PRADA Group

Prada S.p.A.
(Stock Code: 1913)

ANNOUNCEMENT OF THE CONSOLIDATED RESULTS FOR THE SIX-MONTH PERIOD ENDED JUNE 30, 2026

(Unless otherwise stated, all variations are presented at constant exchange rates. Organic growth is calculated at constant exchange rates, excluding the contribution of Versace.)

- Net revenues of Euro 3,048 million, up 16% yoy, +5% organic;
- Retail sales of Euro 2,633 million, up 12% yoy, +3% organic, against double-digit comps of +10% in the first semester of 2025; second quarter improving to +5% organic, despite greater impact of the Middle East conflict;
- Solid performance at Prada, with retail sales at +3% yoy, accelerating to +6% in the second quarter, driven by like-for-like, full price sales;
- Retail sales at +3% at Miu Miu, with the second quarter in line with the first quarter, notwithstanding a more pronounced exposure to the Middle East and against +40% in the second quarter of 2025;
- All regions except Middle East reporting quarter-on-quarter improvements, with notable strength in Americas, Japan and Asia Pacific;
- Versace progressed in line with expectations, contributing to the semester with net revenues of Euro 305 million;
- Steady EBIT Adjusted margin on organic basis;
- EBIT Adjusted margin of 17.4%, or Euro 530 million, including the dilutive impact of Versace and negative foreign exchange differences;
- Healthy cash flow generation and balance sheet with net debt position of Euro 693 million.

Presentation of the Prada Group

Prada S.p.A. ("Prada" or the "Company"), together with its subsidiaries (collectively the "Group" or the "Prada Group"), is listed on the Hong Kong Stock Exchange (HKSE identification number: 1913). The Prada Group is a global leader in the luxury industry and a pioneer in its unconventional dialogue with contemporary society across diverse cultural spheres. Home to prestigious brands as Prada, Miu Miu, Versace, Church's, Car Shoe, the historic Pasticceria Marchesi 1824 and Luna Rossa, the Group remains committed to enhancing their value by increasing their visibility and desirability over time. Promoting creativity and sustainable growth, the Group offers its brands a shared vision that gives each of them the opportunity to stand out and express their essence.

With 24 owned factories (22 in Italy, 1 in the United Kingdom, and 1 in Romania) and around 18,000 employees, the Group designs and produces ready-to-wear, leather goods, footwear and jewellery collections, and distributes its products in more than 70 countries, through 832 Directly Operated, e-commerce channels and selected e-tailers and department stores. The Prada Group also operates in the eyewear and beauty sectors through licensing agreements with industry leaders.

The Company is a joint-stock company with limited liability, registered and domiciled in Italy. Its registered office is located at Via A. Fogazzaro 28, Milan. As of June 30, 2026 (the reporting date of these Consolidated Financial Statements), 79.98% of the share capital was owned by Prada Holding S.p.A., a company domiciled in Italy, and the remainder consisted of floating shares listed on the Main Board of the Hong Kong Stock Exchange. The ultimate indirect shareholders of Prada Holding S.p.A. are Ms. Miuccia Prada Bianchi and Mr. Patrizio Bertelli.

Basis of presentation

The financial information presented herein refers to the group of companies controlled by the Company, the operating parent of the Prada Group, and it is based on the unaudited Interim Condensed Consolidated Financial Statements for the six-month period ended June 30, 2026.

This announcement has been prepared in accordance with the accounting standards and policies adopted for the preparation of the 2025 Annual Report. No new standards or amendments to existing standards that became effective during the period had a material impact on the Group's figures or disclosures.

As of the date of presentation of this document, there were no differences between the IFRS Accounting Standards endorsed by the European Union ("IFRS") and those issued by the International Accounting Standard Board ("IASB"), except for the standards and amendments not yet endorsed, as described below.

IFRSs also include all International Accounting Standards ("IAS") and all interpretations issued by the International Financial Reporting Interpretations Committee ("IFRIC"), formerly known as the Standing Interpretations Committee ("SIC").

Amendments to existing standards issued by the IASB, endorsed by the European Union and applicable to the Prada Group from January 1, 2026.

Amendments to existing standards	Effective date for Prada Group	EU endorsement dates
Amendments to the Classification and Measurement of Financial Instruments - Amendments to IFRS 9 and IFRS 7 (issued on 30 May 2024)	January 1, 2026	May 2025
Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7 (issued on 18 December 2024)	January 1, 2026	June 2025
Annual Improvements Volume 11 (issued on 18 July 2024)	January 1, 2026	July 2025

These amendments had no impact on Interim Condensed Consolidated Financial Statements.

New standard issued by the IASB, endorsed by the European Union, but not yet applicable to the Prada Group because it is effective for annual periods beginning on or after January 1, 2027.

New standard	Effective date for Prada Group	EU endorsement dates
IFRS 18 Presentation and Disclosure in Financial Statements (issued on 9 April 2024)	January 1, 2027	February 2026

New standards and amendments to existing standards issued by the IASB but not yet endorsed by the European Union as of June 30, 2026.

New standards and amendments to existing standards	Date of possible application	EU endorsement status
IFRS 19 Subsidiaries without Public Accountability: Disclosures (issued on 9 May 2024)	January 1, 2027	Not endorsed yet
Amendments to IFRS 19 Subsidiaries without Public Accountability: Disclosures (issued on 21 August 2025)	January 1, 2027	Not endorsed yet
Amendments to the Fair Value Option in IAS 28 Investments in Associates and Joint Ventures (issued on 26 June 2026)	January 1, 2027	Not endorsed yet
Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency (issued on 13 November 2025)	January 1, 2027	Not endorsed yet
IFRS 20 Regulatory Assets and Regulatory Liabilities (issued on 27 May 2026)	January 1, 2029	Not endorsed yet

Key financial information

Key economic indicators (amounts in thousands of Euro)	six months ended June 30 2026 (unaudited)	six months ended June 30 2025 (unaudited)
Net revenues	3,048,014	2,740,035
EBIT Adjusted (*)	530,152	618,545
% on net revenues	17.4%	22.6%
EBIT (**)	522,999	607,294
% on net revenues	17.2%	22.2%
Profit for the period attributable to the owners of Prada S.p.A.	326,857	385,883
Basic and diluted earnings per share (Euro)	0.128	0.151
Net operating cash flow (***)	414,457	467,548

(*) Non-IFRS measure equal to EBIT before non-recurring expenses

(**) Non-IFRS measure equal to earnings before net financial expenses and income taxes

(***) Non-IFRS measure equal to net cash flow from operating activities, less payment of lease liabilities

Key financial position indicators (amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Net operating working capital (*)	956,160	899,342
Net invested capital (**)	8,409,159	8,223,456
Net financial position - surplus / (deficit) (***)	(692,748)	(465,810)
Equity attributable to the owners of Prada S.p.A.	4,585,067	4,644,229

(*) Non-IFRS measure equal to the sum of trade receivables, inventories and trade payables

(**) Non-IFRS measure equal to the sum of total equity, lease liabilities and net financial position

(***) Non-IFRS measure equal to current and non-current financial liabilities due to third parties and related parties, less cash and cash equivalents and current and non-current financial assets with third parties and related parties

Highlights of the six-month period ended June 30, 2026

The Group closes the first six months of the year with solid results, accelerating in the second quarter on a positive first quarter.

Group's net revenues increased by 16% year-on-year at constant exchange rates, +5% on an organic basis [1]. The retail channel was the engine of growth, up 12% year-on-year, +3% organic, against double-digit comps of +10% in the first semester of 2025.

At brand level, Prada delivered a solid performance with retail net sales at +3% year-on-year. Miu Miu continued to enjoy a healthy performance with retail net sales up by 3% in the period, against demanding comps (+40%) and a more pronounced adverse impact from the conflict in Middle East. Versace progressed in line with expectations, contributing to the semester with net revenues of Euro 305 million.

