BIRKENSTOCK

CAPITAL MARKETS DAY NYC

JANUARY 28, 2026

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

Certain statements in this presentation (the "Presentation") of Birkenstock Holding plc (together with all of its subsidiaries, the "Company," "Birkenstock," "we," "our," "ours," or "us") may constitute "forward-looking" statements and information within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. Such forward-looking statements relate to our current expectations and views of future events, including our current expectations and views with respect to, among other things, our operations and financial performance. In particular, such forward-looking statements include statements relating to our 2026 fiscal year outlook. Forward-looking statements include all statements that do not relate to matters of historical fact. In some cases, you can identify these forward-looking statements by the use of words such as "anticipate," "believe," "could," "expect," "should," "plan," "intend," "estimate" and "potential," "aim," "anticipate," "assume,", "continue," "could,", "expect," "forecast," "guidance," "intend," "may," "ongoing," "plan," "potential," "predict," "project," "seek," "should," "target," "will," "would" or similar words or phrases, or the negatives of those words or phrases.

The forward-looking statements contained in this Presentation are based on the Company's current expectations and are not guarantees of future performance. Forward-looking statements are subject to known and unknown risks, uncertainties and other factors and are based on potentially inaccurate assumptions that could cause actual results to differ materially from those expected or implied by the forward-looking statements. Our actual results could differ materially from those expected in our forward-looking statements for many reasons, including: our dependence on the image and reputation of the BIRKENSTOCK brand; the intense competition we face from both established companies and newer entrants into the market; our ability to execute our DTC growth strategy and risks associated with our e-commerce platforms; our ability to adapt to changes in consumer preferences and attract new customers; our ability to attract and retain customers, and the effectiveness and efficiency of our marketing efforts; risks related to merchandise returns; harm to our brand and market share due to counterfeit products; our ability to successfully operate and expand retail stores, and our dependence on favorable lease terms, brand awareness and the ability to hire adequate staff to successfully operate such retail stores; economic conditions impacting consumer spending, such as inflation, tariffs and other trade policy actions, the deterioration of consumer sentiment, a deterioration of the macroeconomic situation generally, and our ability to react to any of them; the relative illiquidity of our real property investments and our ability to sell properties on reasonable terms in response to changing economic, financial and investment conditions; risks related to our non-footwear products; failure to realize expected returns from our investments in our businesses and operations; our ability to adequately manage our acquisitions, investments or other strategic initiatives; our ability to manage our operations at our current size or manage future growth effectively; currency exchange rate fluctuations; risks related to global or regional health events; our dependence on third parties for our sales and distribution channels, as well as deterioration or termination of relationships with major wholesale partners; risks related to the conversion of wholesale distribution markets to owned and operated markets and risks related to productivity or efficiency initiatives; operational challenges related to the distribution of our products; seasonality, weather conditions and climate change; adverse events influencing the sustainability of our supply chain or our relationships with major suppliers, or increases in raw materials or labor costs; our ability to effectively manage inventory; unforeseen business interruptions and other operational problems at our production facilities, as well as disruptions to our shipping and delivery arrangements; fluctuations in product costs and availability due to fuel price uncertainty; failure to attract, hire, train and retain key employees and deterioration of relationships with employees, employee representative bodies and stakeholders; our dependence on the services and reputation of our Chief Executive Officer; adequate protection, maintenance and enforcement of our trademarks and other intellectual property rights; regulations governing the use and processing of personal data, as well as disruption and security breaches affecting information technology systems; payment-related risks related to the use of credit cards and debit cards; the reliance of our operations, products, systems and services on complex IT systems; risks related to international markets; risks related to litigation, compliance and regulatory matters, including corporate responsibility and ESG matters; risks related to climate change and regulatory responses to it; inadequate insurance coverage, or increased insurance costs; compliance with existing laws and regulations or changes in such laws and regulations; tax-related risks; risks related to our amount of indebtedness, its restrictive covenants and our ability to repay our debt; control by our Principal Shareholder whose interests may conflict with ours or yours in the future; material weaknesses identified in our internal control over financial reporting and our ability to remediate such material weaknesses; our status as a foreign private issuer and as a "controlled company" within the meaning of the NYSE rules; natural disasters, public health crises, political crises, civil unrest and other catastrophic events beyond control and the factors described in the sections titled "Cautionary Statement Regarding Forward-Looking Statements" and "Risk Factors" in our Annual Report on Form 20-F filed with the U.S. Securities and Exchange Commission on December 18, 2025, as updated, from time to time, by our reports on Form 6-K that update, supplement or supersede such information. Any forward-looking statement made by us in this Presentation speaks only as of the date of this Presentation and is expressly qualified in its entirety by the cautionary statements included in this Presentation. We undertake no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments, or otherwise, except as required by law.

NON-IFRS FINANCIAL INFORMATION

This Presentation includes "non-IFRS measures" that are financial measures that either exclude or include amounts that are not excluded or included in the most directly comparable measures calculated and presented in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board ("IFRS"). Specifically, we make use of the non-IFRS financial measures adjusted earnings per share (EPS) (basic/diluted), adjusted EBITDA, adjusted EBITDA margin, adjusted gross profit, adjusted gross profit margin, adjusted net profit, adjusted general administrative expenses, net debt, net leverage, average selling price, and metrics on a constant currency basis, which are not recognized measures under IFRS and should not be considered as alternatives to net profit (loss) or revenue as a measure of financial performance or any other performance measure derived in accordance with IFRS. We discuss non-IFRS financial measures in this Presentation because they are a basis upon which our management assesses our performance, and we believe they reflect underlying trends and are indicators of our business. Additionally, we believe that such non-IFRS financial measures and similar measures are widely used by securities analysts, investors and other interested parties as a means of evaluating a company's performance.

Our non-IFRS financial measures may not be comparable to similarly titled measures used by other companies. Our non-IFRS financial measures have limitations as analytical tools, as they do not reflect all the amounts associated with our results of operations as determined in accordance with IFRS. Our non-IFRS financial measures should not be considered in isolation, nor should they be regarded as a substitute for, or superior to, measures calculated and presented in accordance with IFRS. A reconciliation is provided in the Appendix to this Presentation for each non-IFRS financial measure in this Presentation to the most directly comparable financial measure stated in accordance with IFRS. A reconciliation is not provided for any forward-looking non-IFRS financial measures as such a reconciliation is not available without unreasonable efforts.

Average selling price ("ASP") is calculated by dividing our total revenue from sales of footwear pairs by the number of footwear pairs sold. Prior to fiscal 2024, ASP was calculated by dividing our total revenue by our total number of units of all products sold. The difference between these two methods is immaterial. Our management uses group ASP in managing and monitoring the performance of the business. We believe presenting a directional change in ASP provides useful information to investors as it helps facilitate an enhanced understanding of our operating results and enables them to make more meaningful period-to-period comparisons, particularly because a change in ASP is typically one of several principal drivers of our revenue development between periods. However, in channels and segments, ASP can vary significantly based on various factors and circumstances, and, therefore, management believes that quantifying ASP or the directional change thereof at segment or channel level would provide a level of granularity not considered helpful and potentially misleading.

In addition, we also present ASP growth on a constant currency basis. We define constant currency ASP as ASP excluding the effect of foreign exchange rate movements and use constant currency ASP to determine constant currency ASP growth on a comparative basis. Constant currency ASP is calculated by translating the current period foreign currency ASP using the prior period exchange rate. Constant currency ASP growth is calculated by determining the increase in current period ASP as compared to the prior period ASP, where current period foreign currency ASP is translated using prior period exchange rates. We believe that presenting ASP growth on a constant currency basis offers valuable insight to both management and investors by isolating the Company's operational performance from foreign exchange rate fluctuations, which are beyond the Company's control.

