

OUR SUSTAINABILITY JOURNEY

JAMES FERRAGAMO
DAVIDE TRIACCA

FERRAGAMO



FERRAGAMO AT A GLANCE

A LEGEND BUILT OVER 97 YEARS

1927 - 2024

“My shoes must satisfy the people for whom they are designed...the strength of my name is in each pair of shoes I offer”

“There is no limit to beauty, no saturation point in design, no end to the material”

“There is always something more beautiful, more perfect, still to be created”



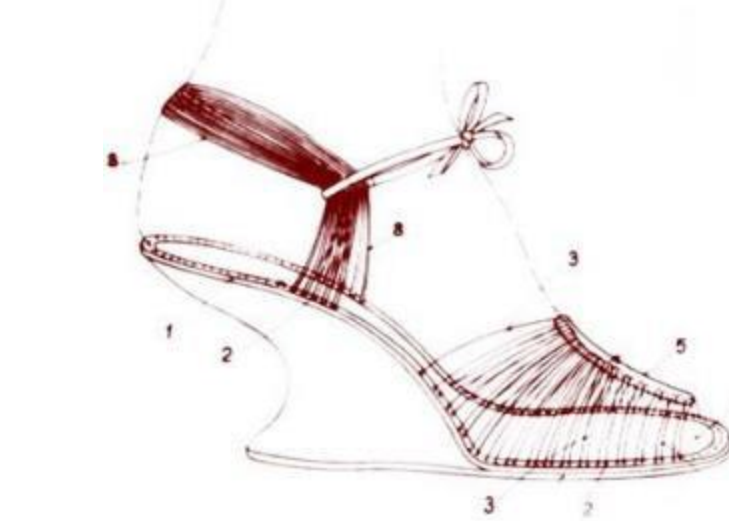
FERRAGAMO

A UNIQUE BRAND DNA

**A HISTORY OF
COURAGE**



A MOVIE STAR



**A REVOLUTION
OF SHOES**



**A LOVE WITH
THE CUSTOMERS**

FERRAGAMO

PRODUCT EXPANSION

WOMAN

1927	1950	1959	1961	1998	2007	2011	2014	
Shoes	Handbags	RTW	Silk	Fragrances	Eyewear	Watches	Jewelry	Mini Shoes
								

MAN

1927	1970	1998	2007	2011	2014		
Shoes	RTW	Ties	Fragrances	Eyewear	Watches	Jewelry	Mini Shoes
							



FERRAGAMO WAY FORWARD

AN EXTRAORDINARY LUXURY BRAND

Our Strategy built on strong and timeless Brand Values



INNOVATION



CREATIVITY



CRAFTSMANSHIP



ITALIAN STYLE



AUTHENTICITY



SUSTAINABILITY

FERRAGAMO

OUR MAIN ASSETS



EXCEPTIONAL & UNIQUE
BRAND HERITAGE



CONTEMPORARY-CLASSIC
PRODUCT OFFER



STRONG BRAND
IDENTITY & VISIBILITY



GLOBAL STORE
NETWORK

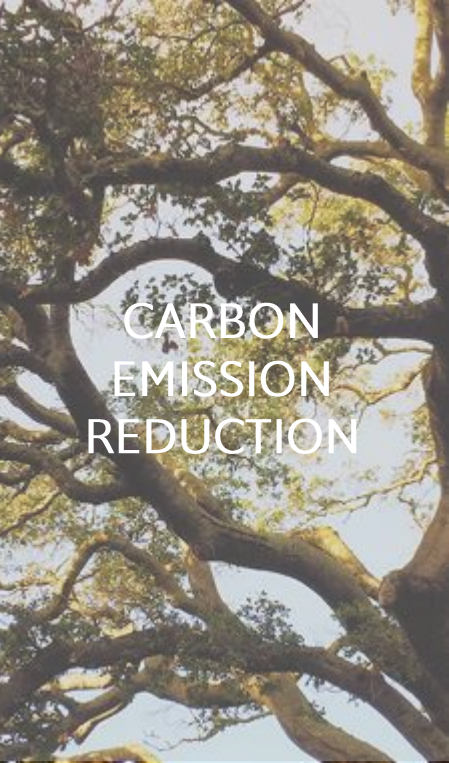
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A woman with blonde hair is lying on her back on a light green sofa. She is wearing a white dress with a brown abstract pattern, dark tights, and dark high-heeled shoes with a row of small, colorful beads along the side. Her arms are raised behind her head, and she is looking towards the camera. The background features a wooden floor with a geometric pattern and a framed picture on the wall.