[1] calculated at constant exchange rates, excluding the contribution of Versace

The EBIT Adjusted margin of 17.4% reflects the dilutive impact of Versace consolidation and significant foreign exchange headwinds; on organic basis, margins were steady compared to the first semester of 2025.

Thanks to a healthy cash generation, the Group closes the period with a solid balance sheet and a net financial deficit of Euro 693 million, which reflects capex cash-out of Euro 247 million and dividends payment of Euro 403 million.

Prada reported broad-based improvements across regions, notably in Americas, Japan and Asia Pacific. The performance was underpinned by like-for-like, full-price sales, sustained by dynamic product offering across all categories and compelling architecture. Cultural initiatives and one-of-a-kind projects continued to celebrate the brand’s multifaceted universe and its ability to play at the intersection of heritage and innovation.

At Miu Miu, trends remained robust in Americas, Asia Pacific and Japan, with Europe still subdued albeit improving. The brand's contemporary spirit continued to nurture desirability alongside enriched product offering and elevated retail experiences.

At Versace, the strategic focus was centred on elevating the quality of the topline and improving retail execution. The arrival of Pieter Mulier in July marked the beginning of the creative repositioning journey.

As for investments, the Group continued to adopt a long-term minded approach to capital deployment. The retail network remained the key area of focus, with balanced investments across new openings, renovations and relocations. Following 14 openings and 25 closures, the Group ends the period with 832 Directly Operated Stores. Equal attention was also paid to the ongoing strengthening of the industrial platform and the advancement of the multi-year digital transformation process.

Finally, the Group continued to make tangible progress across its key sustainability priorities. The transition plan towards lower-impact raw materials continued to drive responsible procurement and product innovation. Chemical management also advanced further, alongside efforts to decarbonise the supply chain in collaboration with industry peers. Under the People pillar, DE&I and gender equity remained key areas of focus, supported by training and awareness programmes. Finally, the Group also reaffirmed its commitment to culture through the SEA BEYOND project and the Forestami initiative, further expanding their impact by engaging younger generations and fostering environmental awareness through education.

Consolidated Statement of profit or loss for the six-month period ended June 30, 2026 (includes non-IFRS measures)

(amounts in thousands of Euro)	six months ended June 30 2026 (unaudited)	% on net revenues	six months ended June 30 2025 (unaudited)	% on net revenues	change	% change
Net sales	2,931,971	96.2%	2,673,143	97.6%	258,828	9.7%
Royalties	116,043	3.8%	66,892	2.4%	49,151	73.5%
Net revenues (Note 1)	3,048,014	100%	2,740,035	100%	307,979	11.2%
Cost of goods sold	(660,298)	-21.7%	(545,453)	-19.9%	(114,845)	21.1%
Gross margin	2,387,716	78.3%	2,194,582	80.1%	193,134	8.8%
Product design and development costs	(90,946)	-3.0%	(79,895)	-2.9%	(11,051)	13.8%
Advertising and communications costs	(307,322)	-10.1%	(254,359)	-9.3%	(52,963)	20.8%
Selling costs	(1,242,125)	-40.8%	(1,064,293)	-38.8%	(177,832)	16.7%
General and administrative costs	(217,171)	-7.1%	(177,490)	-6.5%	(39,681)	22.4%
Operating expenses	(1,857,564)	-60.9%	(1,576,037)	-57.5%	(281,527)	17.9%
Recurring operating income – EBIT Adjusted	530,152	17.4%	618,545	22.6%	(88,393)	-14.3%
Non-recurring expenses	(7,153)	-0.2%	(11,251)	-0.4%	4,098	-36.4%
Operating income – EBIT	522,999	17.2%	607,294	22.2%	(84,295)	-13.9%
Interest and other financial expenses	(37,637)	-1.2%	(20,174)	-0.7%	(17,463)	86.6%
Interest and other financial income	15,957	0.5%	12,777	0.5%	3,180	24.9%
Interest expenses on lease liabilities	(52,018)	-1.7%	(41,982)	-1.5%	(10,036)	23.9%
Net financial expenses	(73,698)	-2.4%	(49,379)	-1.8%	(24,319)	49.2%
Profit before income taxes	449,301	14.7%	557,915	20.4%	(108,614)	-19.5%
Income taxes	(121,269)	-4.0%	(170,923)	-6.2%	49,654	-29.1%
Profit for the period	328,032	10.8%	386,992	14.1%	(58,960)	-15.2%
Profit for the period att. to non-controlling interests	1,175	0.0%	1,109	0.0%	66	6.0%
Profit for the period att. to the owners of Prada S.p.A.	326,857	10.7%	385,883	14.1%	(59,026)	-15.3%

Consolidated Statement of financial position

(amounts in thousands of Euro)	Notes	June 30 2026 (unaudited)	December 31 2025 (audited)
Assets			
Current assets			
Cash and cash equivalents		1,020,558	1,261,676
Trade receivables	4	397,794	468,466
Inventories	5	1,137,922	1,059,042
Derivative financial instruments - current		17,737	20,592
Receivables due from, and advance payments to, related parties - current	6	225	185
Other current assets	7	251,017	232,289
Total current assets		2,825,253	3,042,250
Non-current assets			
Property, plant and equipment	8	2,530,733	2,459,155
Goodwill	8	1,518,063	1,517,902
Intangible assets	8	383,768	382,085
Right of use assets	9	2,972,719	2,983,620
Investments in equity instruments and associates		67,352	67,523
Deferred tax assets		421,353	391,997
Other non-current assets	10	159,671	157,827
Derivative financial instruments - non-current		5,542	5,761
Receivables due from, and advance payments to, related parties - non-current		6,429	4,817
Total non-current assets		8,065,630	7,970,687
Total assets		10,890,883	11,012,937
Liabilities and equity			
Current liabilities			
Lease liabilities – current		566,979	524,699
Current financial liabilities and bank overdrafts		124,160	439,861
Liabilities due to related parties - current	11	86	21
Trade payables	12	579,556	628,166
Income tax liabilities		38,371	41,603
Other taxes liabilities		103,083	87,404
Derivative financial instruments - current		31,054	10,475
Other current liabilities	13	434,847	467,212
Total current liabilities		1,878,136	2,199,441
Non-current liabilities			
Lease liabilities - non-current		2,541,302	2,567,180
Non-current financial liabilities		1,595,655	1,292,505
Long-term employee benefits		59,413	75,928
Provisions for risks and charges	14	88,489	83,336
Deferred tax liabilities		38,401	42,897
Other non-current liabilities		81,357	85,883
Total non-current liabilities		4,404,617	4,147,729
Total liabilities		6,282,753	6,347,170
Share capital		255,882	255,882
Other reserves		3,954,387	3,533,026
Translation reserve		47,941	3,385
Profit for the period		326,857	851,936
Equity attributable to the owners of Prada S.p.A.		4,585,067	4,644,229
Equity attributable to non-controlling interests		23,063	21,538
Total equity		4,608,130	4,665,767
Total liabilities and total equity		10,890,883	11,012,937

Consolidated Statement of changes in equity
(amounts in thousands of Euro, except number of shares)

