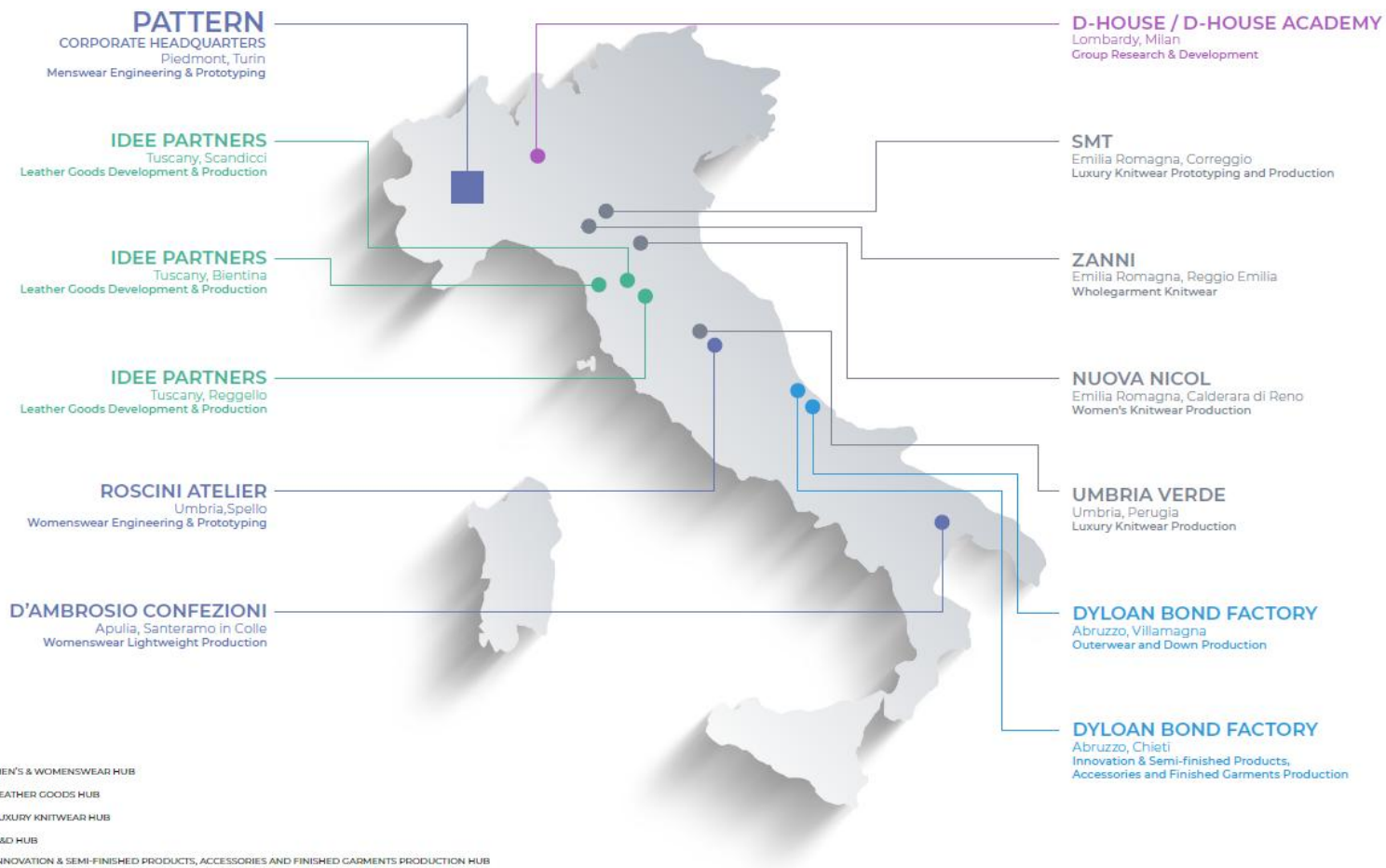
The creation of **specialised Operating Centres** has optimised industrial and logistical synergies, improving efficiency and reorganization



Innovation remains central to the future, with investments in sustainable technologies thanks to DHouse and Dyloan Bond Factory, leading the transition to 'circular design'.

* Proforma sales revenue as of December 31, 2023 does not include the business unit subsequently sold to Burberry at the beginning of October 2023.

The Italian Hub of Luxury Fashion Engineering & Production



Pattern Group is present in the **main product categories** (men's and womenswear, knitwear, still fabrics, leather goods, clothing and accessories) starting from the **Research and Engineering** phase all the way through to **Production**



Market, Outlook & Group Strategy



Pattern Group Outlook 2025: Challenges at every turn

The global fashion industry faces economic uncertainty, a dynamic market, and consumer behavior shifts. Finding pockets of growth means navigating a complex maze.

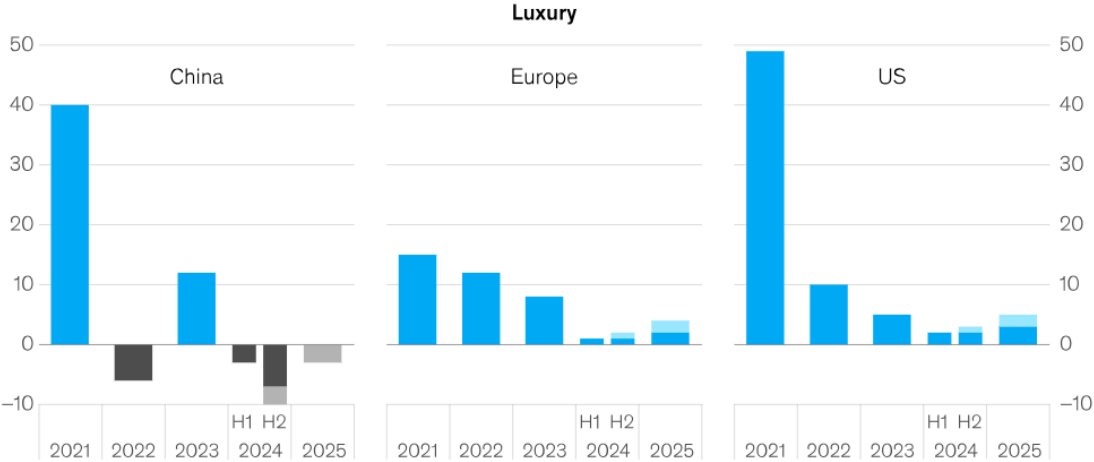
2025 appears to be an even more complex year due to the uncertainty generated by both the **ongoing conflict** and **US trade policies**, which generate serious uncertainty in the fashion industry and in the retail markets. **Tariffs** could be a further element of contraction in volumes and indirectly in margins due to a push by brands to cut supply prices.