BIRKENSTOCK

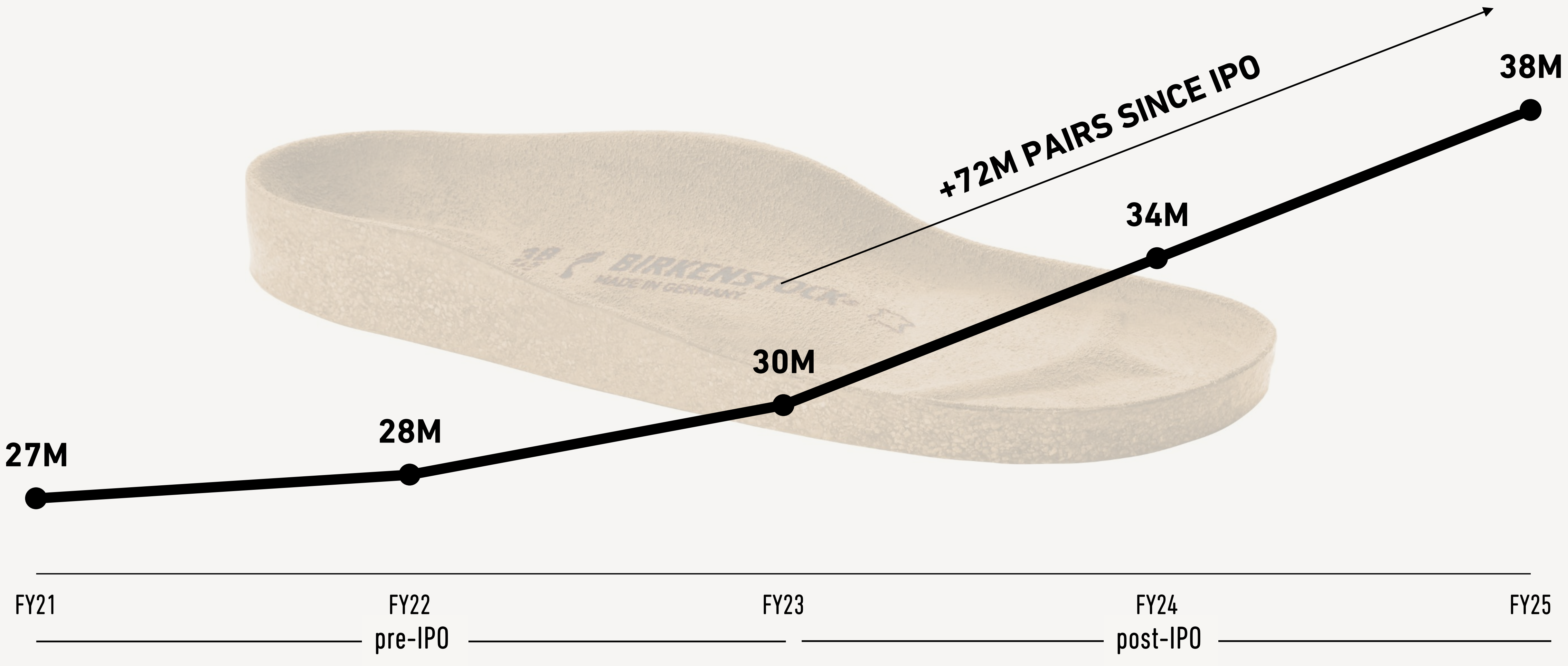
CAPITAL MARKETS DAY SCHEDULE

9:00 – 9:10	**Welcome & Introductions** *Megan Kulick, Director IR*
9:10 – 9:30	**Opening Remarks** *Oliver Reichert, CEO*
9:30 – 10:00	**Q1 Review & 3-Year Outlook** *Ivica Krolo, CFO*
10:00 – 10:15	**Opening Q&A**
10:15 – 10:30	**Coffee Break**
10:30 – 11:30	**Segment Overview** *David Kahan, President Americas* *Nico Bouyakhf, President EMEA* *Klaus Baumann, CSO, President APAC*
11:30 – 12:00	**Product** *Markus Baum, CPO*
12:00 – 12:45	**Lunch Break / Tour Product Display**
12:45 – 1:00	**Video Tour of Manufacturing**
1:00 – 1:30	**Supply Chain** *Jakub Nachtigall, VP Operational Excellence*
1:30 – 2:30	**Final Q&A**