										Equity		
(amounts in thousands of Euro)	Number of shares (in thousands)	**Share capital**	**Translation reserve**	Share premium reserve	Cash flow hedge reserve	Defined benefit plans reserve	Other reserves	**Total other reserves**	**Profit for the period**	**Equity attributable to the owners of Prada S.p.A.**	**Equity attributable to non-controlling interests**	**Total equity**
Balance as of December 31, 2024 (*) (audited)	2,558,824	**255,882**	**148,959**	410,047	(8,064)	(9,314)	2,696,895	**3,089,564**	**838,907**	**4,333,312**	**20,065**	**4,353,377**
Allocation of 2024 profit	-	**-**	**-**	-	-	-	838,907	**838,907**	**(838,907)**	**-**	**-**	**-**
Dividends	-	**-**	**-**	-	-	-	(419,647)	**(419,647)**	**-**	**(419,647)**	**(250)**	**(419,897)**
Monetary revaluation IAS 29	-	**-**	**-**	-	-	-	6,062	**6,062**	**-**	**6,062**	**-**	**6,062**
Acquisition of additional shares from non-controlling interests	-	**-**	**-**	-	-	-	(196)	**(196)**	**-**	**(196)**	**196**	**-**
Comprehensive income / (loss) for the period	-	**-**	**(134,243)**	-	(12,346)	-	-	**(12,346)**	**385,883**	**239,294**	**(358)**	**238,936**
Balance as of June 30, 2025 (*) (unaudited)	2,558,824	**255,882**	**14,716**	410,047	(20,410)	(9,314)	3,122,021	**3,502,344**	**385,883**	**4,158,825**	**19,653**	**4,178,478**
Acquisition of additional shares from non-controlling interests	-	-	-	-	-	-	(3.766)	**(3.766)**	**-**	**(3.766)**	**128**	**(3,638)**
Monetary revaluation IAS 29	-	-	-	-	-	-	4,777	**4,777**	-	**4,777**	**-**	**4,777**
Comprehensive income / (loss) for the period	-	-	**(11,331)**	-	29,449	222	-	**29,671**	**466,053**	**484,393**	**1,757**	**486,150**
Balance as of December 31, 2025 (audited)	2,558,824	**255,882**	**3,385**	410,047	9,039	(9,092)	3,123,032	**3,533,026**	**851,936**	**4,644,229**	**21,538**	**4,665,767**
Allocation of 2025 profit	-	-	**-**	-	-	-	851,936	**851,936**	**(851,936)**	**-**	**-**	**-**
Dividends	-	-	**-**	-	-	-	(424,765)	**(424,765)**	**-**	**(424,765)**	**-**	**(424,765)**
Monetary revaluation IAS 29	-	-	**-**	-	-	-	8,520	**8,520**	**-**	**8,520**	**-**	**8,520**
Comprehensive income / (loss) for the period	-	-	**44,556**	-	(14,330)	-	-	**(14,330)**	**326,857**	**357,083**	**1,525**	**358,608**
Balance as of June 30, 2026 (unaudited)	2,558,824	**255,882**	**47,941**	410,047	(5,291)	(9,092)	3,558,723	**3,954,387**	**326,857**	**4,585,067**	**23,063**	**4,608,130**

(*) For additional information, please refer to Note 2 to the Consolidated Financial Statements in the Annual Report 2025

Consolidated Statement of cash flows for the six-month period ended June 30, 2026

(amounts in thousands of Euro)	six months ended June 30 2026 (unaudited)	six months ended June 30 2025 (unaudited)
Profit before income taxes	449,301	557,915
Profit or loss adjustments		
Depreciation of the right of use assets	297,879	236,166
Depreciation and amortisation of property, plant and equipment and intangible assets	179,979	160,559
Impairment of property, plant and equipment and intangible assets	675	1,003
Financial expenses	20,356	26,635
Interest expenses on lease liabilities	52,018	41,982
Other non-monetary (income) expenses	8,886	(6,724)
Balance sheet changes		
Other non-current assets and liabilities	(25,387)	(10,573)
Trade receivables	80,830	31,792
Inventories	(70,751)	(66,600)
Trade payables	(52,192)	(25,284)
Other current assets and liabilities	(42,271)	(29,034)
Cash flows from operating activities	899,323	917,837
Interest paid including interest on lease liabilities	(66,317)	(41,695)
Income taxes paid	(146,467)	(187,003)
Net cash flows from operating activities	686,539	689,139
Purchases of property, plant and equipment and intangible assets	(247,134)	(270,388)
Purchase of equity instruments	-	(23,557)
Loans to related parties	(1,612)	(2,268)
Net cash flows from investing activities	(248,746)	(296,213)
Dividends paid to owners of Prada S.p.A.	(402,652)	(397,800)
Dividends paid to non-controlling interests	-	(250)
Payment of lease liabilities	(272,082)	(221,591)
Reimbursement of long-term loans to related parties	-	(2,580)
Repayment of current portion of long-term borrowings – third parties	(24,297)	(131,706)
Proceed from long-term borrowings – third parties	307,598	10,160
Change in short-term borrowings – third parties	(300,907)	(32,404)
Net cash flows from financing activities	(692,340)	(776,171)
Change in cash and cash equivalents, net of bank overdrafts	(254,547)	(383,245)
Foreign exchange differences	13,429	(30,286)
Opening cash and cash equivalents, net of bank overdrafts	1,261,676	1,011,523
Closing cash and cash equivalents, net of bank overdrafts	1,020,558	597,992

Consolidated Statement of comprehensive income for the six-month period ended June 30, 2026

(amounts in thousands of Euro)	six months ended June 30 2026 (unaudited)	six months ended June 30 2025 (unaudited)
Profit for the period	328,032	386,992
Change in Translation reserve	44,906	(135,710)
Gains / (losses) on cash flow hedging instruments	(18,854)	(16,254)
Tax impact	4,524	3,908
Change in Cash flow hedge reserve less tax impact	(14,330)	(12,346)
Items that may be reclassified subsequently to profit or loss:	**30,576**	**(148,056)**
Total comprehensive income for the period	358,608	238,936
Comprehensive income for the period att. to non-controlling interests	1,525	(358)
Comprehensive income for the period att. to the owners of Prada S.p.A.	357,083	239,294

Notes to the consolidated results for the six-month period ended June 30, 2026

1. Analysis of net revenues

(amounts in thousands of Euro)	six months ended June 30 2026 (unaudited)		six months ended June 30 2025 (unaudited)		% change current exc. rates	% change constant exc. rates (*)	% organic change constant exc. rates (**)	Q2-26 vs Q2-25 % change constant exc. rates (*)	Q2-26 vs Q2-25 % organic change constant exc. rates (**)
Net revenues									
Retail net sales (Directly Operated Stores and e-commerce)	2,632,518	86.4%	2,453,381	89.5%	7.3%	12.4%	3.1%	14.7%	5.1%
Wholesale net sales (independent customers and franchisees)	299,453	9.8%	219,762	8.0%	36.3%	40.4%	19.6%	40.6%	21.4%
Royalties	116,043	3.8%	66,892	2.4%	73.5%	73.5%	11.9%	65.6%	9.7%
Total net revenues	3,048,014	100%	2,740,035	100%	11.2%	16.2%	4.7%	18.4%	6.7%
Retail net sales by brand									
Prada	1,620,958	61.6%	1,646,788	67.1%	-1.6%	3.3%	3.3%	6.3%	6.3%
Miu Miu	763,276	29.0%	780,140	31.8%	-2.2%	2.5%	2.5%	2.6%	2.6%
Versace	219,497	8.3%	-	-	-	-	-	-	-
Church's	15,766	0.6%	15,370	0.6%	2.6%	4.6%	4.6%	7.3%	7.3%
Other	13,021	0.5%	11,083	0.5%	17.5%	17.9%	17.9%	6.9%	6.9%
Total retail net sales	2,632,518	100%	2,453,381	100%	7.3%	12.4%	3.1%	14.7%	5.1%
Retail net sales by geographic area									
Asia Pacific	922,283	35.0%	838,371	34.2%	10.0%	14.6%	6.5%	15.9%	7.9%
Europe	752,146	28.6%	727,562	29.7%	3.4%	4.5%	-3.8%	6.9%	-1.6%
Americas (***)	571,990	21.7%	439,738	17.9%	30.1%	37.4%	17.3%	40.1%	19.1%
Japan (***)	288,307	11.0%	310,297	12.6%	-7.1%	5.7%	2.4%	11.2%	7.6%
Middle East	97,792	3.7%	137,413	5.6%	-28.8%	-24.1%	-24.1%	-26.2%	-26.2%
Total retail net sales	2,632,518	100%	2,453,381	100%	7.3%	12.4%	3.1%	14.7%	5.1%

(*) calculated by applying 2025 exchange rates to 2026 figures

(**) calculated at constant exchange rates, excluding the contribution of Versace

(***) the Group revised the allocation of Hawaii from Japan to the Americas. Comparative information has been restated accordingly

2. Number of stores

As of June 30, 2026, the Group operated 832 stores, following 14 openings and 25 closures.