The current year therefore appears to be one of the most complex years to manage for the entire luxury sector. In this scenario, the gap between top luxury and fashion luxury will increase further.

China, an extraordinary reference market for the luxury sector, is changing its paradigm.

Government stimulus measures are expected to support domestic versus international brands and it can't be imagined a significant recovery of this market in the short-term.

YEAR-OVER-YEAR IN FASHION RETAIL SALES



*McKinsey&Company The State of Fashion 2025

2025 represents a challenging year in Italy, characterized by the **shutdown of several companies**, following up on year 2024 where the balance between new and closed businesses was in negative for over 1500 companies.

A further contraction in volumes and tension on margins is expected on **the domestic market of fashion (Made in Italy)**.

- The Group is well-positioned on a clients' portfolio **placed at the top of the market pyramid**, brands that typically give value to their products over time.
- What is expected is a **very weak first half of the year** and likely a **slight increase of results in the second part**.
- The **Group's M&A policy is confirmed** in case of "outstanding" companies focused on Product Development and entrepreneurs aligned with the **Industrial Project** of the Group.

Group Strategy - The Italian Hub of Luxury Fashion Engineering & Production

Pattern Group is present in the **main product categories** (men's and womenswear, knitwear, stationary fabrics, leather goods, clothing and accessories) starting from the **Research and Engineering** phase all the way through to **Production**



Investments on ESG, Strategic HR and Plants&Facilities

2024

Achieved SA8000 Certification on Social Accountability for all the companies and plants of the Group. One-of-a-kind achievement in the Italian fashion industry



By 2027

Harmonization across all plants for ISO 14001 and ISO 45001 Certifications for environmental and occupational safety



2025 – 2030 ESG Integrated Strategic Plan

Decarbonization
Structural investment aiming at achieving 100% electricity from renewable sources. Implementation of photovoltaic systems at all production sites

Industrial Waste Management
Commitment to transition to a Circular Economy model

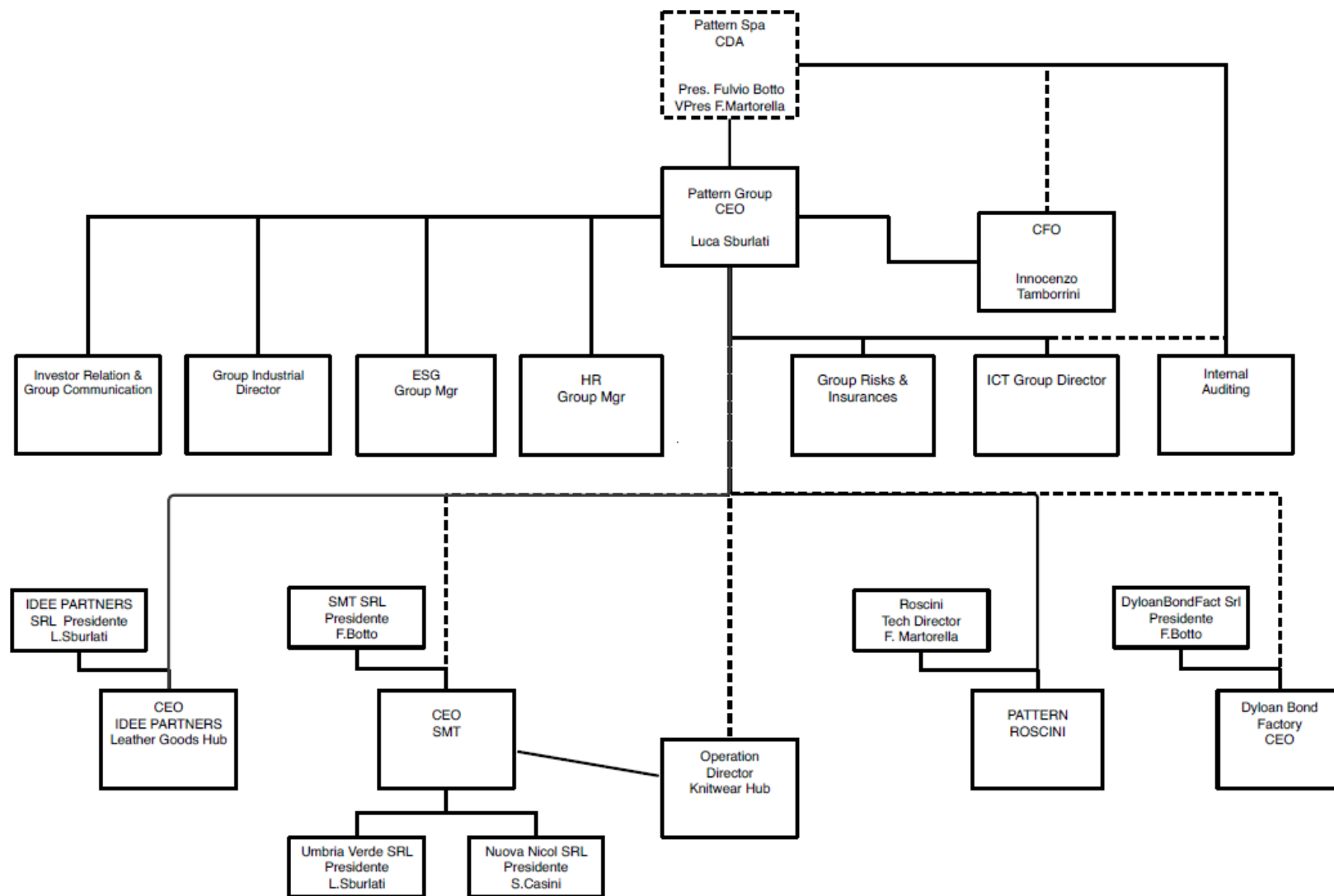
Launch of the first Advanced Platform for Traceability and Management of Textile Waste for recovery and regeneration of scrap, developed in collaboration with Retex.Green, a consortium for managing textiles and fashion at the end of their life with Pattern as a founding member. The platform enables the tracks information throughout production stages, calculates expected scrap, and enables the activation of the recycling chain in advance

STRENGTHENING OF THE MANAGEMENT TEAM WITH THE NEW GROUP INDUSTRIAL DIRECTOR, MAURIZIO SAVIOLI

January 2025

Entrance of Dr. Maurizio Savioli in the staff with the role of **Group Industrial Director**.