BIRKENSTOCK

OUR MISSION: GIVE EVERYONE ACCESS TO THE FOOTBED

WE HAVE SOLD 72 MILLION FOOTBED PAIRS SINCE IPO



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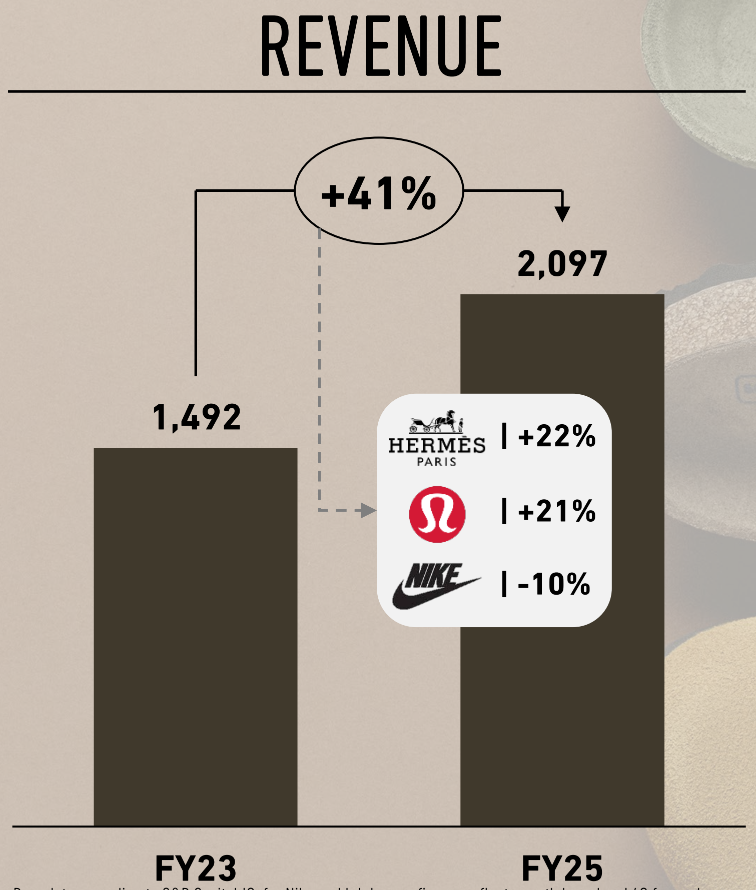
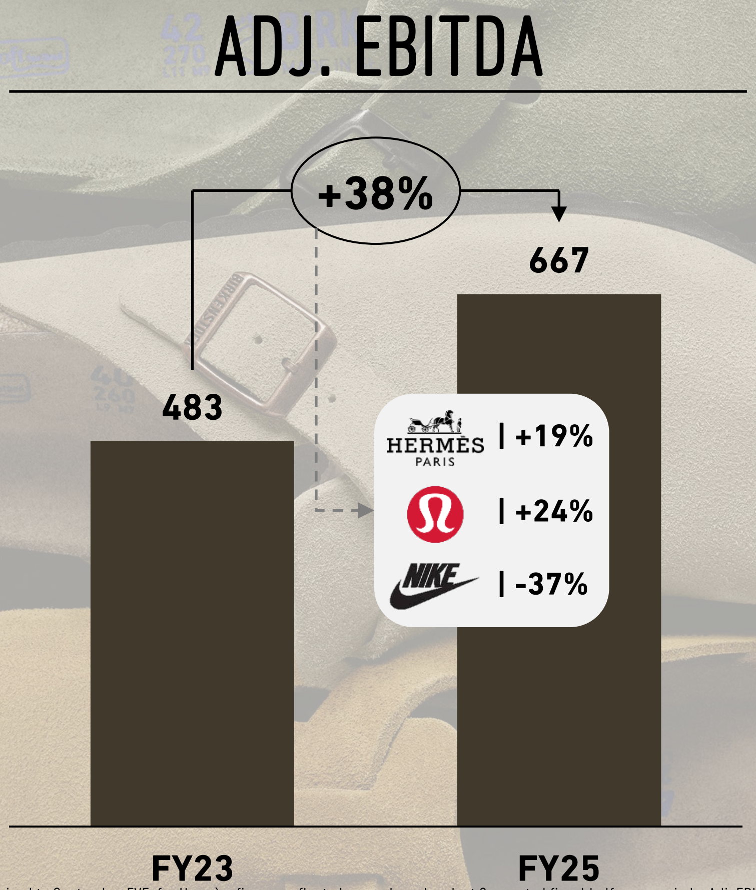
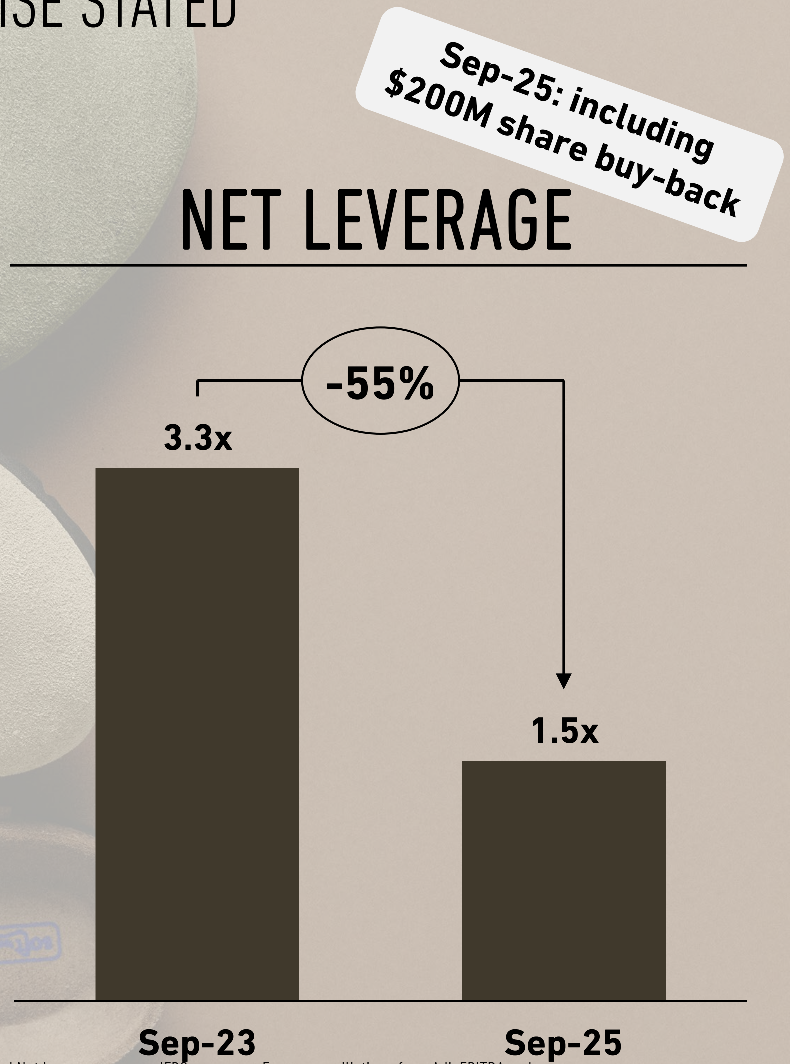
OMG! JUST ANOTHER BORING FOOTWEAR BRAND?

GROWTH RATES FY25 VS. FY23 (PRE-IPO) | IN € MILLION UNLESS OTHERWISE STATED







Note: Peer data according to S&P Capital IQ; for Nike and lululemon, figures reflect growth based on L4Q for each peer, calendarized to September FYE; for Hermès, figures reflect changes based on last 2 reported fiscal half-year periods. Adj. EBITDA and Net Leverage are non-IFRS measures. For a reconciliation of our Adj. EBITDA and Net Leverage to the most comparable IFRS measures, please see the Company's forms 20-F, filed with the SEC on December 18, 2024, and on December 18, 2025. Our adj. EBITDA may be defined differently than similarly titled measures used by our peers and thus not be comparable.

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WE DELIVERED ON OUR PROMISES

DOUBLED REVENUE IN WHITE SPACES SINCE FY23

APAC

DOUBLED

our business to €222M revenue in FY25

Own Retail

DOUBLED

our own retail fleet to over 100 doors[1]