FERRAGAMO RESPONSIBLE PASSION

SUSTAINABILITY PLAN 23-25 – ESG PILLARS

Sustainability is deeply integrated into our Business strategy.



CARBON
EMISSION
REDUCTION

TOWARDS ZERO
EMISSIONS



SUSTAINABLE
MATERIALS WITH
FOCUS ON
LEATHER

CRAFTING THROUGH
INNOVATION AND
RESPONSIBILITY



CIRCULAR
ECONOMY AND
RECYCLING

CLOSING THE LOOP



SUPPLY CHAIN
TRANSPARENCY
AND LOCAL
FOCUS

PROMOTING
PARTNERS' EXCELLENCE
AND ENGAGEMENT



DIVERSITY,
EQUITY,
INCLUSION AND
BELONGING

EMPOWERING PEOPLE

FERRAGAMO

OUR SUSTAINABLE ICONS



ORANGE FIBER
2017



RAINBOW FUTURE SHOES
2018



VIVA RESPONSIBLE
2020



RESPONSIBLE EYEWEAR
COLLECTION
2021



HEART TOP HANDLE BAG
2021



ICON UP
2022

FERRAGAMO

A woman with blonde hair, wearing a black short-sleeved dress and black tights, is sitting on a light green upholstered chair with wooden legs. She is leaning back against a large, dark wood cabinet with a glass door and a woven basket on top. Her right hand is resting on her head. She is wearing one green loafer shoe, while the other is on the floor. The room has a blue carpet and large windows with sheer curtains. Sunlight is streaming in, creating shadows on the floor. The text "WHY SUPPLY CHAIN MATTERS" is overlaid in white, bold, sans-serif font across the center of the image.

WHY SUPPLY CHAIN MATTERS

VESTIRSI È UN ATTO AGRICOLO.

Wearing clothes is an agricultural act.