Maurizio Savioli has significant experience in the role of Managing Director of DiMar Group Spa, a leading company in the leather goods sector, and, previously, in Operational roles in various companies including Ferrero Spa. Maurizio's main objectives will be the **technical and technological harmonization** of the supply chain and the **strengthening of lean management** across the Group's companies.



Investments on *ESG, Strategic HR and Plants&Facilities*

Inauguration is confirmed in Sept/Oct 2025 of the new **Headquarters** in Turin, where the group leader Pattern will be established.

- 22,000 sqm area and an approximately 6,000 sqm site spread over three levels
- Fully energy self-sufficient thanks to photovoltaic and geothermal systems
- LEED Gold Certification
- Intesa Sanpaolo loan thanks to SACE Green Guaranty



The background features a close-up of a grey calculator, a silver and black pen, and a financial chart with a y-axis ranging from 0 to 2,800. The chart includes a line graph and a bar chart. The text 'Financials FY2024' is overlaid in the bottom left corner.

Financials FY2024

FY2024 Key figures

SALES REVENUE

€ 125.8 M
*in line vs 2023
 proforma¹ revenue*

SALES REVENUE

€ 125.8 M
*-13.6%
 vs reported*

EBITDA

€ 13.0 M
-30.8%

EBITDA Margin

10.2%

**GROUP
 NET PROFIT ADJ.²**

€ 3.7 M

GROUP NET PROFIT

€ -1.0 M

FREE CASH FLOW

€ 4.0 M

CAPEX

€ 6.7 M

GEARING RATIO³

33%

¹ Proforma sales revenue as at 31 December 2023 does not include the business unit that was sold to Burberry at the beginning of October 2023.

² The Net profit adj. is obtained by subtracting goodwill amortization and the write-down of Dyloan goodwill.