	June 30, 2026 (unaudited)		December 31, 2025 (audited)		June 30, 2025 (unaudited)	
	Owned	**Franchises**	**Owned**	**Franchises**	**Owned**	**Franchises**
Prada	416	16	423	16	426	16
Versace	210	-	220	-	-	-
Miu Miu	168	6	162	6	156	6
Church's	26	-	27	-	28	-
Car Shoe	2	-	2	-	2	-
Marchesi 1824 and other Food and Beverage	10	-	9	-	8	-
Total	832	22	843	22	620	22

	June 30, 2026 (unaudited)		December 31, 2025 (audited)		June 30, 2025 (unaudited)	
	Owned	**Franchises**	**Owned**	**Franchises**	**Owned**	**Franchises**
Asia Pacific	314	20	318	20	215	20
Europe	244	-	245	-	200	-
Americas (*)	150	-	152	-	101	-
Japan (*)	96	-	100	-	77	-
Middle East	28	2	28	2	27	2
Total	832	22	843	22	620	22

(*) the Group revised the allocation of Hawaii from Japan to the Americas. Comparative information has been restated accordingly

3. Earnings and dividends per share

Earnings per share are calculated by dividing the profit for the period attributable to the owners of Prada S.p.A. by the weighted average number of ordinary shares outstanding.

	six months ended June 30 2026 (unaudited)	**six months ended June 30 2025 (unaudited)**
Profit for the period att. to the owners of Prada S.p.A. (in Euro)	326,857,099	385,882,747
Weighted average number of ordinary shares in issue	2,558,824,000	2,558,824,000
Basic and diluted earnings per share in Euro, calculated on weighted average number of shares	0.128	0.151

Dividends paid

During the six-month period ended June 30, 2026, the Company distributed dividends of Euro 424,764,784 (Euro 0.166 per share), as approved by Annual General Meeting held on April 30, 2026.

The dividends and the related Italian withholding tax due (Euro 22.1 million), determined by applying the ordinary Italian tax rate to the entire amount of the dividends distributed to the beneficial owners of the Company's shares held through the Hong Kong Central Clearing and Settlement System, were paid in May 2026 and July 2026, respectively.

4. Trade receivables

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Trade receivables – third parties	417,499	498,803
Allowance for bad and doubtful debts	(22,375)	(34,548)
Trade receivables – related parties	2,670	4,211
Total	397,794	468,466

The change in the allowance for bad and doubtful debts is set forth below:

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Opening balance	34,548	14,062
Change in the consolidation scope	-	12,124
Exchange differences	383	(633)
Increases	1,097	12,522
Reversals	(7,685)	(3,093)
Utilisation	(5,968)	(434)
Closing balance	22,375	34,548

An aging analysis of the gross trade receivables and the related allowance for bad and doubtful debts is shown below:

(amounts in thousands of Euro)	June 30 2026 (unaudited)	Not overdue	Overdue (in days)				
			1 ≤ 30	31 ≤ 60	61 ≤ 90	91 ≤ 120	> 120
Trade receivables – gross amount	420,169	374,869	11,703	4,318	4,985	2,887	21,407
Allowance for bad and doubtful debts	(22,375)	(2,913)	(357)	(58)	(162)	(654)	(18,231)
Trade receivables	397,794	371,956	11,346	4,260	4,823	2,233	3,176

(amounts in thousands of Euro)	December 31 2025 (audited)	Not overdue	Overdue (in days)				
			1 ≤ 30	31 ≤ 60	61 ≤ 90	91 ≤ 120	> 120
Trade receivables – gross amount	503,014	450,731	12,476	8,005	5,834	3,713	22,255
Allowance for bad and doubtful debts	(34,548)	(6,806)	(1,448)	(2,161)	(2,583)	(2,582)	(18,968)
Trade receivables	468,466	443,925	11,028	5,844	3,251	1,131	3,287

5. Inventories

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Raw materials	146,182	148,581
Work in progress	63,846	59,237
Finished products	1,099,563	1,020,172
Return assets	21,807	24,176
Provision for obsolete and slow-moving inventories	(193,476)	(193,124)
Total	1,137,922	1,059,042

The changes in the provision for obsolete and slow-moving inventories in the six-month period of 2026 were as follows:

(amounts in thousands of Euro)	Raw materials	Finished products	Total provision
Opening balance (audited)	52,193	140,931	193,124
Exchange differences	3	1,898	1,901
Increases	2,443	5,867	8,310
Utilisation	-	(4,259)	(4,259)
Reversals	(2,922)	(2,678)	(5,600)
Closing balance (unaudited)	51,717	141,759	193,476

6. Receivables due from, and advance payments to, related parties - current

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Financial assets	81	63
Other receivables and advances	144	122
Total	225	185

7. Other current assets

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
VAT	42,553	51,489
Income tax receivables	34,991	29,667
Advances on advertising campaigns	25,126	24,649
Rental costs	20,282	19,634
Other taxes receivables	18,572	24,250
Insurance	11,726	8,841
Advances to suppliers	5,950	5,781
Guarantee deposits	5,302	5,662
Other	86,515	62,316
Total	251,017	232,289

8. Capital expenditure

The changes in the carrying amount of property, plant and equipment for the six-month period ended June 30, 2026 are shown below:

(amounts in thousands of Euro)	Land and buildings	Production plant and machinery	Leasehold improve-ments	Furniture & fittings	Other tangibles	Assets under construction	Total carrying amount
Opening balance (audited)	1,257,359	84,726	506,492	395,905	59,306	155,367	2,459,155
Additions	3,070	7,590	43,483	15,360	35,949	86,136	191,588
Depreciation	(14,764)	(8,473)	(79,503)	(36,234)	(7,948)	-	(146,922)
Disposals	(1)	-	(10)	(89)	(9)	(43)	(152)
Exchange differences	13,171	(10)	9,316	5,098	229	661	28,465
Other movements	11,064	7,166	21,937	11,548	33,342	(88,307)	(3,250)
Impairment	-	-	(329)	(338)	(8)	-	(675)
Revaluation IAS 29	-	-	2,467	37	20	-	2,524
Closing balance (unaudited)	1,269,899	90,999	503,853	391,287	120,881	153,814	2,530,733

The increase in leasehold improvements and furniture and fittings primarily related to restyling and relocation projects for the retail premises. The increase in other tangibles primarily related to the acquisition of the aircraft.

The assets under construction at the end of the period concern retail and industrial projects.

The changes in the carrying amount of goodwill and intangible assets for the six-month period ended June 30, 2026 are shown below:

(amounts in thousands of Euro)	Goodwill	Trademarks and intellectual property rights	Software	Other intangibles	Assets in progress	Total intangible assets
Opening balance (audited)	1,517,902	157,551	169,292	335	54,907	382,085
Additions	114	490	11,916	500	21,467	34,373
Amortisation	-	(2,703)	(30,194)	(160)	-	(33,057)
Exchange differences	-	336	73	29	6	444
Other movements	47	57	33,098	(29)	(33,203)	(77)
Closing balance (unaudited)	1,518,063	155,731	184,185	675	43,177	383,768

Impairment test

As required by IAS 36 "Impairment of assets", intangible assets with indefinite useful lives are not amortised, but they are tested for impairment at least once per year. The Group does not report intangible assets with indefinite useful lives other than goodwill and trademarks.