Semi.cit. Weldell Berry

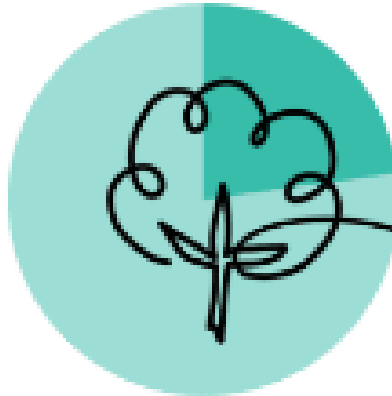
FERRAGAMO

VESTIRSI È UN ATTO AGRICOLO

WEARING CLOTHES IS AN AGRICULTURAL ACT

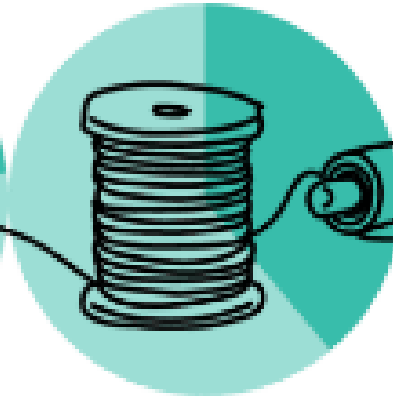
TIER 4

Raw Material
Extraction



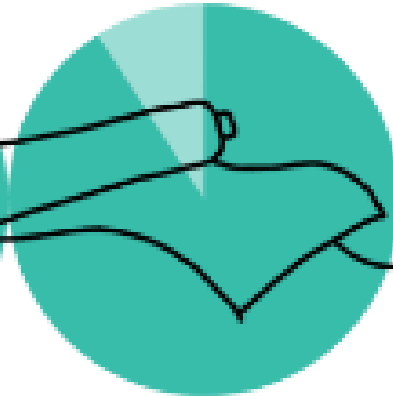
TIER 3

Raw Material
Processing



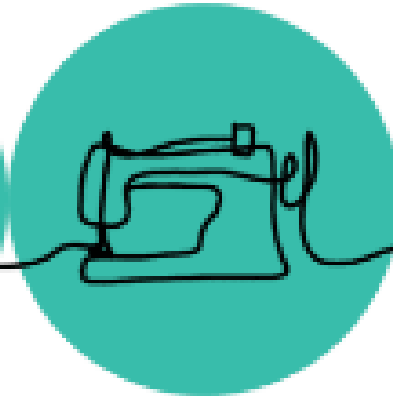
TIER 2

Material Production



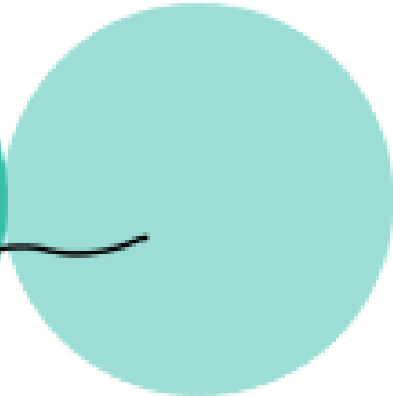
TIER 1

Finished Product
Assembly



TIER 0

Office, Retail,
Distribution Centres

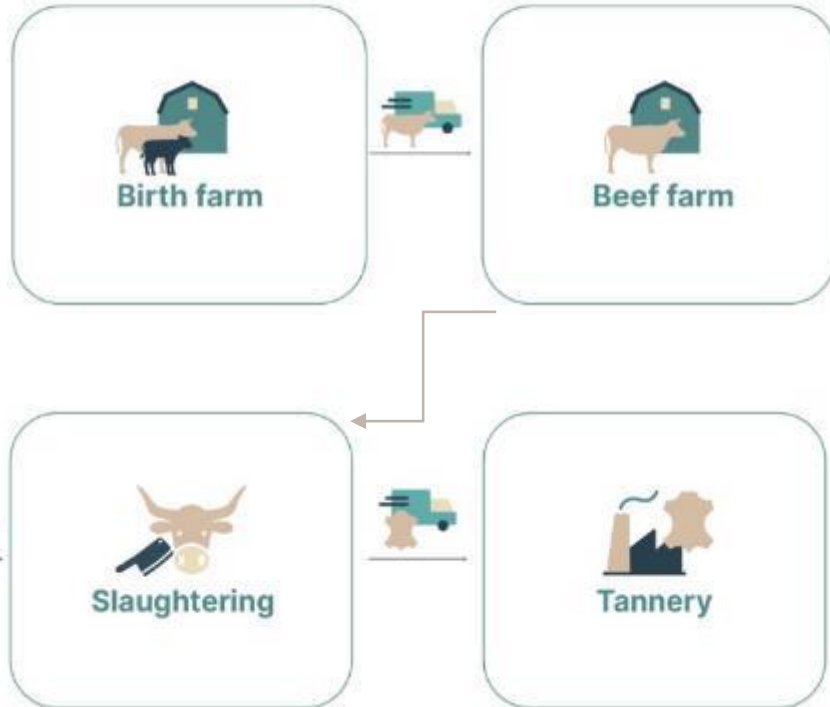


FERRAGAMO

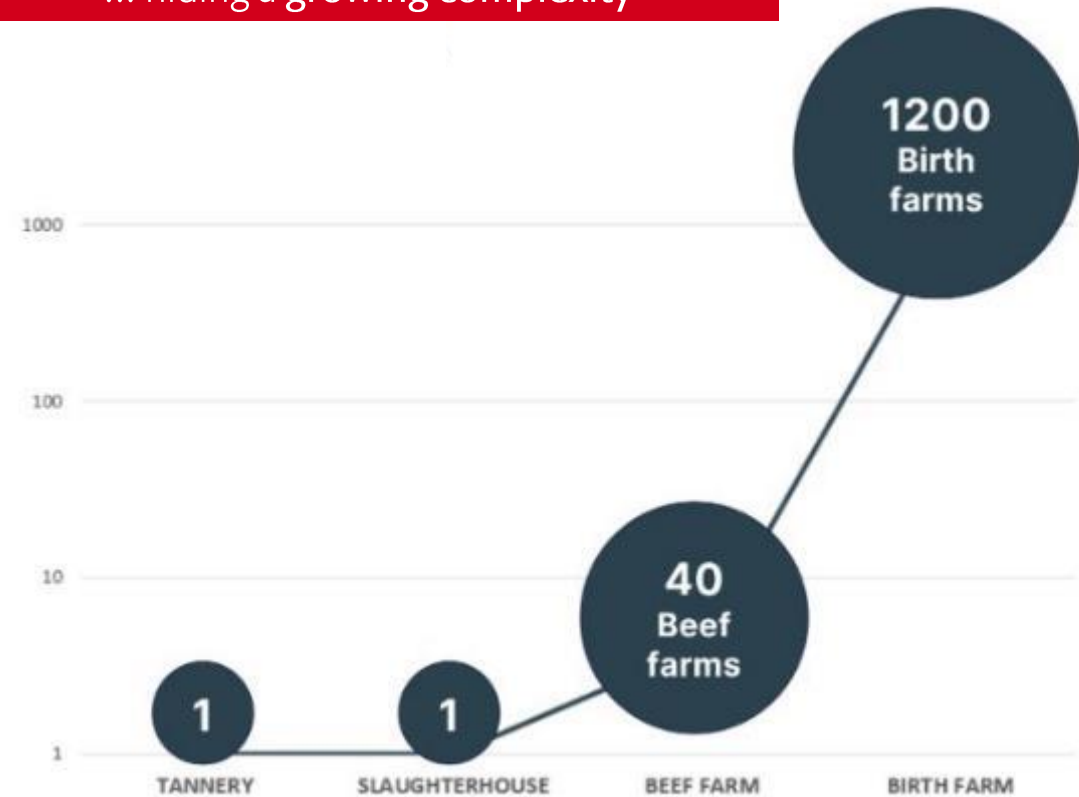
VESTIRSI È UN ATTO AGRICOLO

WEARING CLOTHES IS AN AGRICULTURAL ACT

An apparently simple process...



... hiding a growing complexity



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GENERATED EMISSIONS BENCHMARK

2023

Emissions incidence (%) **FERRAGAMO**

Scope 1	1%
Scope 2 – Market based*	2%
Scope 3	97%

2023

CO2e (t) **FERRAGAMO**

Scope 1	1.128
Scope 2 – Market based*	3.095
Scope 3	144.102