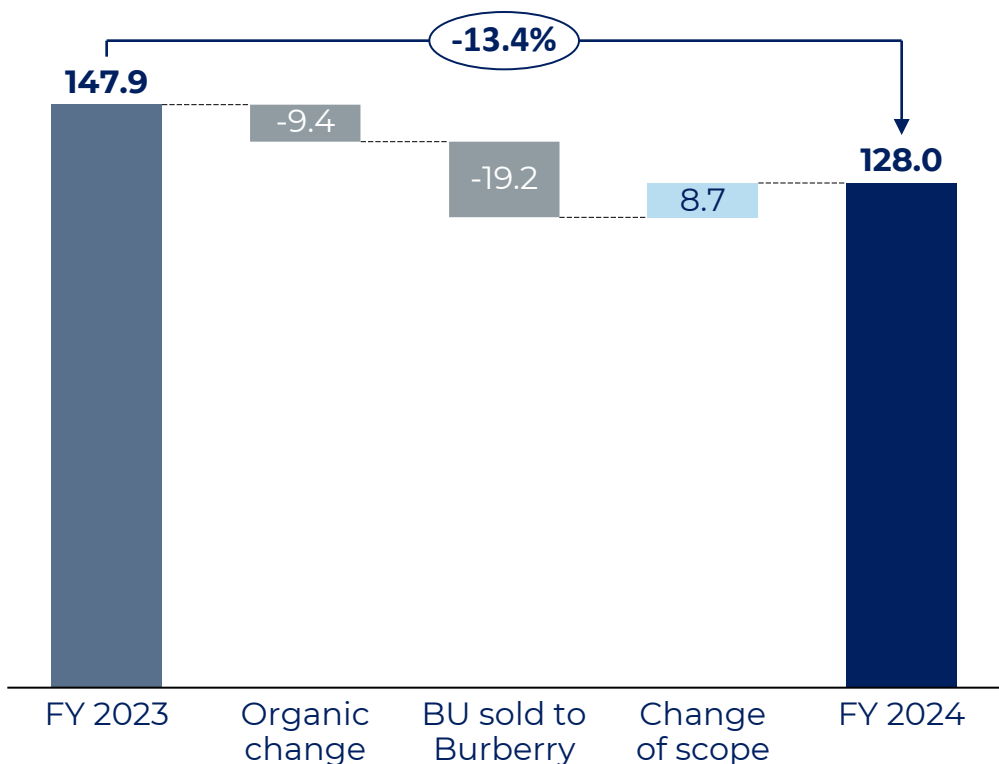
³ Net debt/Equity

FY2024 Total Revenue: *Positive result vs. market*

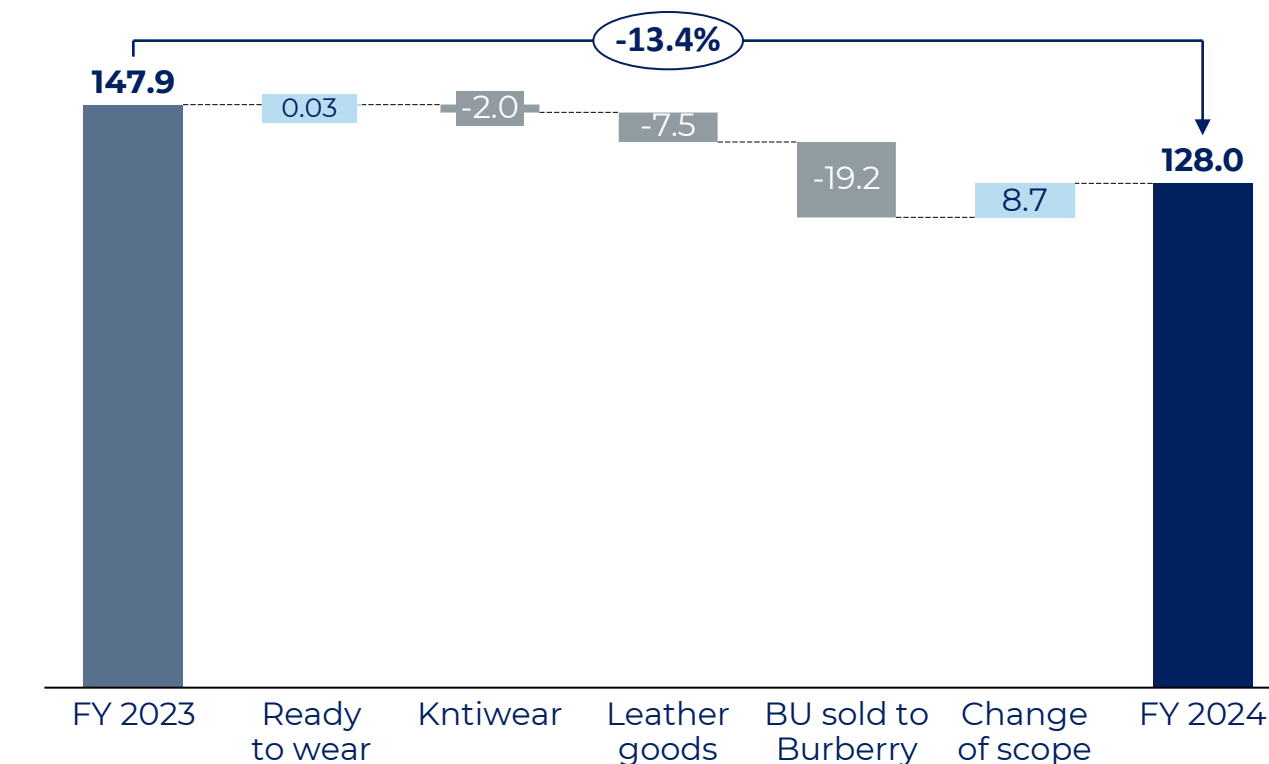
- Impact of the change of scope
- Significant decrease in the Leather goods sector **(-25,8%)**

€M

Change in Total Revenue



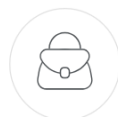
Change in Total Revenue by sector



2H2024 vs 1H2024 Total Revenue evolution

TOTAL REVENUE
€ 128.0 M

STRONG IMPACT OF UVM



Decrease of *Leather goods* concentrated in 1H



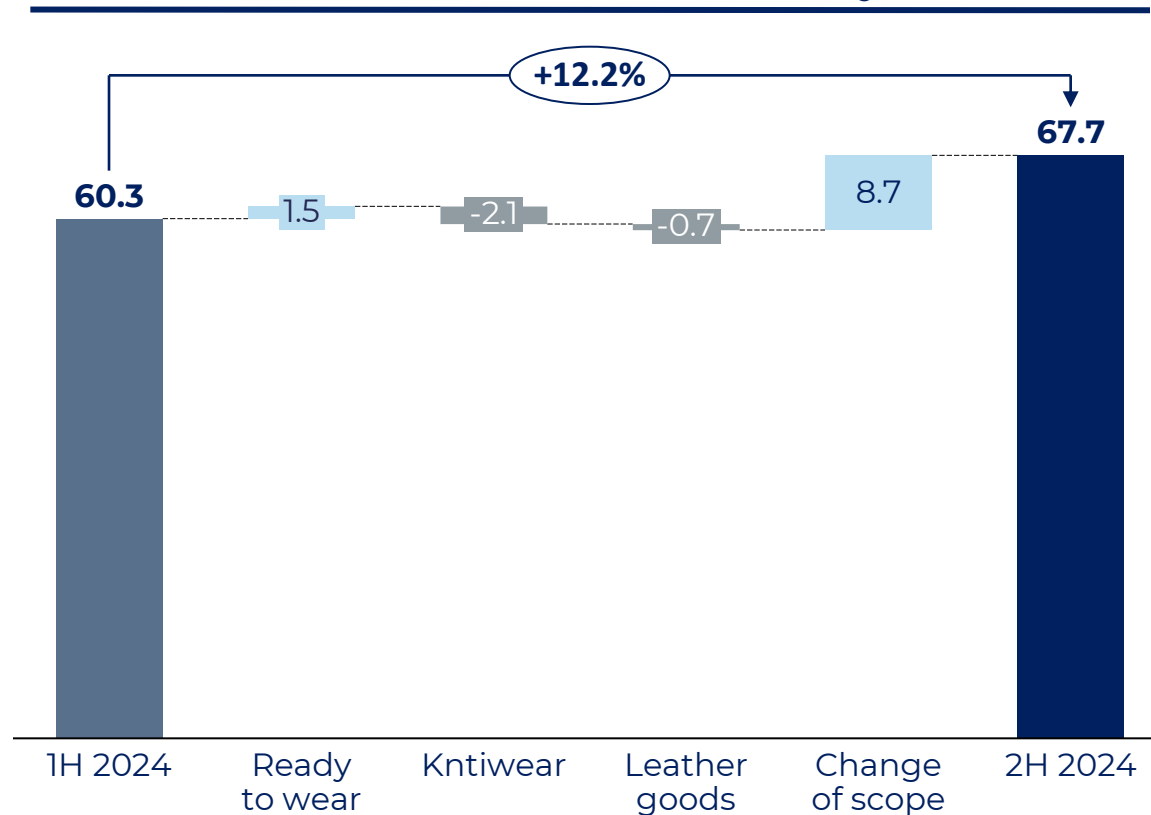
Partial slowdown in the *Knitwear* sector