Consistently with last year, the groups of cash generating units ("CGUs") - which represent the lowest level within the Group at which management tests goodwill for impairment - correspond to the brands (the operating segments identified for segment reporting purpose in compliance with IFRS 8).

As of June 30, 2026, the goodwill recognised in the consolidated financial statements amounted to Euro 1,518.1 million, and it is allocated to the following group of CGUs:

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Versace	1,002,395	1,002,395
Prada	424,395	424,262
Miu Miu	91,273	91,245
Total	1,518,063	1,517,902

No indications of impairment have been identified during the period. However, as value in use is measured on estimates and assumptions, management cannot exclude the possibility that goodwill or other tangible and intangible assets may be subject to impairment in future periods.

9. Right of use assets

The changes in the carrying amount of the right of use assets for the six-month period ended June 30, 2026 are shown below:

(amounts in thousands of Euro)	Real estate	Other	Total carrying amount
Opening balance (audited)	2,973,870	9,750	2,983,620
New contracts, initial direct costs and remeasurements	250,537	1,442	251,979
Depreciation	(295,772)	(2,107)	(297,879)
Contracts termination	(17,558)	(2)	(17,560)
Exchange differences	48,814	(153)	48,661
Revaluation IAS 29	3,898	-	3,898
Closing balance (unaudited)	2,963,789	8,930	2,972,719

Right of use assets decreased by Euro 10.9 million, mainly reflecting new leases and remeasurements of existing leases totalling Euro 252.0 million, less depreciation of Euro 297.9 million, contracts termination of Euro 17.6 million and positive foreign exchange rate differences of Euro 48.7 million.

Additions relating to new leases, initial direct costs and remeasurements primarily related to lease renewals (mainly in Asia, Europe and Americas) and the remeasurement of the liability to reflect indexes commonly used in the real estate sector, principally the consumer price index.

"Other" right of use assets, amounting to Euro 8.9 million, include plant and machinery, vehicles and hardware.

10. Other non-current assets

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Guarantee deposits	98,819	96,755
Prepayments for commercial agreements	35,473	37,560
Pension fund surplus	4,148	4,097
Other non-current assets	21,231	19,415
Total	159,671	157,827

The guarantee deposits primarily referred to security deposits paid under retail leases.

11. Liabilities due to related parties - current

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Other liabilities	86	21
Total	86	21

12. Trade payables

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Trade payables – third parties	576,317	620,715
Trade payables – related parties	3,239	7,451
Total	579,556	628,166

The following tables summarize trade payables by maturity date:

(amounts in thousands of Euro)	June 30 2026 (unaudited)	Not overdue	Overdue (in days)				
			1 ≤ 30	31 ≤ 60	61 ≤ 90	91 ≤ 120	> 120
Trade payables	579,556	523,317	31,126	6,871	2,939	2,157	13,146
Total June 30, 2026 (unaudited)	579,556	523,317	31,126	6,871	2,939	2,157	13,146

(amounts in thousands of Euro)	December 31 2025 (audited)	Not overdue	Overdue (in days)				
			1 ≤ 30	31 ≤ 60	61 ≤ 90	91 ≤ 120	> 120
Trade payables	628,166	579,723	24,770	8,699	2,522	4,225	8,227
Total December 31, 2025 (audited)	628,166	579,723	24,770	8,699	2,522	4,225	8,227

13. Other current liabilities

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Short-term benefits for employees and other personnel	131,852	157,293
Payables for capital expenditure	105,530	125,383
Provision for returns from customers	71,140	75,510
Accrued expenses and deferred income	56,786	55,301
Customer advances	55,316	47,190
Other	14,223	6,535
Total	434,847	467,212

14. Provisions for risks and charges

The changes in provisions for risks and charges for the six-month period ended June 30, 2026 are as follows:

(amounts in thousands of Euro)	Provision for legal disputes	Provision for tax disputes	Other risk provisions	Total
Opening balance (audited)	2,712	6,107	74,517	83,336
Exchange differences	-	9	2,414	2,423
Reversals	-	(862)	(1,700)	(2,562)
Utilisation	(52)	(84)	(2,341)	(2,477)
Increases	300	40	7,429	7,769
Closing balance (unaudited)	2,960	5,210	80,319	88,489

Provisions for risks and charges represent Directors' best estimate of the maximum outflow of resources required to settle probable liabilities. In the Directors' opinion, based on the information available at the reporting date, the total amount provided is adequate to cover the obligations that may arise.

Other risk provisions amounted to Euro 80.3 million as of June 30, 2026, mainly relating to contractual obligations to restore leased commercial properties to their original condition for Euro 65.2 million and to the Group's commitments in connection with the SEA BEYOND project.

Management discussion and analysis for the six-month period ended June 30, 2026

(In the comments below, unless otherwise stated, all variations are presented at constant exchange rates. Organic growth is calculated at constant exchange rates, excluding the contribution of Versace.)

In the six months ended June 30, 2026, the Prada Group generated net revenues of Euro 3,048.0 million, up 16.2% compared with the corresponding period of 2025 (+4.7% organic growth). Foreign exchange rate fluctuations had an approximately 5% negative impact, resulting in reported growth of 11.2%.

Retail net sales increased by 12.4% year-on-year (+3.1% organic growth), against double digit comps of +10.1% in the first semester of 2025. Organic growth accelerated to 5.1% in the second quarter of 2026, despite greater impact of the conflict in Middle East.

During the period, the retail channel accounted for 86.4% of total net revenues.

Wholesale net sales increased by 40.4% (+19.6% organic growth) over the period, sustained by both independent wholesale and duty-free.

Royalty income grew by 73.5% year-on-year (+11.9% organic growth), a positive trend supported by contributions from both eyewear and beauty.

Brands

Prada reported a solid performance, with retail net sales up 3.3% in the first semester, with growth accelerating to 6.3% in the second quarter, supported by broad-based improvements across regions, notably in the Americas, Japan and Asia Pacific. The performance was underpinned by like-for-like, full-price sales.

Miu Miu continued to enjoy a healthy performance, with retail net sales up 2.5% year-on-year. The second quarter confirmed a positive growth trajectory, with an increase of +2.6% in line with the first quarter, against demanding comps (+40.5% in the second quarter of 2025) and a more pronounced adverse impact from the conflict in the Middle East.

Versace performed in line with expectations, with strategic focus centred on elevating quality of the topline and improving retail execution.

Church’s retail net sales maintained a positive trajectory, with an increase of 4.6% compared with the same period of 2025.

Net revenues by brand amounted to Euro 1,834.0 million for Prada, Euro 875.6 million for Miu Miu, Euro 305.3 million for Versace, Euro 19.3 million for Church’s, and Euro 13.8 million for the other brands.

Markets

Asia Pacific continued to show strength, with retail net sales increasing by 14.6% year-on-year (+6.5% organic growth). Prada made further progress in the second quarter, driven by solid execution and positive trends across the region. Miu Miu reported robust growth throughout the period.

In Europe, retail net sales were up 4.5% year-on-year (-3.8% organic growth), with the second quarter showing some improvement, supported by a recovery in both tourist spending and local demand.

Americas remained buoyant, up 37.4% year-on-year (+17.3% organic growth). Performance accelerated in the second quarter, supported by higher local demand. Both Prada and Miu Miu continued to benefit from strengthened organisations and investments.

Japan reported a positive performance, up 5.7% year-on-year (+2.4% organic growth), improving in the second quarter supported by solid local consumption and increased traveller demand.