Total emissions	148.325
Total revenues (mln €)	1.156
Emission intensity index** (tCO2e/mln €)	128

2022 **225** (-43%)

FERRAGAMO

*Scope 2 reported refers to the Market-based approach, which allows for accounting for the amount of energy from renewable sources purchased directly by the company

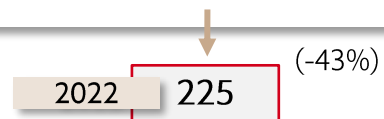
**Total emissions (Ton CO2 eq.)/revenues (million euros)

Sources: NFD 2022 and Financial Report 2022

GENERATED EMISSIONS BENCHMARK

Emissions incidence (%)	2023	2022		
	FERRAGAMO	MONCLER <small>GROUP</small>	PRADA	VALENTINO
Scope 1	1%	1%	2%	1%
Scope 2 – Market based*	2%	1%	4%	2%
Scope 3	97%	98%	94%	97%

CO2e (t)	2023	2022		
	FERRAGAMO	MONCLER <small>GROUP</small>	PRADA	VALENTINO
Scope 1	1.128	2.043	7.475	2.352
Scope 2 – Market based*	3.095	1.948	10.905	5.596
Scope 3	144.102	260.343	310.671	246.980
Total emissions	148.325	264.334	329.051	254.928
Total revenues (mln €)	1.156	2.603	3.366	1.419
Emission intensity index** (tCO2e/mln €)	128	102	98	180