Positive result in *Ready to wear*

€M

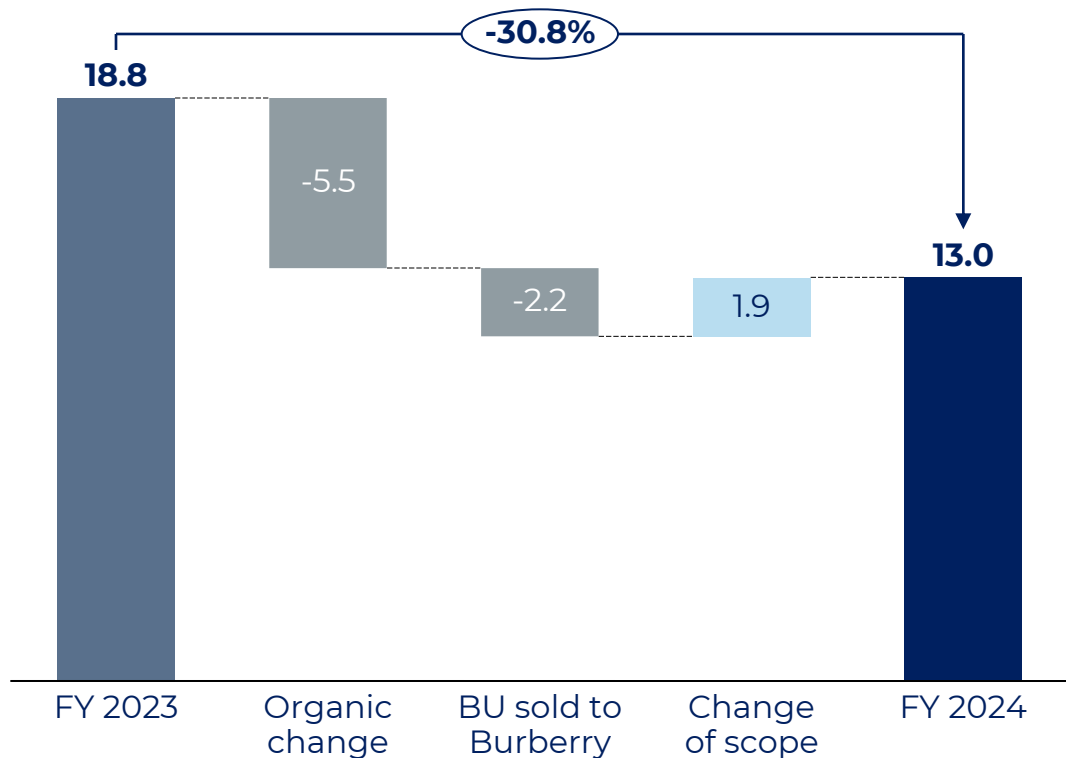
2H vs. 1H Total Revenue evolution by sector



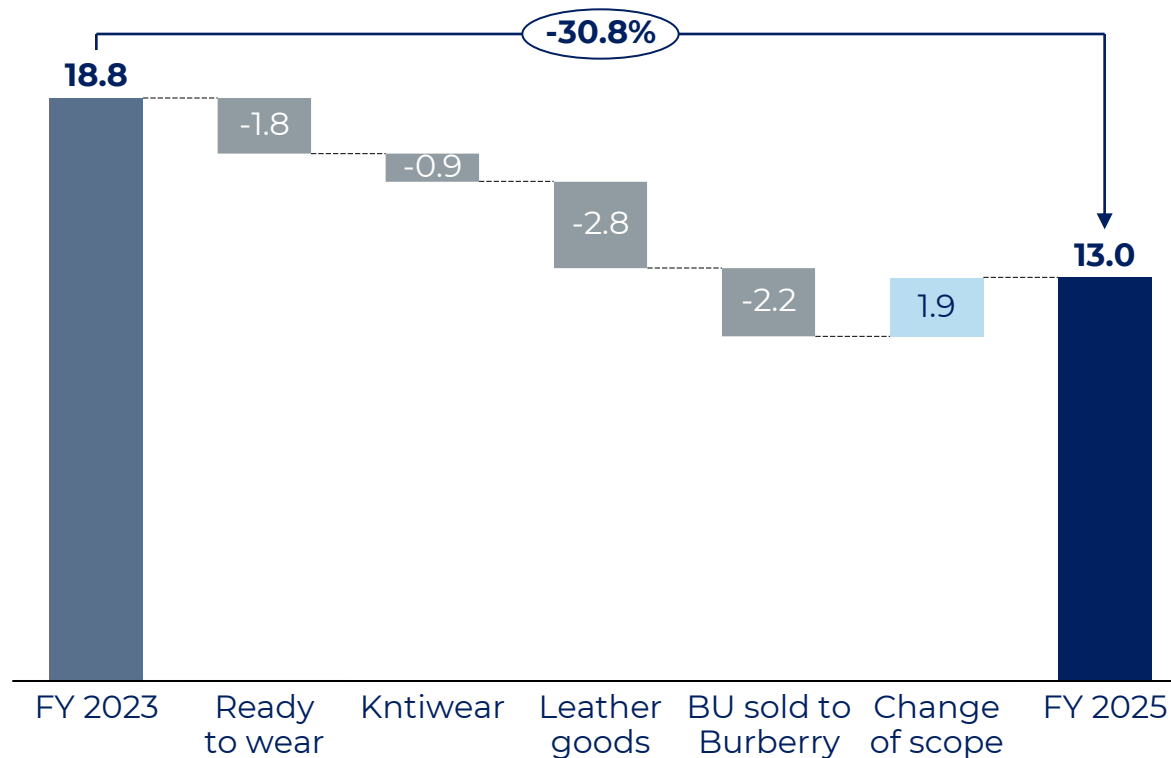
FY2024 Ebitda

€M

Change in Ebitda



Change in Ebitda by sector



- **Ebitda Margin 10.2%**
- 6 months Ebitda of UVM (€ 1.9 mln) almost in line with 9 months of the BU sold to BBY (€2.2 mln)
- Decrease in Ebitda deriving from Leather goods sector and Dylolan

FY2024 Net Financial Result and Income Taxes

€/000	FY 2024	FY 2023
Net financial income	769	290
Cost of net debt	(955)	(831)
Other financial income and expenses	4	11
Net foreign exchange (losses)	3	(23)
Net Financial Result	(179)	(553)

COST OF DEBT



- Strong improvement of the net financial result, due to the return on the monetary investments
- **Cost of debt remained low** (average euribor in 2024 at 3.3%)

€/000	FY 2024	FY 2023
Gross Profit	3,323	28,097
Profit from disposal bu BBY		(20,246)
GW amortization	2,413	1,961
GW Dyloan write-down	2,311	4,000
Extraordinary D&A costs	573	
Gross Profit adj.	8,620	13,812
Taxes	2,960	4,712
Tax rate	34.3%	34.1%