Closed-Toe

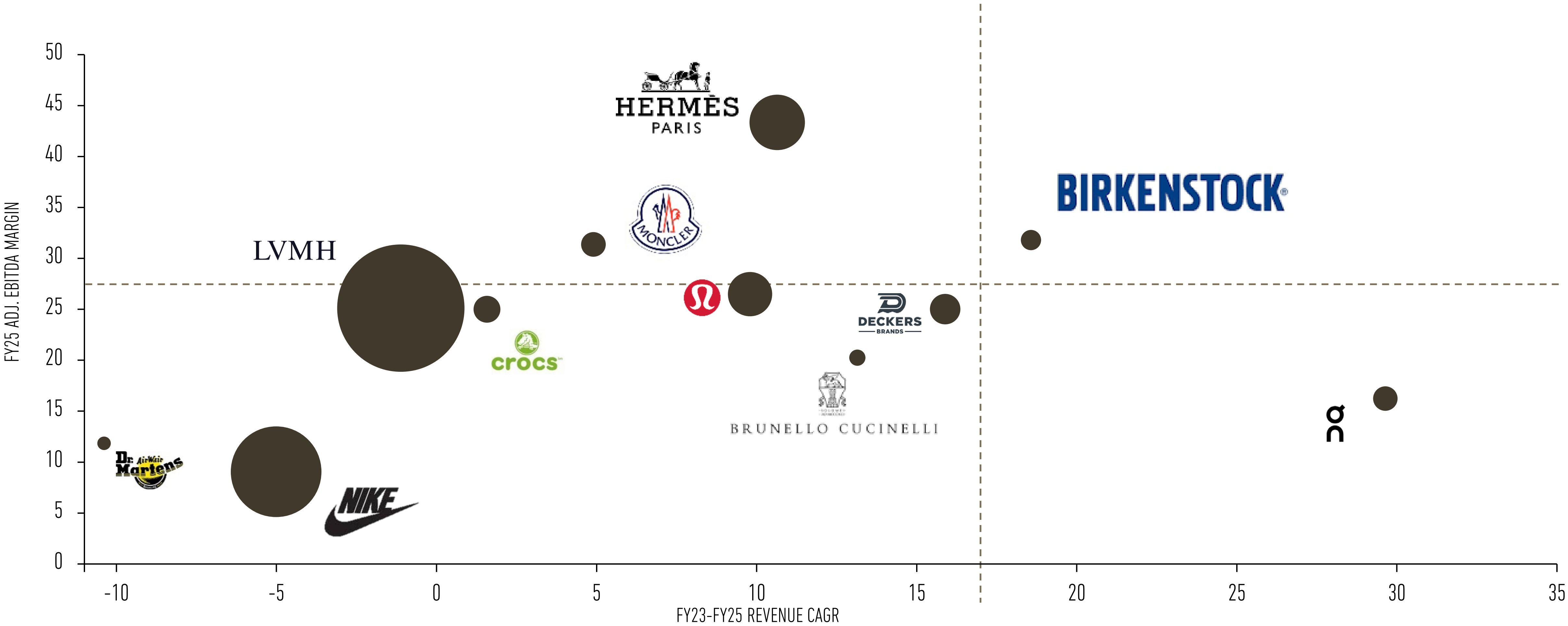
DOUBLED

our business | now reaching 38% share of business

Note: [1] As of January 2026, compared to year-end FY23, all other comparisons to FY23 (pre-IPO).

WE ARE ONE OF A KIND

OUTPERFORMING COMPS IN ADJ. EBITDA X REVENUE GROWTH COMBINATION | BUBBLE SIZE = FY25 REV



Note: Peer data according to S&P Capital IQ; for Hermès, Moncler, LVMH, and Brunello Cucinelli figures reflect changes based on last 2 reported fiscal half; for all other peers, figures reflect changes based on L4Q for each peer, calendarized to September FYE. Adj. EBITDA and adj. EBITDA margin are non-IFRS measures. For a reconciliation of our adj. EBITDA and adj. EBITDA margin to the most comparable IFRS measures, please see the Company's form 20-F, filed with the SEC on December 18, 2025. Our adj. EBITDA and adj. EBITDA margin may be defined differently than similarly titled measures used by our peers and thus not be comparable.

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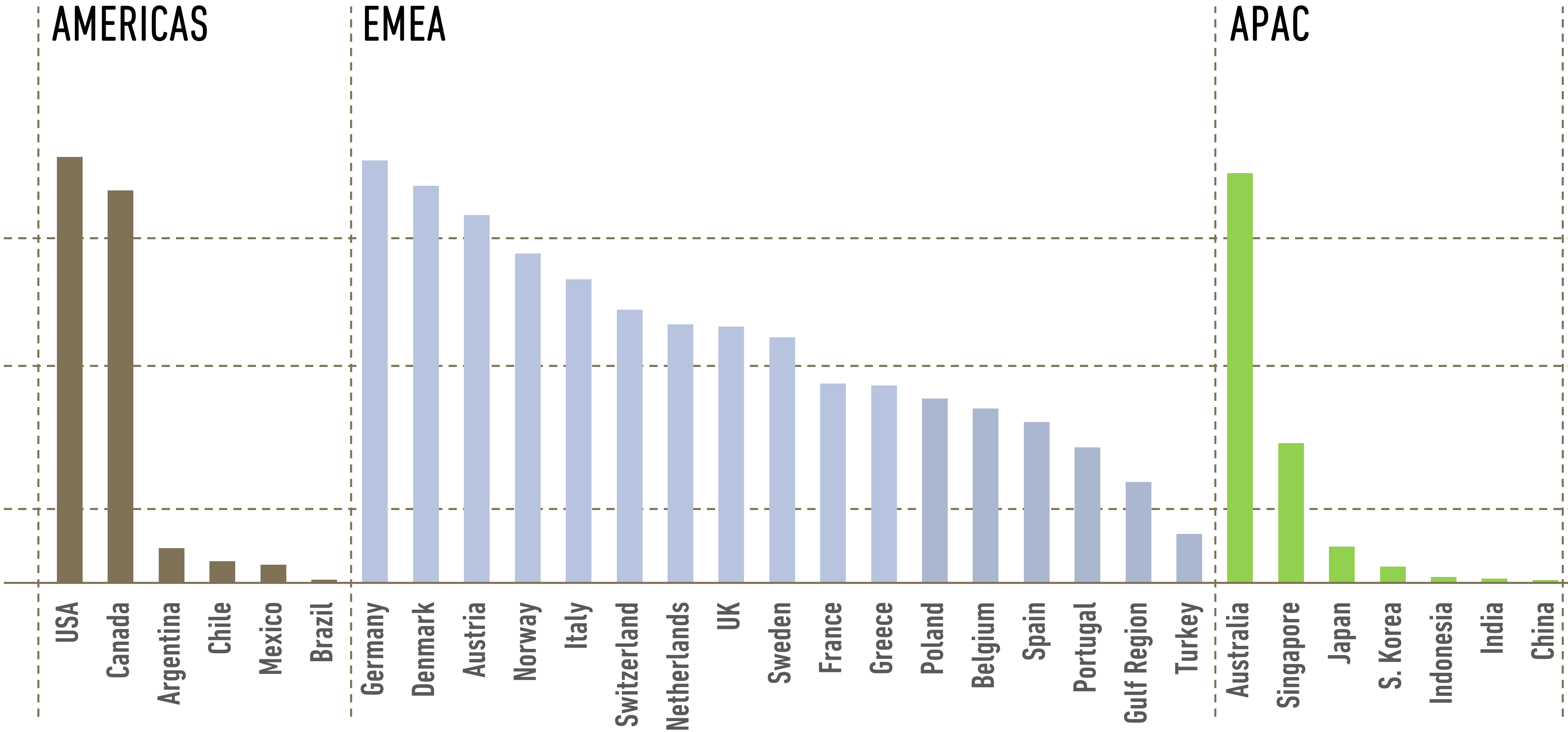
HUGE RUNWAY AHEAD

KEY COUNTRY PENETRATION COMPARISON (PAIRS SOLD FY25 PER ONE MILLION INHABITANT)



PENETRATION CLUSTER[1]	INHABITANTS[2]	REVENUE GROWTH FY25[3]
A	~510M	+13%
B	~170M	+16%
C	~250M	+24%
D	~3,800M	+43%

Note: [1] Penetration clusters rank countries by level of Birkenstock penetration (pairs sold per one million inhabitants) from high (A) to low (D); A: USA, Canada, Germany, Denmark, Austria, Australia; B: Norway, Italy, Switzerland, Netherlands, United Kingdom, Sweden; C: France, Greece, Poland, Belgium, Spain, Portugal, Gulf Region (UAE, Saudi Arabia, Kuwait, Qatar, Oman), Singapore; D: Argentina, Chile, Mexico, Brazil, Turkey, Japan, South Korea, Indonesia, India, China; [2] Inhabitant data according to https://data.worldbank.org, numbers represent rounded total among countries assigned to the respective cluster; [3] combined Birkenstock revenue growth FY25 of countries assigned to respective penetration cluster.