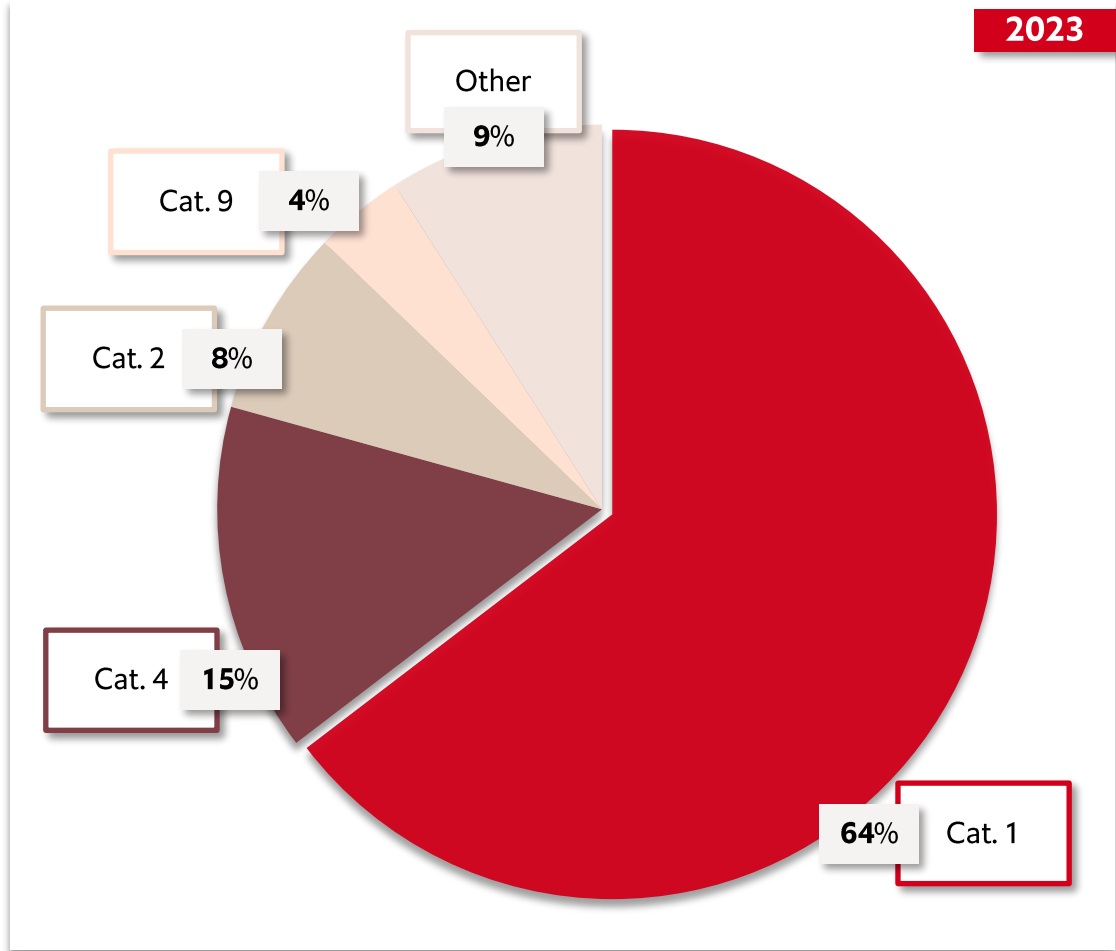
FERRAGAMO

*Scope 2 reported refers to the Market-based approach, which allows for accounting for the amount of energy from renewable sources purchased directly by the company

**Total emissions (Ton CO2 eq.)/revenues (million euros)

Sources: NFD 2022 and Financial Report 2022

SCOPE 3 tCO₂e EMISSIONS BREAKDOWN



According to the *GHG Protocol*, Scope 3 emissions are divided into 14 categories. In order, categories 1, 4, 2, and 9 are the most impactful for Ferragamo:

N. CATEGORY / ACTIVITY	tCO ₂ e
1. Purchased goods and services	93.138
4. Upstream transportation and distribution	21.160
2. Capital goods	11.375
9. Downstream transportation and distribution	5.427
Other categories	13.002
TOTAL	144.102

On the other hand, categories 10 (processing of products sold), 11 (use of products sold) and 15 (investment) are excluded as not applicable.