- The advance taxes of loss-making companies are not proportional to the taxes calculated in profitable companies

FY2024 Net Profit and Adj. Net Profit

€/000	FY 2024	FY 2023
Net Profit	363	23,385
Goodwill amortization	2,413	1,961
Write down Dyloan	2,311	4,000
BBY business unit capital gain	-	(19,192)
Adj. Net Profit	5,087	10,154
Group Net Profit	(1,017)	21,119
Goodwill amortization	2,413	1,961
Write down Dyloan	2,311	4,000
BBY business unit capital gain	-	(19,192)
Adj. Group Net Profit	3,707	7,888

FY2024 Free cash flow: *Good cash generation*

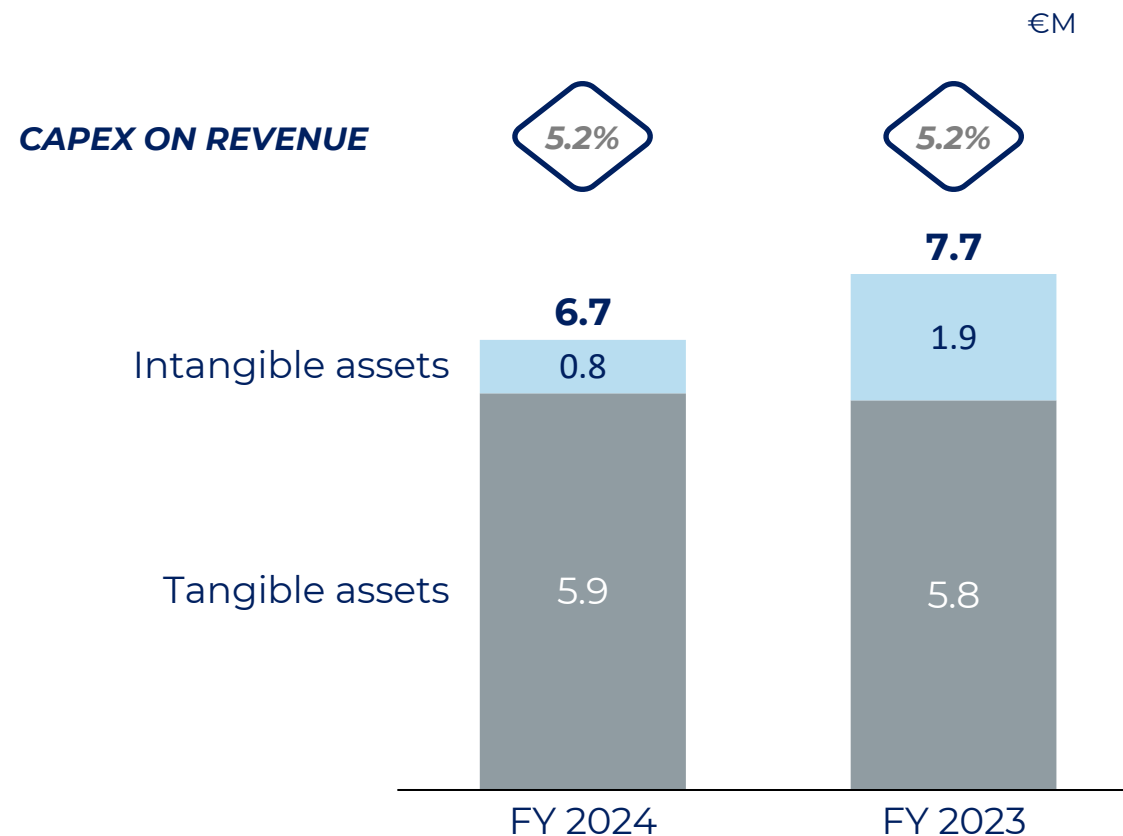
€/000	FY 2024	FY 2023
Operating profit from operations	3,473	8,361
Cash flow before changes in nwc	10,498	10,337
Changes in nwc	365	5,580
Taxation paid	(3,519)	(4,022)
Net financial payments	(148)	(507)
Cash flow from operating activities	10,669	19,749
ON EBITDA		
	82%	105%
Cash flow from operating activities	10,669	19,749
Net acquisition of intangible assets	(818)	(1,888)
Net acquisition of tangible assets	(5,899)	(5,830)
Free cash flow	3,952	12,031

- Good cash generation - despite the investments pace - due to:
 - a) the marginality
 - b) the usual cash conversion capability

- In 2023 changes in NWC of € 5.6 mln for the business unit sold to BBY

FY2024 Capex: Focus on plants&facilities, technological and ESG

€/000	FY 2024	FY 2023
IT investments	236	186
Works on third party property	352	1,492
Other	240	215
Disposal intangible assets	(10)	(6)
Net acquisition of intangible assets	818	1,887
Land and buildings	26	2,451
Plant and machinery	1,568	2,609
Equipment	103	113
Other tangible assets	439	386
Assets in progress	3,881	319
Disposal tangible assets	(118)	(49)
Net acquisition of tangible assets	5,899	5,829