The Middle East was down 24.1% year-on-year (-24.1% organic growth), as the conflict extended throughout the second quarter. Local consumption remained relatively resilient, improving quarter-on-quarter.

Wholesale net sales by geographic area amounted to Euro 119.4 million in Europe, Euro 95.1 million in Asia-Pacific, Euro 77.0 million in the Americas, Euro 5.7 million in the Middle East, Euro 0.2 million in Japan and Euro 2.1 million in other countries.

Royalties were entirely attributable to Europe.

Operating results

For the six-month period ended June 30, 2026, gross margin amounted to 78.3% of net revenues, compared with 80.1% in the corresponding period of 2025.

Operating expenses, excluding non-recurring items, amounted to Euro 1,857.6 million, reflecting a year-on-year increase of Euro 281.5 million (+17.9%).

Recurring operating income, or EBIT Adjusted, amounted to Euro 530.2 million, representing 17.4% of net revenues. Excluding Versace and negative foreign exchange impact, the EBIT Adjusted margin was steady year-on-year.

Net financial expenses and income taxes

Net financial expenses amounted to Euro 73.7 million, an increase of Euro 24.3 million compared with the corresponding period of 2025, mainly driven by higher bank debt and interest expenses on lease liabilities.

Income taxes for the six-month period ended June 30, 2026 totalled Euro 121.3 million, corresponding to an effective tax rate of 27.0% of profit before income taxes.

Profit for the period

Profit for the period amounted to Euro 328.0 million (10.8% on net revenues), compared with Euro 387.0 million (14.1% on net revenues) in the corresponding period of 2025.

Net invested capital

The following table reclassifies the statement of financial position to provide information on the composition of the net invested capital:

(amounts in thousands of Euro)	**June 30 2026 (unaudited)**	**December 31 2025 (audited)**
Right of use assets	2,972,719	2,983,620
Non-current assets (excluding deferred tax assets), net	4,629,655	4,552,692
Trade receivables	397,794	468,466
Inventories	1,137,922	1,059,042
Trade payables	(579,556)	(628,166)
Net operating working capital (*)	956,160	899,342
Other current assets, net	258,524	242,502
Other current liabilities (excluding items of financial position)	(597,064)	(596,214)
Other current assets / (liabilities), net	(338,540)	(353,712)
Provisions for risks and charges	(88,489)	(83,336)
Long-term employee benefits	(59,413)	(75,928)
Other long-term liabilities, net	(45,885)	(48,322)
Deferred taxes, net	382,952	349,100
Other non-current assets / (liabilities), net	189,165	141,514
Net invested capital (**)	8,409,159	8,223,456
Equity attributable to the owners of Prada S.p.A.	(4,585,067)	(4,644,229)
Equity attributable to non-controlling interests	(23,063)	(21,538)
Total equity	(4,608,130)	(4,665,767)
Non-current financial deficit, net	(1,589,226)	(1,287,688)
Current financial surplus, net	896,478	821,878
Net financial position - surplus / (deficit) (***)	(692,748)	(465,810)
Net financial position - surplus / (deficit) to total equity ratio	15.0%	10.0%
Lease liabilities - non-current	(2,541,302)	(2,567,180)
Lease liabilities - current	(566,979)	(524,699)
Total lease liabilities	(3,108,281)	(3,091,879)
Net financial position - surplus / (deficit), including lease liabilities (****)	(3,801,029)	(3,557,689)
Total equity and net financial position - surplus / (deficit), including lease liabilities	(8,409,159)	(8,223,456)

(*) Non-IFRS measure equal to the sum of trade receivables, inventories and trade payables

(**) Non-IFRS measure equal to the sum of total equity, lease liabilities and net financial position

(***) Non-IFRS measure equal to current and non-current financial liabilities due to third parties and related parties, less cash and cash equivalents and current and non-current financial assets with third parties and related parties

(****) Non-IFRS measure equal to net financial position, including lease liabilities

Net invested capital as of June 30, 2026 amounted to Euro 8,409 million, comprising (i) total equity of Euro 4,608 million, (ii) lease liabilities of Euro 3,108 million and (iii) a net financial deficit of Euro 692.7 million.

Right of use assets decreased by Euro 10.9 million, mainly reflecting new leases and remeasurements of existing leases totalling Euro 252.0 million, less depreciation of Euro 297.9 million, contracts termination of Euro 17.6 million and positive foreign exchange rate differences of Euro 48.7 million.

Non-current assets (excluding deferred tax assets), net, rose by Euro 77.0 million to Euro 4,630 million as of June 30, 2026, compared with Euro 4,553 million as of December 31, 2025. The change primarily reflects capital expenditure of Euro 226.1 million, less amortisation and depreciation for Euro 180.7 million, and positive foreign exchange rate differences of Euro 28.9 million.

Total capital expenditure for property, plant and equipment and intangible assets in the six months ended June 30, 2026 amounted to Euro 226.1 million, as detailed below:

(amounts in thousands of Euro)	**six months ended June 30 2026 (unaudited)**	**six months ended June 30 2025 (unaudited)**
Retail	121,269	124,570
Real estate	-	13,466
Industrial, logistics and corporate	104,806	109,082
Total	226,075	247,118

The Group continued to strengthen its business through balanced investments in its store network, including new openings, renovations and relocations, alongside ongoing initiatives to reinforce its industrial capabilities and advance its technological and digital roadmap.

As of June 30, 2026, net operating working capital amounted to Euro 956.2 million, an increase of Euro 56.8 million compared with December 31, 2025. The change reflects higher inventories of Euro 78.9 million and a reduction in trade payables of Euro 48.6 million, partly offset by a reduction in trade receivables of Euro 70.7 million. At period-end, the contribution of Versace to net operating working capital amounted to Euro 129.1 million. The Group continued to demonstrate effective underlying working capital management, maintaining a stable working capital incidence on net sales compared to the prior year.

Other current assets/(liabilities), net, amounted to Euro 338.5 million as of June 30, 2026, compared with Euro 353.7 million as of December 31, 2025. The decrease mainly reflects a reduction in payables related to fixed assets.

Other non-current assets/(liabilities), net, amounted to Euro 189.2 million as of June 30, 2026, representing an increase of Euro 47.7 million compared with December 31, 2025, mainly reflecting changes in deferred taxes and in long-term employee benefits.

Net financial position

The following table provides details of the net financial position:

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Non-current financial liabilities	(1,595,655)	(1,292,505)
Current financial liabilities and bank overdrafts	(124,160)	(439,861)
Total financial liabilities	(1,719,815)	(1,732,366)
Cash and cash equivalents	1,020,558	1,261,676
Financial assets with related parties - non-current	6,429	4,817
Financial assets with related parties - current	80	63
Total financial assets and cash and cash equivalents	1,027,067	1,266,556
Net financial position - surplus / (deficit)	(692,748)	(465,810)

Net operating cash flow for the six-month period, after lease liability payments of Euro 272.1 million, amounted to Euro 414.5 million. After cash outflows related to investing activities of Euro 247.1 million, dividend payments of Euro 402.7 million, positive foreign exchange effects on the net financial position of Euro 10.0 million and other minor items, the Group reported a net financial deficit of Euro 692.7 million at the end of the period.