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SUSTAINABILITY PLAN 24-26 | SUPPLY CHAIN AND MATERIALS FOCUS

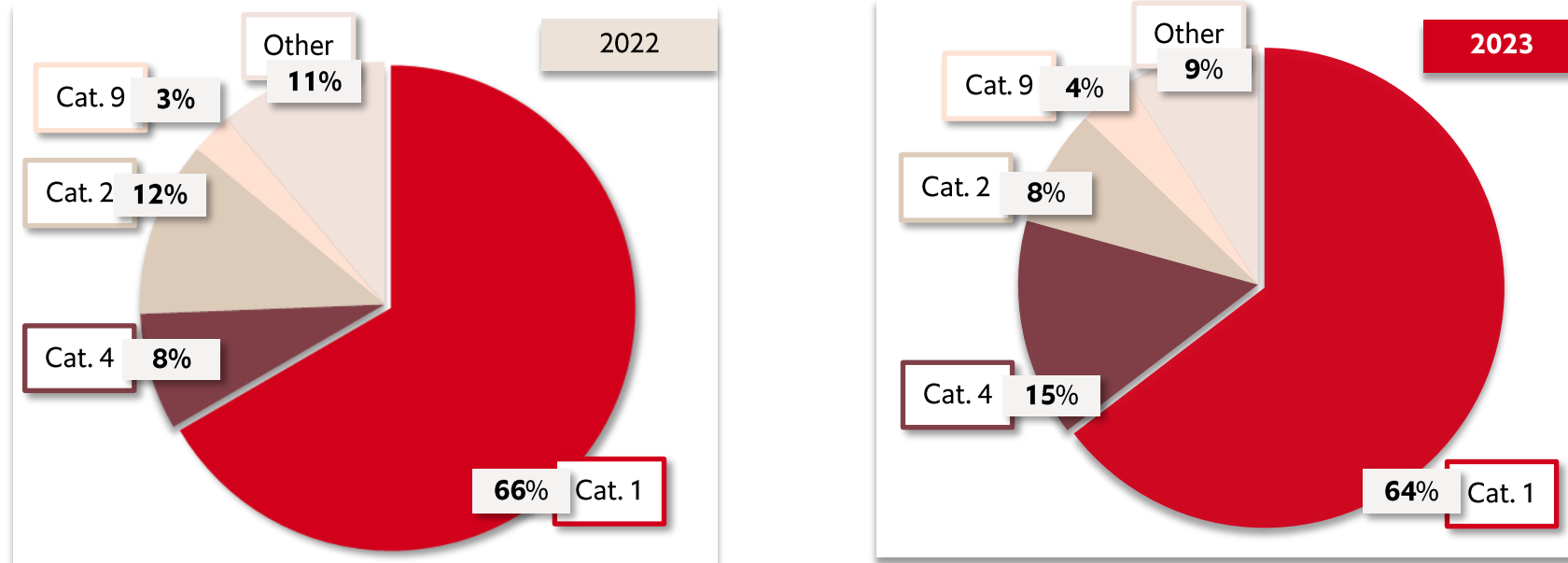
BUILDING BLOCK	ID	TARGET	TIMING	KEY ACTION
SUSTAINABLE MATERIALS WITH FOCUS ON LEATHER	4	25% of raw materials with lower climate impact	2025	92.8% of total leather spend from LWG-certified tanneries, 63.8% of which Gold/Silver rated (FY 2023)
	5	Elimination of problematic and unnecessary plastics in B2C packaging by 2025, and in B2B by 2030	2025/2030	Lower climate impact alternative identified for 9 out of 15 problematic plastic components (B2B and B2C). Consistent packaging items reassessment to ensure every plastic one is mapped and subsequently replaced.
	6	At least half of all plastic packaging made from 100% recycled material by 2025 for B2C, and by 2030 for B2B	2025/2030	Research in partnership with Plus4 to replace virgin plastic film used for B2B shipments with recycled plastic alternative.
CIRCULAR ECONOMY AND RECYCLING	7	Increase circularity performances of materials and products	2029	Circularity training and workshop to provide competent business units with the knowledge and practices to design and manufacture product according to circular economy principles.
SUPPLY CHAIN TRANSPARENCY AND LOCAL FOCUS	8	Strengthening of supply chain monitoring processes and promotion of collaboration with suppliers	2026	Implementation of short-term incentives to foster partnerships with suppliers, engaging them to develop shared-value ESG projects, such as sourcing renewable energy, investing in R&D technologies or providing non-financial support.
	9	Definition of a strategy related to water resource management, including the use of chemical agents for a progressive phase-out	2029	Data collection from major leather and textile suppliers, focused on the use of chemicals in the production stages, to monitor and mitigate the impacts of related supply chain risks. In this context, Ferragamo has adopted the ZDHC methodology as its benchmark implementation standard. Water Action Plan for a more efficient use of water resources under development.
	10	Support zero deforestation and sustainable forest management developing Ferragamo Biodiversity Strategy	2025	Biodiversity workshop to map key biodiversity issues and assess their related risks. Involvement of competent business functions to ensure a comprehensive perspective and an in-depth understanding of the implications for the organization.