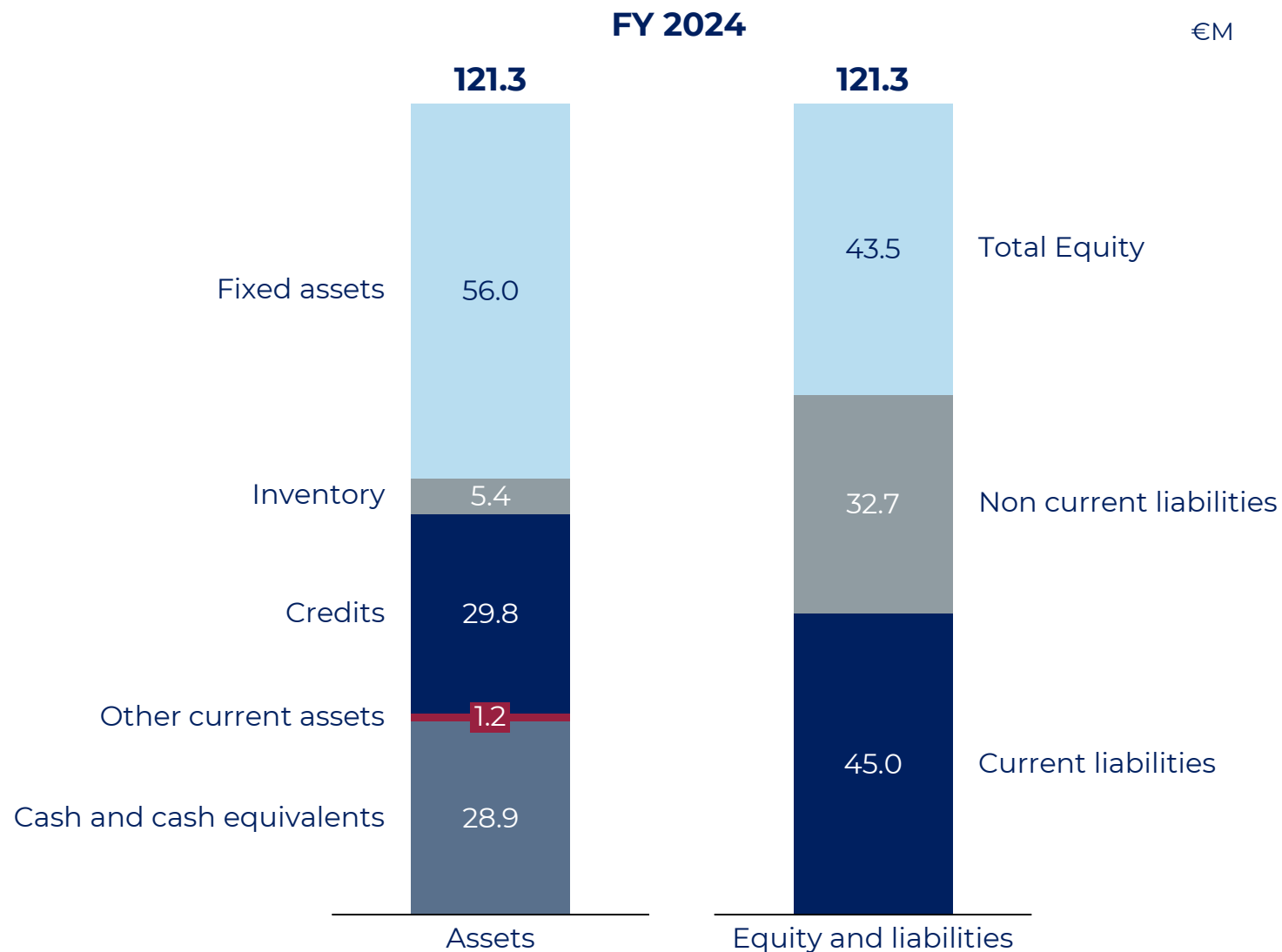


- **New Pattern Headquarter:** € 3.7 mln
- **Capex 2022-2024:** € 18 mln

FY2024 Balance sheet: *Solid financial structure*

€/000	FY 2024	FY 2023
Fixed assets	56,011	41,998
Net working capital	8,344	5,276
Risk funds	(6,439)	(5,421)
Net invested capital	57,916	41,853
Equity	43,541	42,495
Net financial position	14,375	(642)
Sources	57,916	41,853

- Tax credit € 8 mln (€ 5.7 mln of VAT credit)



FY2024 Change in Net Financial Position

€/000	FY 2024	FY 2023
Starting NFP of the Group	642	(13,853)
NFP of newly consolidated companies	1,289	1,675
Cash flow from operating activities	10,669	19,749
Capex	(6,717)	(7,718)
Financial investments	589	(1,854)
M&A activities	(21,073)	10,148
Cash flow from changes in equity	226	(8,956)
Other changes	-	1,450
Reduction (Increase) of NFP	(16,306)	12,820
Final NFP of the Group	(14,375)	642

NET DEBT TO EBITDA

FY 2024



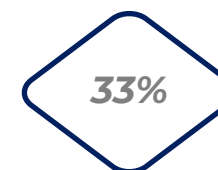
FY 2023



Ebitda includes 6 months of UVM, while net debt consolidates all the debt arising from the acquisition

GEARING RATIO*

FY 2024



FY 2023

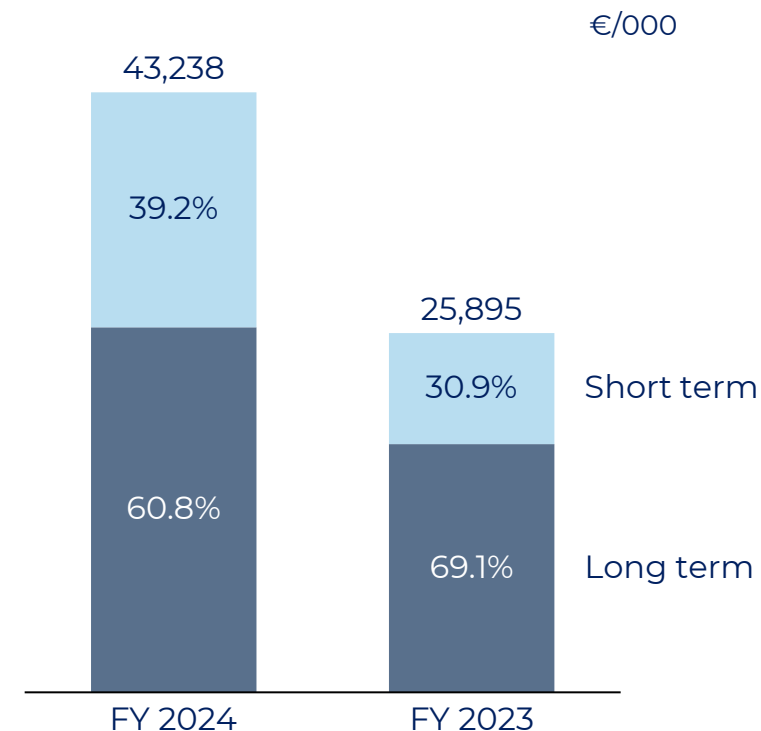


* Net debt/Equity

FY2024 Net debt structure: *Liquidity remains very high*

- **Duration of debt: 5 years** (excluding funding for Pattern’s new HQ)
- The maturity of the debt is extended with the long-term portion higher