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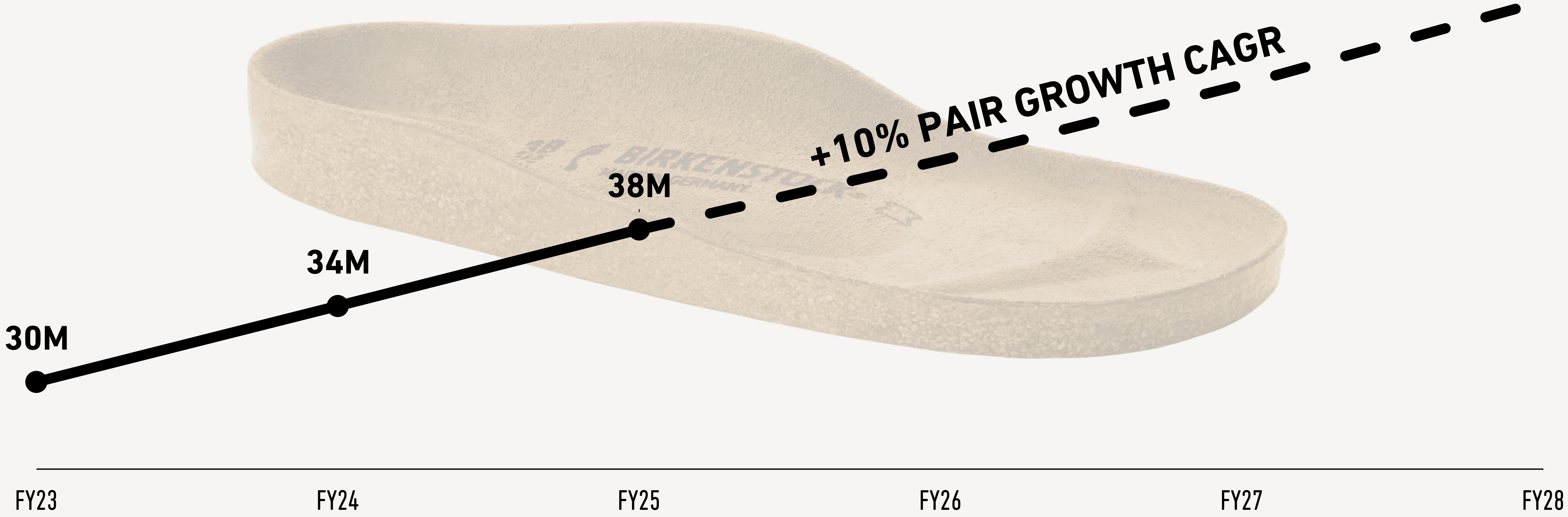
CONTINUING TO BRING THE FOOTBED TO THE PEOPLE

TARGETING ~10% CAGR IN FOOTWEAR PAIRS SOLD



PRELIMINARY RESULTS Q1 FY26

BIRKENSTOCK

Q1 FY26 PRELIMINARY RESULTS

IN € MILLION UNLESS OTHERWISE STATED

REVENUE

402

+11.1% | +17.8% @cc

ADJ. GROSS PROFIT | MARGIN[1]

231 | 57.4%

+6% | (290)bp

ADJ. EBITDA | MARGIN

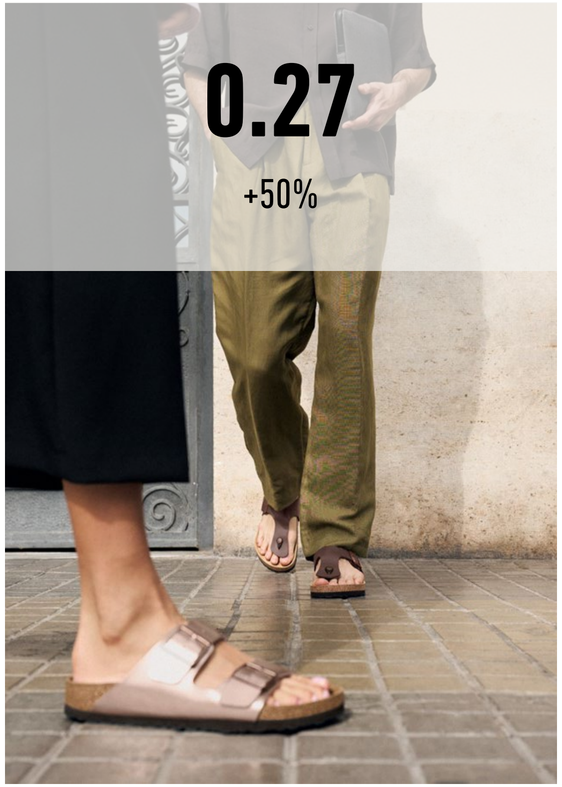
106 | 26.5%

+4% | (170)bp

ADJ. EPS (€)