ANNEX

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CHAPTER 4 | RESPONSIBILITY TOWARDS THE ENVIRONMENT

BREAKDOWN SCOPE 3 tCO₂e EMISSIONS | 2022 vs 2023



N. CATEGORY / ACTIVITY	2022	2023	Δ 22/23
1. Purchased goods and services	179.669	93.138	-48,2%
4. Upstream transportation and distribution	21.002	21.160	+0,8%
2. Capital goods	31.515	11.375	-63,9%
9. Downstream transportation and distribution	7.411	5.427	-26,8%
Other categories	30.196	13.002	-56,9%
TOTAL tCO₂e	269.793	144.102	-46,6%

TOTAL GHG EMISSIONS BREAKDOWN

Categorie		2023 Emissioni tCO ₂	% incidenza su emissioni totali	2022 Emissioni tCO ₂	% incidenza su emissioni totali	% variazione 2023- 2022
Scope 1		1.128	0,8%	1.122	0,4%	0,5%
Scope 2 (market-based)*		3.095	2,1%	10.256	3,6%	-69,8%
Scope 3**		144.102	-	269.793	-	-46,6%
1	Purchased goods and services	93.138	62,8%	179.669	63,9%	-48,2%
2	Capital goods	11.375	7,7%	31.515	11,2%	-63,9%
3	Fuel and energy related activities	1.610	1,1%	3.695	1,3%	-56,4%
4	Upstream transportation and distribution	21.160	14,3%	21.002	7,5%	0,8%
5	Waste generated in operations	39	0,0%	38	0,0%	2,3%
6	Business travel	2.237	1,5%	1.521	0,5%	47,1%
7	Employee commuting	3.958	2,7%	5.870	2,1%	-32,6%
8	Upstream leased assets	844	0,6%	3.798	1,4%	-77,8%
9	Downstream transportation and distribution	5.427	3,7%	7.411	2,6%	-26,8%
10	Processing of sold products	NA	-	NA	NA	NA
11	Use of sold products	NA	-	NA	NA	NA
12	End of life treatment of sold products	30	0,0%	24	0,0%	25,1%
13	Downstream leased assets	1.215	0,8%	14.355	5,1%	-91,5%
14	Franchises	3.069	2,1%	896	0,3%	242,3%
15	Investments	NA	-	NA	NA	NA

*Scope 2 calcolato con approccio location based: 14.634 tCO₂ (2023), 11.952 tCO₂ (2022).

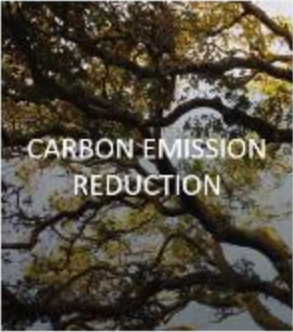
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**Il dato non considera le emissioni Scope 3 della categoria Use of sold products in quanto non risulta una categoria obbligatoria secondo il GHG Protocol (per il settore del fashion).

Sustainability Pillars

GOVERNANCE

Implement good governance practices across all building blocks, ensuring alignment with national and international regulations



CARBON EMISSION REDUCTION

Improve environmental performance by pursuing current Science-Based Targets and achieving Net Zero by 2050



SUSTAINABLE MATERIALS WITH FOCUS ON LEATHER

Foster innovation and extend the adoption of new sustainable and responsibly sourced materials incl. leather



CIRCULAR ECONOMY AND RECYCLING

Enhance the focus on circular economy and waste reduction, incl. upcycle, design for recycling and leveraging product life extension



SUPPLY CHAIN TRANSPARENCY AND LOCAL FOCUS

Advance on supply chain transparency, enhancing traceability and monitoring suppliers' sustainability performance



FOSTER DIVERSITY, EQUITY, INCLUSION & BELONGING









Set D&I targets, enhancing talent attraction and promoting a positive workplace















CROSS CUTTING PRIORITIES (NEW)

- Active ESG rating management.
- Definition of a global charity strategy.
- ESG communication and stakeholders engagement strategy.

Targets

Status Target

 Ahead
  On Track
  Public Targets
  Previously not public
 Completed
  To monitor
  Confirmed Target
  Revised/New Target