(amounts in thousands of Euro)	June 30 2026 (unaudited)	June 30 2025 (unaudited)
Cash flow from operating activities	899,323	917,837
Net cash interest received (paid)	(14,299)	287
Lease liabilities: interest paid	(52,018)	(41,982)
Tax paid	(146,467)	(187,003)
Net cash flow from operating activities	686,539	689,139
Payment of lease liabilities	(272,082)	(221,591)
Net operating cash flow (*)	414,457	467,548
Purchases of property, plant and equipment and intangible assets	(247,134)	(270,388)
Purchase of equity instruments	-	(23,557)
Free cash flow (**)	167,323	173,603

(*) Non-IFRS measure equal to net cash flow from operating activities less payment of lease liabilities

(**) Non-IFRS measure equal to net cash flow generated from operating activities after capital expenditures on property, plant and equipment, intangible assets and equity instruments, net of disposal proceeds

In April 2025, in connection with the financing of the Versace acquisition, Prada S.p.A. entered into a syndicated facilities agreement for a total amount of Euro 1,500 million, comprising a Euro 1,000 million term loan facility with a five-year maturity and a bridge term loan facility of up to Euro 500 million with a maturity of up to two years. In November 2025, Prada S.p.A. drew Euro 1,000 million under the term loan facility and Euro 300 million under the bridge term loan facility. In addition, Prada S.p.A. entered into a Euro 200 million bilateral term loan facility with a seven-year maturity, which was also drawn at the acquisition closing date. In February 2026, Prada S.p.A. signed a note purchase agreement for a Euro 300 million US private placement with a 10-year bullet maturity. The transaction was undertaken to refinance and pre-emptively repay in full the bridge term loan associated with the Versace acquisition.

As of June 30, 2026, the Group had undrawn cash credit lines of Euro 1,436 million available at banks (Euro 1,398 million as of December 31, 2025), of which Euro 854 million were committed credit lines and Euro 582 million were uncommitted.

The Group was in full compliance with all financial covenants as of June 30, 2026 and expects to remain in compliance throughout the following 12-month period.

The following table sets forth the lease liabilities:

(amounts in thousands of Euro)	June 30 2026 (unaudited)	December 31 2025 (audited)
Lease liabilities – non-current	2,541,302	2,567,180
Lease liabilities – current	566,979	524,699
Total	3,108,281	3,091,879

Lease liabilities increased from Euro 3,092 million as of December 31, 2025 to Euro 3,108 million as of June 30, 2026, primarily reflecting new contracts and remeasurements of Euro 253.0 million, less payments made during the period of Euro 272.1 million, contract terminations of Euro 19.4 million and positive foreign exchange rate differences of Euro 54.9 million.
Lease liabilities were mainly concentrated in the U.S.A., Italy and Japan.

Net financial indebtedness, including lease liabilities, amounted to Euro 3,801 million as of June 30, 2026, compared with Euro 3,558 million as of December 31, 2025.

Events after the reporting date

No significant events to be reported.

Outlook

The Group delivered a solid half-year performance, despite a macroeconomic and geopolitical environment that remains uncertain. Against this backdrop, we have continued to execute with discipline, delivering on the priorities we outlined at the beginning of the year. While uncertainty continues to shape the external environment, the desirability and health of our brands give us confidence as we move into the second semester. Looking ahead, we will continue to focus on rigorous execution and long-term value creation, remaining committed to our Group ambition to deliver above-market growth.

Corporate Governance Practices

The Company is committed to maintaining the highest standards of corporate governance to create long-term sustainable value for all its stakeholders, including its shareholders.

The corporate governance model adopted by the Company consists of a set of rules, standards and structured procedures aimed at establishing efficient and transparent operations within the Group, to protect the rights of the Company's shareholders, to enhance shareholder value and to uphold the Group's credibility and reputation. The corporate governance model adopted by the Company complies with the applicable laws and regulations in Italy, where the Company is incorporated, as well as the principles set out in the Corporate Governance Code (the "Code") in Appendix C1 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules").

Compliance with the Code

The Board of Directors of the Company (the "Board") has reviewed the Company's corporate governance practices and it is satisfied that such practices have complied with the code provisions set out in the Code throughout the six months from January 1, 2026 to June 30, 2026 (the "Reviewed Period"), save for Code Provision F.1.3, as Mr. Patrizio Bertelli (Chairman of the Board) was not able to attend the annual general meeting of the Company held on April 30, 2026 (the "AGM") due to other business commitments. In his absence, Mr. Paolo Zannoni (Executive Deputy Chairman of the Board) assumed the Chairman's role and duties at the AGM, ensuring the meeting proceeded smoothly with effective communication with the shareholders.

The Company will continue to review and evaluate such practices from time to time to ensure that it complies with the Code and aligns with the latest developments.

The Board

The Board is responsible for setting up the overall strategy, as well as reviewing the operation and financial performance of the Company and the Group.

The current members of the Board, save for Ms. Ilaria Resta, were appointed at the annual general meeting of the Company held on April 24, 2024, for a term of three financial years, ending on the date of the shareholders' meeting to be called to approve the financial statements for the year ending December 31, 2026. Ms. Ilaria Resta was co-opted by the Board on July 30, 2025 to fill the vacancy left by the resignation of Ms. Marina Sylvia Caprotti, Independent Non-Executive Director, and was subsequently appointed by the shareholders at the AGM, with her term of office expiring at the same time as that of the other Directors.

The Board is currently made up of eleven directors – six Executive Directors and five Independent Non-Executive Directors.

During the Reviewed Period, the Board held three meetings on January 22, March 5, and April 30, 2026, to discuss the Group's overall corporate strategy and objectives. Key agenda items included: the assessment of operational and financial performance, including the Group's 2026 budget, the draft 2025 annual financial statements and the proposal for the allocation of the net profit, and the Q1 2026 results; the approval of financing transactions, including a private placement transaction and the issuance of bonds, in connection with the financing of the Versace acquisition; the presentation of the 2025 Sustainability Report; the review of related parties' transactions; the convening of the AGM; and the review of the composition of the Board Committees. These meetings were held in hybrid format (in person and via electronic means), with a Directors' attendance rate of 87.88%.

The Board also held a meeting on July 30, 2026, with a Directors' attendance rate of 90.91%, to approve, among other items, the Group's interim results for the Reviewed Period, the recapitalization of certain subsidiaries, and the simplified merger of a wholly-owned subsidiary into the Company, and to receive updates on certain compliance and regulatory matters.

Audit and Risk Committee

The Company has established an Audit and Risk Committee in compliance with Rule 3.21 of the Listing Rules, where at least one member possesses related financial management expertise to perform the duties of the Audit and Risk Committee. The current members of the Audit and Risk Committee consist of four Independent Non-Executive Directors, namely Mr. Yoël Zaoui (Chairman), Ms. Anna Maria Rugarli, Ms. Cristiana Ruella and Ms. Ilaria Resta. On April 30, 2026, the Board resolved to increase the number of members of the Committee to four, appointing Ms. Ilaria Resta with a term of office in line with that of the other members.

The primary duties of the Audit and Risk Committee are to assist the Board in providing an independent view on the independence, adequacy, effectiveness and efficiency of the internal audit function, the Company's financial reporting process and its internal control and risk management system, to oversee the external audit processes, the internal audit process and financial controls activity, to implement the Company's risk management functions, to assess the Company's business model and strategies, to examine the work plan of internal audit, to review the relationship with the External Auditor by reference to the work performed by the External Auditor, as well as their independence, fees and terms of engagement, and to perform any other duties and responsibilities assigned to it by the Board.

During the Reviewed Period, the Audit and Risk Committee held three meetings on February 9, March 2, and April 27, 2026, with a 100% attendance rate. Key agenda items included the review and approval of the Company's and Group's 2025 draft financial statements – together with the 2025 impairment test, the 2026 budget, and the 2025 Sustainability Report – as well as the approval of the Group's Q1 2026 results. The Committee also addressed governance and oversight matters, including the meeting with the external auditor, related-party transactions, pending tax and legal litigation, and internal audit and internal control activities. Finally, it reviewed the annual reports of the Supervisory Body, the Committee, and the Internal Audit function, approved the 2026 Audit Plan, and considered a draft intragroup merger plan by incorporation.