€/000	FY 2024	FY 2023
Short term bank debt	14,100	7,822
Long term bank debt	19,908	17,728
Bank debt	34,008	25,550
Short term other financial debt	2,830	185
Long term other financial debt	6,400	160
Other financial debt	9,230	345
Current financial assets	(8,000)	(7,088)
Cash and cash equivalents	(20,863)	(19,448)
Liquidity	(28,863)	(26,536)
Net debt (Cash)	14,375	(642)





Q&A SESSION

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Thank you

FY2024 Income statement

(€ 000)	FY2024	FY2023	%
Sales revenues	125,794	145,598	-13.6%
Other revenues	2,221	2,306	-3.7%
Total Revenues	128,015	147,904	-13.4%
Change in inventories, semi and finished products	(1,516)	(2,337)	-35.1%
Value of production	126,499	145,567	-13.1%
Raw materials	(22,975)	(28,828)	-20.3%
Cost of services	(49,156)	(56,213)	-12.6%
Leases and rentals	(3,268)	(3,152)	3.7%
Personnel Expenses	(36,993)	(37,238)	-0.7%
Other operating expenses	(1,077)	(1,309)	-17.7%
EBITDA	13,030	18,828	-30.8%
EBITDA margin	10.2%	12.7%	
D&A	(9,528)	(10,442)	-8.8%
EBIT	3,502	8,386	-58.2%
Financial income	-	20,270	n.a.
Financial Expense	(179)	(553)	-67.6%
Value adjustments of net financial assets	-	(5)	n.a.
EBT	3,323	28,097	-88.2%
Taxes	(2,960)	(4,712)	-37.2%
Net income	363	23,385	-98.4%
Group Net income	(1,017)	21,119	-104.8%

FY2024 Balance sheet

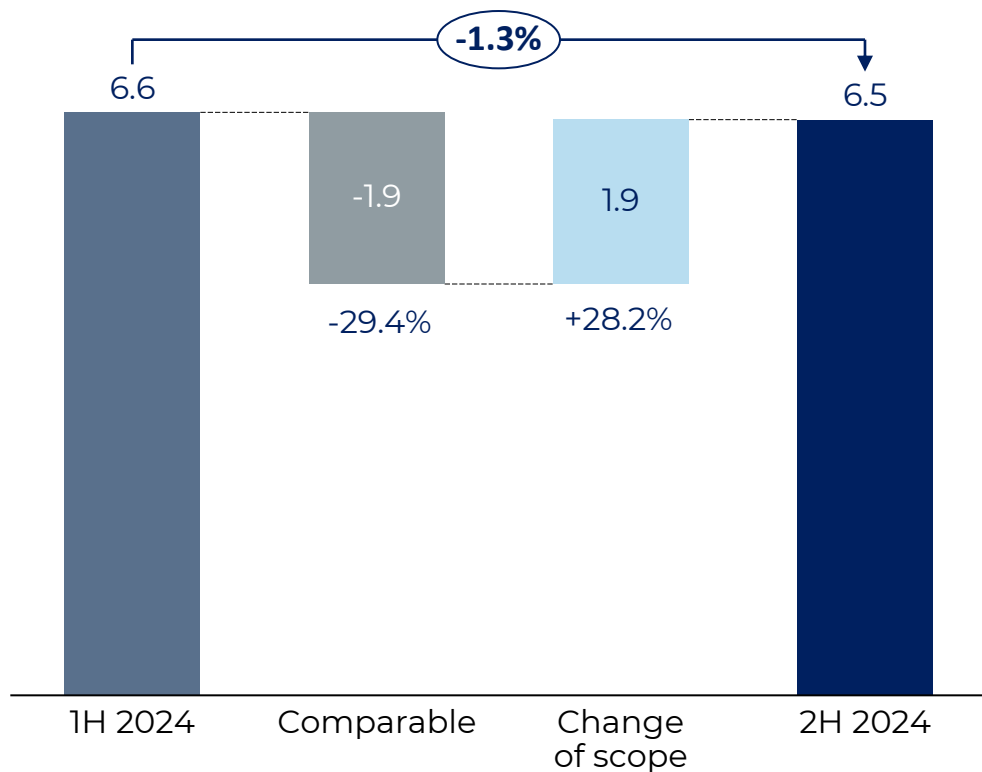
(€ 000)	31/12/2024	31/12/2023	%
Intangible fixed assets	30,342.4	20,824.2	45.7%
Tangible fixed assets	23,501.8	18,260.1	28.7%
Financial fixed assets	2,167.1	2,913.9	-25.6%
Fixed Assets	56,011.3	41,998.2	33.4%
Warehouse	5,420.1	6,701.6	-19.1%
Trade Receivables	20,343.2	20,388.4	-0.2%
Other Receivables	9,447.7	11,049.6	-14.5%
Prepayments and accrued income	1,246.7	1,377.5	-9.5%
Working Capital	36,457.7	39,517.2	-7.7%
Trade Payables	(17,647.9)	(18,891.6)	-6.6%
Other Payables	(7,372.2)	(11,479.3)	-35.8%
Accrued expenses and deferred income	(3,093.0)	(3,870.0)	-20.1%
Net Working Capital	8,344.6	5,276.3	58.2%
Funds	(6,439.6)	(5,420.9)	18.8%
Net Invested Capital	57,916.3	41,853.7	38.4%

(€ 000)	31/12/2024	31/12/2023	%
Shareholders' Equity	43,541.1	42,495.3	2.5%
<i>Group Shareholders' Equity</i>	36,315.2	37,458.7	-3.1%
Short term bank debt	14,100.3	8,006.8	76.1%
Medium term bank debt	19,907.8	17,887.9	11.3%
Other financial debt	9,230.0	-	n.a.
Financial debt	43,238.1	25,894.7	67.0%
Current Financial assets time-deposit	(8,000.0)	(7,088.5)	12.9%
Cash and Cash equivalents	(20,862.9)	(19,447.8)	7.3%
Total liquidity	(28,862.9)	(26,536.3)	8.8%
Net Debt/(Cash)	14,375.2	(641.6)	n.a.
Total Sources	57,916.3	41,853.7	38.4%

2H2024 vs 1H2024 EBITDA

€M

2H vs. 1H Ebitda evolution



2H vs. 1H Ebitda evolution by sector