0.27

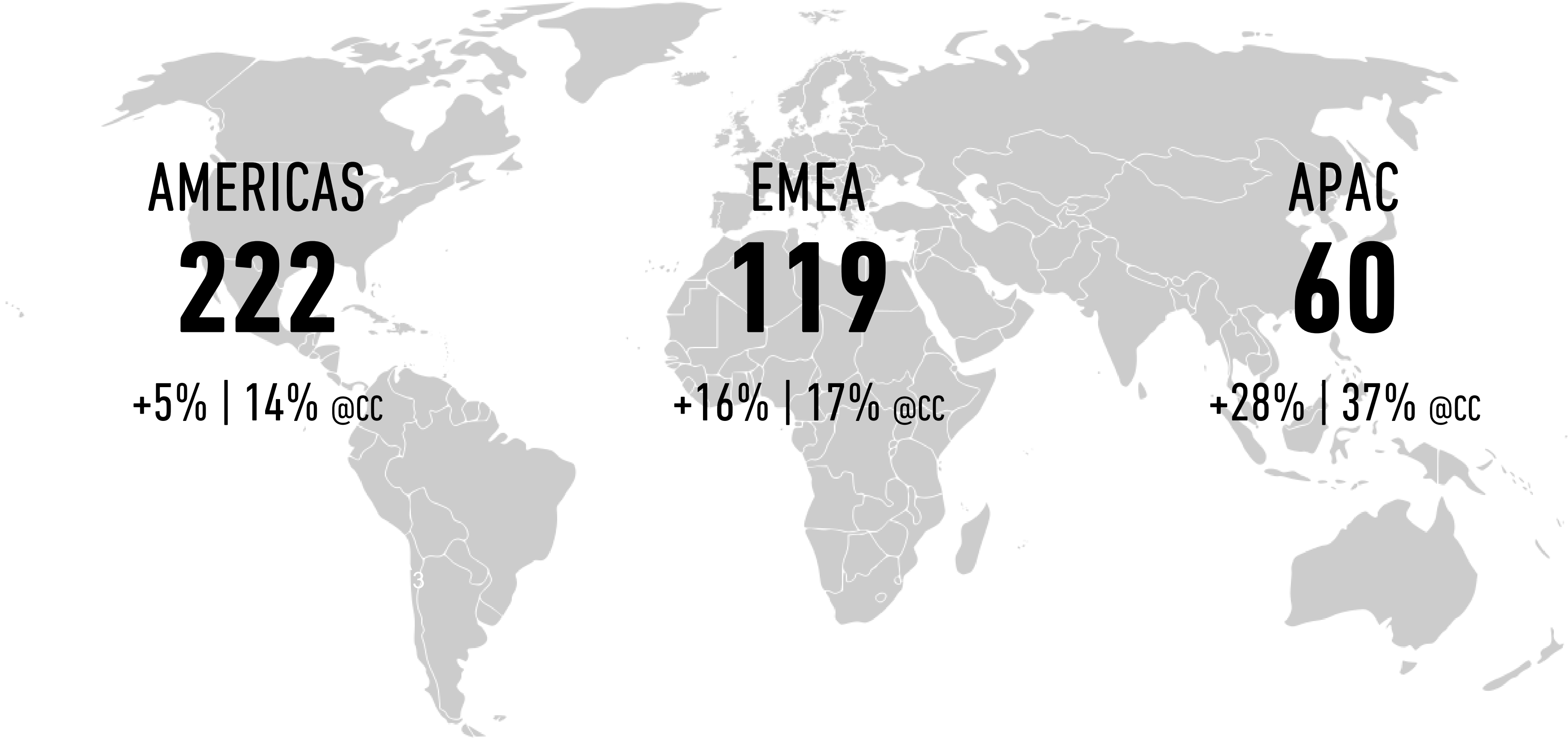
+50%



Note: All comparisons are to Q1 FY25. Constant Currency growth (@cc) of revenue, adjusted gross profit, adjusted gross profit margin, adjusted EBITDA, adjusted EBITDA margin and adjusted EPS are non-IFRS measures. For a reconciliation to the most comparable IFRS measures, please see the Appendix. [1] We define adjusted gross profit as gross profit, exclusive of non-recurring or non operating items such as the impact of the distributor mark-up to inventories sold by the Company to Birkenstock Australia Pty Ltd prior to the acquisition and subsequently to cost of sales. Adjusted gross profit margin is defined as adjusted gross profit for the period divided by revenues for the same period. Management uses adjusted gross profit and adjusted gross profit margin to assess operating performance by excluding items that management believes are not indicative of the Company's ongoing operating results. Management believes this measure provides useful information to investors by facilitating period-to-period comparisons, enhancing understanding of trends in the Company's cost structure, and aligning external reporting with how operating performance is assessed internally.

STRONG REVENUE GROWTH ACROSS ALL SEGMENTS & CHANNELS

IN € MILLION



AMERICAS

222

+5% | 14% @CC

EMEA

119

+16% | 17% @CC

APAC

60

+28% | 37% @CC

B2B

215

+18% | 24% @CC

DTC

186

+4% | 12% @CC

Note: Revenue by segment, not showing the Corporate/Other segment (other, non-product revenue). Revenue growth at constant currencies is a non-IFRS measure. For a reconciliation to the most comparable IFRS measure, please see the Appendix.

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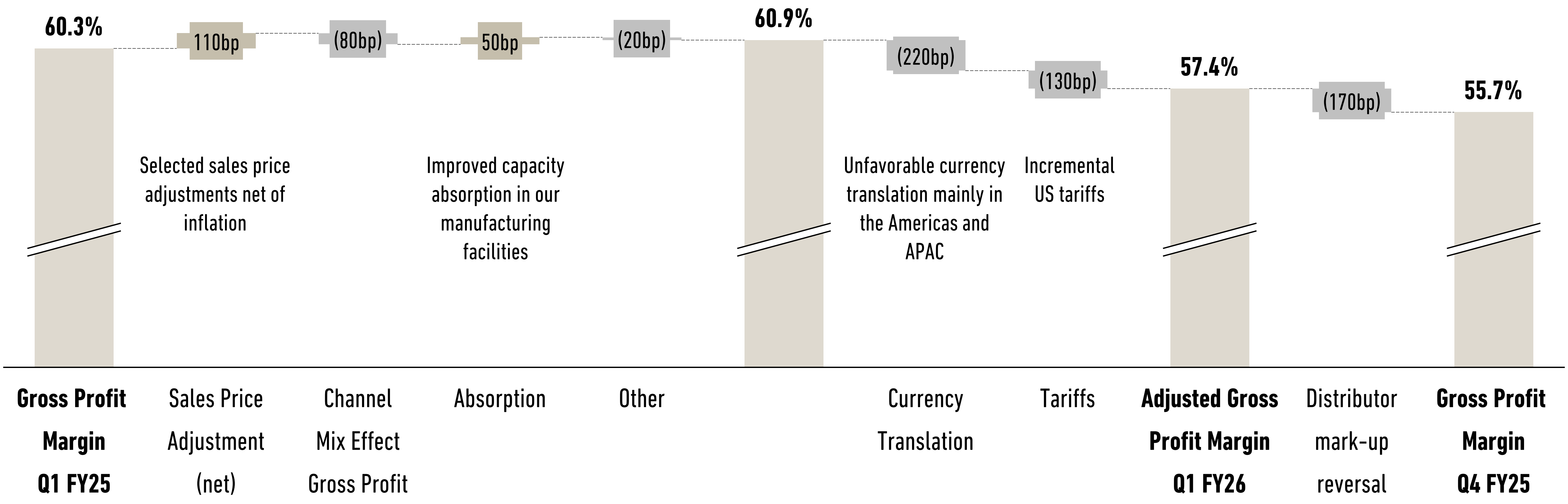
ADJUSTED GROSS PROFIT MARGIN IMPACTED BY EXTERNAL EFFECTS



Note: Adjusted Gross Profit margin is a non-IFRS measure. For a reconciliation to the most comparable IFRS measure, please see the Appendix.

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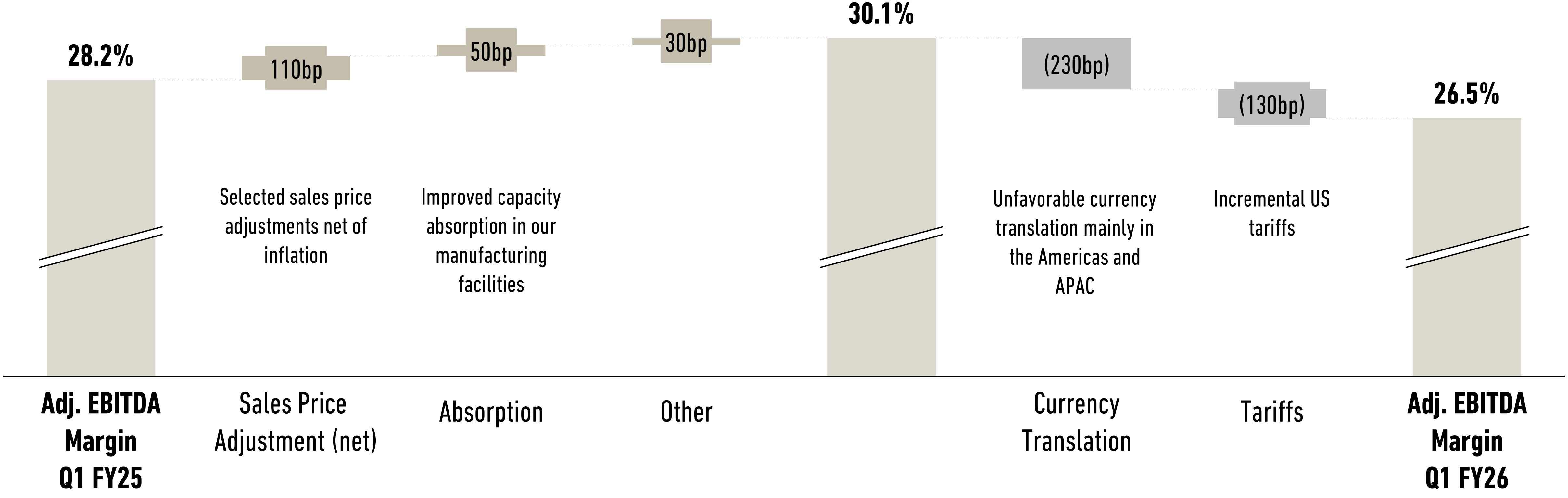
STRONG MARGIN EXPANSION OFFSET BY EXTERNAL EFFECTS