ESG Building Block	ID	Commitment	Target Description	Timing	2023 Status
CARBON EMISSION REDUCTION	0		Achieve Net Zero emissio by 2050	2050	
	1		42% reduction in Scope 1 and Scope 2 absolute GHG emissions by 2029 compared to 2019 (science-based target)	2029	
	2		42% reduction in Scope 3 absolute GHG emissions, deriving from the purchase of goods and services and from the downstream transport and distribution, by 2029 compared to 2019 (science-based target)	2029	
SUSTAINABLE MATERIALS WITH FOCUS ON LEATHER	3		100% renewable energy across all operations	2030	
	4		25% of raw materials with Lower Climate Impact	2025	
	5		Elimination of problematic and unnecessary plastics in B2C packaging by 2025, and in B2B by 2030	2025/2030	
	6		At least half of all necessary plastic packaging made from 100% recycled material by 2025 for B2C, and by 2030 for B2B	2025/2030	
CIRCULAR ECONOMY AND RECYCLING	7		Increase circularity performances of materials and products durability creating value from reuse, recycling and recovery	2026	
SUPPLY CHAIN TRANSPARENCY AND LOCAL FOCUS	8		Strengthening of supply chain monitoring processes and promotion of collaboration with suppliers to develop shared ESG projects	2026	
	9		Definition of a strategy related to water resource management, including the use of chemical agents for a progressive phase-out	2029	
	10		Support zero deforestation and sustainable forest management developing Ferragamo Biodiversity Strategy	2025	
FOSTER DIVERSITY, EQUITY, INCLUSION & BELONGING	11		Develop and empower people through an equitable talent journey	2026	
	12		Spread a culture of diversity, inclusion and equal opportunities	2026	
	13		Embed inclusion in processes, policies and social practices	2026	

SUSTAINABILITY PLAN 24-26

BUILDING BLOCK	ID	TARGET	TIMING	KEY UPDATE
CARBON EMISSION REDUCTION	0	Achieve Net Zero target by 2050	2050	
	1	42% reduction in Scope 1 and Scope 2 absolute GHG emissions by 2029 vs 2019 (SBTi)	2029	BMS: 54 installations and 50 connections [8]. Currently collecting information from regions for potential quantities to further install.
	2	42% reduction in Scope 3 absolute GHG emissions, by 2029 vs 2019 (SBTi)	2029	Logistic optimization feasibility study carried out, including distribution channels assessment, reduction strategies benchmark (both for peers and logistic providers), and action plan definition. Project kick-off call scheduled for 14/02 (Deloitte) [9,10].
	3	100% renewable energy across all operations	2030	79% of GOs/RECs coverage worldwide, only Korea and LATAM left to cover.
SUSTAINABLE MATERIALS WITH FOCUS ON LEATHER	4	25% of raw materials with lower climate impact		92.8% of total leather spend from LWG-certified suppliers in 2023, 63.8% of which Gold/Silver rated [11]. Currently working to assess % other LCI raw materials through PLM/FAST interaction.
	5	Elimination of problematic and unnecessary plastics in B2C packaging by 2025, and in B2B by 2030	2025/2030	Low climate impact alternative identified for 8 out of 10 problematic plastic components. Ongoing R&D for buckle/accessory film and hanging RTW box rod. Sustainable Packaging Procedure - to be launched by Q2 (Plus4).
	6	At least half of all plastic packaging made from 100% recycled material by 2025 for B2C, and by 2030 for B2B	2025/2030	Ongoing research in partnership with Plus4 to replace virgin plastic film used for B2B shipments with recycled plastic alternative.
CIRCULAR ECONOMY AND RECYCLING	7	Increase circularity performances of materials and products	2029	Ongoing scouting for cross-functions circularity training (4 potential identified) and consequent pilot-project providers (2 potential identified).

TO UPDATE

SUSTAINABILITY PLAN 24-26

BUILDING BLOCK	ID	TARGET	TIMING	KEY UPDATE
SUPPLY CHAIN TRANSPARENCY AND LOCAL FOCUS	8	Strengthening of supply chain monitoring processes and promotion of collaboration with suppliers	2026	Visit to engage most important leather supplier Masoni in the development of an ESG shared-value project scheduled for 07/03.
	9	Definition of a strategy related to water resource management, including the use of chemical agents for a progressive phase-out	2029	Chemical and environmental data collection project engaged 60 key raw material suppliers (Tier 2), covering 88.4% of total spend [12]. Water management action plan proposal received from Deloitte; first discussion call scheduled for 11/03.
	10	Support zero deforestation and sustainable forest management developing Ferragamo Biodiversity Strategy		Cross-functions biodiversity workshop scheduled for 21/02 in collaboration with Carbonsynk. Strategy to be defined next.
FOSTER DIVERSITY, EQUITY, INCLUSION & BELONGING	11	Develop and empower people through an equitable talent journey	2026	Global Inclusive Recruitment Policy under development – to be published by end Q1
	12	Spread a culture of diversity, inclusion and equal opportunities	2026	Gender Pay Gap measurement available
	13	Embed inclusion in processes, policies and social practices	2026	Responsible Reorganization Policy first draft completed – to be published by end Q1

TO UPDATE