The Audit and Risk Committee also held a meeting on July 27, 2026, with a 100% attendance rate, to approve, among other matters, the Group's interim results for the Reviewed Period, and to assess the recapitalization of certain subsidiaries. The Committee also received updates on certain compliance and internal control matters.

Remuneration Committee

The primary duties of the Remuneration Committee are to make recommendations to the Board on the Company's policy and structure for the remuneration package of Directors and senior management and the establishment of a formal and transparent procedure for developing policies on such remuneration. The recommendations of the Remuneration Committee are then submitted to the Board for consideration and adoption, where appropriate.

The current members of the Remuneration Committee consist of two Independent Non-Executive Directors, Ms. Anna Maria Rugarli (Chairwoman) and Mr. Yoël Zaoui, and the Executive Director and Executive Deputy Chairman, Mr. Paolo Zannoni.

During the Reviewed Period, the Remuneration Committee held two meetings on February 18 and March 24, 2026, with a 100% attendance rate. Key agenda items included: the review of the remuneration structure of the Versace management, as well as of the review of the variable remuneration components of the Executive Directors and of the Group's top management for the 2025 financial year. The Committee also expressed a favorable opinion on the remuneration of Ms. Ilaria Resta in view of her appointment as Independent Non-Executive Director by the shareholders at the AGM.

The Remuneration Committee also held a meeting on July 8, 2026, with a 100% attendance rate, to review the remuneration of certain key executive and creative roles, as well as the proposed 2026 grant under the 2025-2027 LTI Plan, and to receive an update on the EU Pay Transparency Directive. The Committee also conducted the periodic review of its own Terms of Reference.

Nomination Committee

The primary duties of the Nomination Committee are to determine the policy for the nomination of Directors and to make recommendations to the Board for consideration and, where appropriate, adoption on the structure, size and composition of the Board itself, on the selection of new Directors and on the succession plans for Directors. In discharging its duties, the Nomination Committees has considered the Board Diversity Policy and the Directors' Nomination Policy.

The current members of the Nomination Committee consist of three Independent Non-Executive Directors, Ms. Cristiana Ruella (Chairwoman), Ms. Pamela Yvonne Culpepper and Ms. Ilaria Resta. On April 30, 2026, the Board resolved to appoint Ms. Ilaria Resta as a member of the Committee in place of Mr. Lorenzo Bertelli, with a term of office in line with that of the other members.

During the Reviewed Period, the Nomination Committee held one meeting on February 3, 2026, with a 100% attendance rate. Key agenda items included: the annual assessment of the independence of the Independent Non-Executive Directors; and the annual review of the structure, size and composition of the Board, including its diversity profile in light of the Board Diversity Policy.

Sustainability Committee

The Sustainability Committee assists and supports the Board with proposing and advisory functions in its assessments and decisions on sustainability, meaning the processes, initiatives and activities aimed at overseeing the Company's commitment to sustainable development along the value chain and strategy. Moreover, the Committee supports the preparation and review of non-financial reports, including the annual Sustainability Report, and communications concerning sustainability to be submitted to the Board for approval.

The current members of the Sustainability Committee consist of two Independent Non-Executive Directors, Ms. Pamela Yvonne Culpepper (Chairwoman) and Ms. Anna Maria Rugarli, and one Executive Director, Mr. Lorenzo Bertelli.

During the Reviewed Period, the Sustainability Committee held a meeting on February 25, 2026, with a 100% attendance rate. Key agenda items included: the review of the 2025 Sustainability Report, ahead of its approval by the Board, together with the related external assurance process; the review of the ESG results for the 2025 financial year and of the progress of the Group's ESG strategy across the Planet, People and Culture areas, including initiatives carried out in partnership with UNESCO; the presentation of the HR sustainability strategy and priorities for 2026, including pay transparency and diversity and inclusion initiatives; and the update on the supplier audit activities conducted in 2025.

The Sustainability Committee also held a meeting on July 15, 2026, with a 100% attendance rate, to review the ESG results for the first half of 2026 across the Planet, People and Culture areas and the progress of the Group's sustainability strategy, including the 2026 focus areas and the evolving ESG regulatory landscape, and to receive updates on the End-to-End Traceability Program, on the People agenda — including pay transparency and diversity and inclusion initiatives — and on the initiatives carried out in partnership with UNESCO.

Board of Statutory Auditors

Under Italian law, a joint-stock company is required to have a board of statutory auditors, appointed by the shareholders for a term of three financial years, with the authority to supervise the Company on its compliance with the applicable laws, regulations, its By-laws, the principles of proper management and, in particular, on the adequacy and functioning of the organizational, administrative and accounting structure adopted by the Company.

The board of statutory auditors of the Company consists of Mr. Roberto Spada (Chairman), Ms. Maria Luisa Mosconi and Ms. Patrizia Arienti. The alternate statutory auditors are Ms. Stefania Bettoni and Mr. Cristiano Proserpio. During the Reviewed Period, the members of board of statutory auditors attended three meetings of the Board.

Supervisory Body (Organismo di Vigilanza)

In compliance with Italian Legislative Decree 231 of June 8, 2001 (the "Decree"), the Company established a Supervisory Body (Organismo di Vigilanza) whose primary duty is to ensure the functioning, effectiveness and enforcement of the Company's Organization, Management and Control Model, adopted by the Company pursuant to the Decree. The Supervisory Body has three members appointed by the Board and selected among qualified and experienced individuals. The current members of the Supervisory Body consist of Ms. Stefania Chiaruttini (Chairwoman), Mr. Armando Simbari and Mr. Roberto Spada, Chairman of the Board of Statutory Auditors.

Dividends

The Company may distribute dividends subject to the approval of the shareholders in a shareholders' general meeting. No dividends have been declared or paid by the Company in respect of the Reviewed Period.

On March 5, 2026, the Board recommended for 2025 the payment of a final dividend of Euro 0.166 per share, representing a total dividend of Euro 424,764,784. The shareholders approved the distribution and payment of the final dividend at the AGM. The dividend was paid on May 19, 2026, while the relevant withholding tax has been paid in July 2026.

Directors' Securities Transactions

The Company has adopted a set of written procedures governing Directors' securities transactions on terms no less exacting than those set out in the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules (the "Model Code"). In response to specific enquiries by the Company, all Directors confirmed that they complied with the required standard set out in the Model Code and the Company's procedure at all applicable times during the Reviewed Period. There were no incidents of non-compliance during the Reviewed Period.

The Company has also adopted a set of written procedures governing securities transactions carried out by the relevant employees who are likely to possess inside information in relation to the Company and its securities. This procedure is on terms no less exacting than those set out in the Model Code.

Purchase, Sale, or Redemption of the Company's Listed Securities

During the Reviewed Period, neither the Company nor any of its subsidiaries purchased, sold, or redeemed any of the Company's listed securities. The Company did not hold any treasury shares during the Reviewed Period.

Publication of Interim Results Announcement and Interim Report

The interim results announcement of the Company is published on the websites of Hong Kong Stock Exchanges and Clearing Limited at www.hkexnews.hk and the Company at www.pradagroup.com. The interim report will be available on the same websites and dispatched to the shareholders of the Company in due course.

By Order of the Board
Prada S.p.A.
Mr. Paolo Zannoni
Executive Deputy Chairman

Milan (Italy), July 30, 2026

As at the date of this announcement, the Company's executive directors are Mr. Patrizio BERTELLI, Mr. Paolo ZANNONI, Ms. Miuccia PRADA BIANCHI, Mr. Andrea GUERRA, Mr. Andrea BONINI and Mr. Lorenzo BERTELLI; and the Company's independent non-executive directors are Mr. Yoël ZAOUI, Ms. Ilaria RESTA, Ms. Cristiana RUELLA, Ms. Pamela Yvonne CULPEPPER and Ms. Anna Maria RUGARLI.