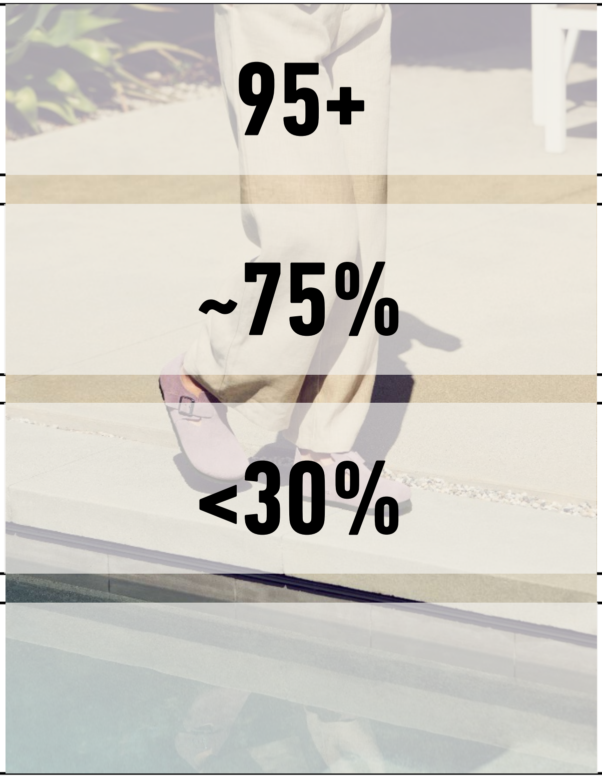


Note: Adjusted EBITDA margin is a non-IFRS measure. For a reconciliation to the most comparable IFRS measure, please see the Appendix.

BIRKENSTOCK

B2B IS A GREAT BUSINESS AND NOT A SICKNESS

ACCESS POINT FOR A TOUCH-AND-FEEL PRODUCT



FY25	B2B	DTC
Average selling price (€)	40+	95+
Gross profit margin (%)	~50%	~75%
Adj. EBITDA margin (%)	>30%	<30%
Orderbook visibility	5–9 MONTHS	

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OUTLOOK

FY26–FY28

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FY26-FY28 OUTLOOK: DOUBLE-DIGIT REVENUE AND EPS GROWTH[1]

	REVENUE GROWTH[2]	ADJ. GROSS PROFIT MARGIN[4]	ADJ. EBITDA MARGIN	ADJ. EPS GROWTH
2028T	+13-15% @CC	~57-58%	30%+	~200BPS FASTER THAN REVENUE GROWTH
2026E	+13-15% @CC €2.30 – 2.35BN[3] | +10-12%	57.0-57.5% INCL TARIFF AND FX HEADWIND OF 200BPS	30.0-30.5% INCL TARIFF AND FX HEADWIND OF 200BPS	€1.90-2.05 INCL TARIFF AND FX HEADWIND OF €0.15-0.20

Note: See cautionary statement regarding forward-looking statements included elsewhere in this Presentation. Constant Currency growth (@cc) of revenue, adjusted gross profit margin, adjusted EBITDA margin and adjusted EPS are non-IFRS measures. For a reconciliation of historical non-IFRS measures to the most comparable IFRS measure, please see the Appendix and the Company's form 20-F, filed with the SEC on December 18, 2025. [1] This outlook is based on the following assumptions: A EUR/USD exchange rate of 1.17 (rate as of December 18, 2025 when 2026 guidance was established); no further escalation in US tariff rate; and share buybacks of ~USD 200 million per year; [2] FY26e-FY28t CAGR at constant currencies. [3] based on EUR/USD exchange rate of 1.17. [4] We define adjusted gross profit as gross profit, exclusive of non-recurring or non operating items such as the impact of the distributor mark-up to inventories sold by the Company to Birkenstock Australia Pty Ltd prior to the acquisition and subsequently to cost of sales. Adjusted gross profit margin is defined as adjusted gross profit for the period divided by revenues for the same period. Management uses adjusted gross profit and adjusted gross profit margin to assess operating performance by excluding items that management believes are not indicative of the Company's ongoing operating results. Management believes this measure provides useful information to investors by facilitating period-to-period comparisons, enhancing understanding of trends in the Company's cost structure, and aligning external reporting with how operating performance is assessed internally.

BIRKENSTOCK

TARGETING €1 BILLION OF INCREMENTAL REVENUE IN THE NEXT 3 YEARS

+€1 BILLION[1]

[+13-15% @CC]

AMERICAS

DOUBLE-DIGIT GROWTH

EMEA

DOUBLE-DIGIT GROWTH

APAC

DOUBLING THE BUSINESS

Note: [1] Targeted incremental annual revenue in FY28 vs. FY25, assuming the mid-point of the 13-15% guidance and a foreign exchange rate of EUR/IUSD 1.17; Constant Currency growth (@cc) of revenue is a non-IFRS measure. For a reconciliation to the most comparable IFRS measure, please see the Company's form 20-F, filed with the SEC on December 18, 2025.

BIRKENSTOCK

AMERICAS

AMERICAS: LARGEST REGION WITH CONTINUED STRONG DEMAND GROWTH

# Countries via BS.COM[1]	# Retail stores	# B2B doors[3]
2	**14**	**~10,000**
membership growing +19%[2]		Fastest growth in youth/sport multi brand chains

Note: Number of stores as of Q4 FY25; [1] via our DTC channel; [2] in FY25 vs LY; [3] estimate for FY25.

AMERICAS CONTRIBUTING 10%+ CAGR OVER NEXT 3 YEARS

B2B CONTINUES TO LEAD

DTC driven by new retail

EMERGING YOUTH

Fastest growing demographic adding lifetime value

Note: Targeted growth FY28 vs. FY25.

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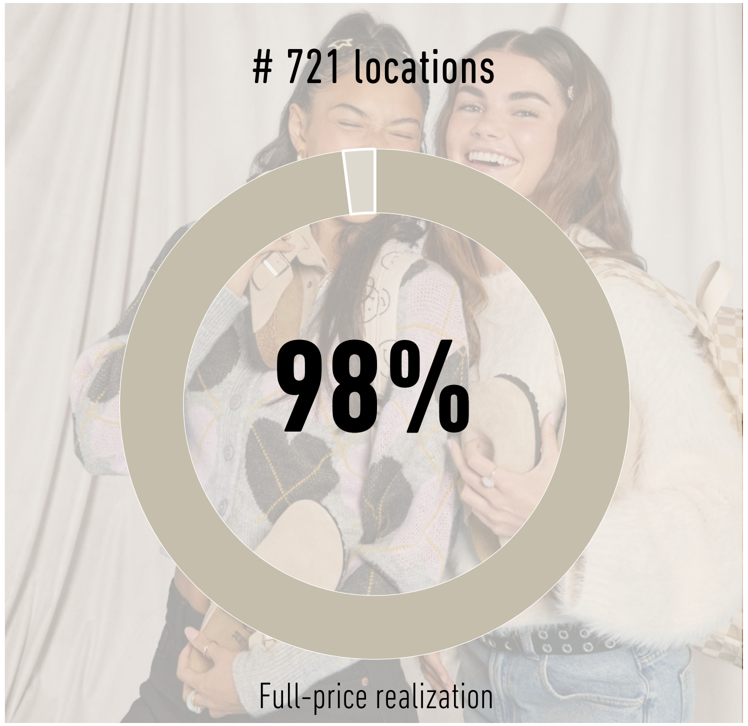
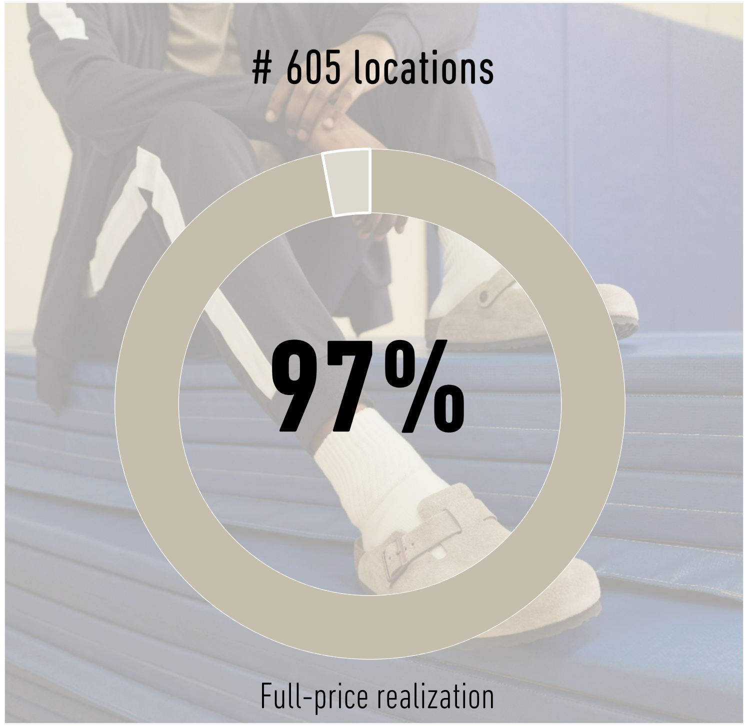
UNMATCHED FULL-PRICE REALIZATION AS TOKEN OF HIGH DEMAND

SHARE OF UNITS SOLD AT FULL MSRP[1] FOR KEY B2B ACCOUNTS IN THE USA

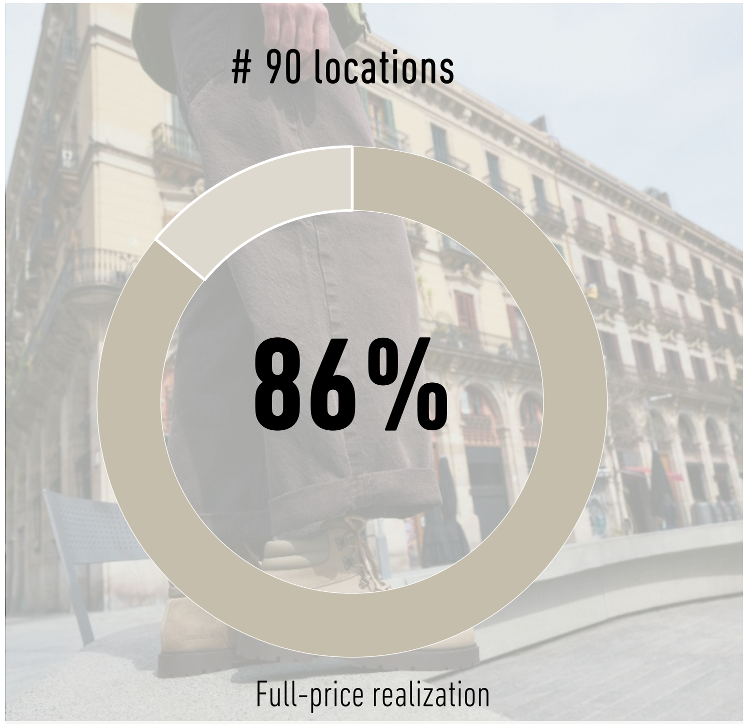
A LEADING
YOUTH
RETAIL CHAIN IN THE MARKET



A LEADING
FULL-LINE SPORTING GOODS
RETAIL CHAIN IN THE MARKET



A LEADING
DEPARTMENT STORE
RETAIL CHAIN IN THE MARKET



Note: [1] Manufacturer's suggested retail price; data from latest Fall season from Aug-Dec 2025.

ATTACKING WHITE SPACES AND INCREASE PRESENCE AT EXISTING DOORS

GROWTH PRIORITIES IN B2B

WHITE SPACE ATTACK

ACCELERATION IN CURRENT B2B FOOTPRINT

Note: Targets by end of FY28.

BIRKENSTOCK

WE GROW & OPTIMIZE OUR STORE FLEET, TARGETING ~45 STORES BY FY28

GROWTH PRIORITIES TO EXPAND FOOTPRINT IN OWN RETAIL

RETAIL EXPANSION

+30 STORES

net incremental target FY28 vs. FY25

Note: Stores refer to own-retail stores.

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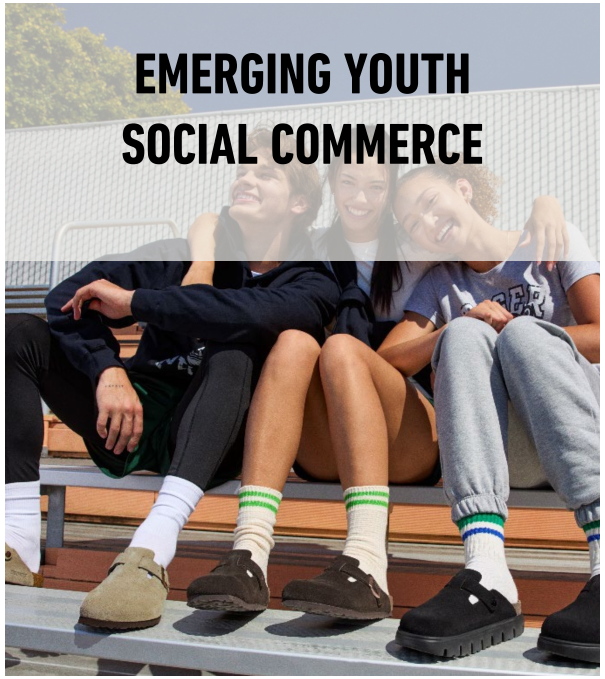
4 FOCUS AREAS TO DRIVE DYNAMIC GROWTH IN DIGITAL / DTC

CRITICAL GROWTH PRIORITIES IN DIGITAL

CUSTOMER FOCUS



ENGAGE & CONVERT

CONNECT WHERE THEY ARE

SEAMLESS EXPERIENCE

ACTING AS A **DTC BRAND**

PROVIDING THE MOST OPTIMAL OWN-CHANNEL EXPERIENCE | CREATING BRAND ADVOCACY AND FANDOM

BIRKENSTOCK

EMEA

EMEA: HIGH-QUALITY BUSINESS ORIGINATING FROM OUR BIRTHPLACE

BEST REGIONAL MARGIN PROFILE WITH SIGNIFICANT HEADROOM TO GROW

Countries via BS.COM

27

membership growing +30%[2]

Retail stores

42

complemented by >100 partner retail stores

B2B doors[3]

~9,000

with ~90% of growth coming from existing doors

Note: Number of stores as of Q4 FY25; [1] via our DTC channel; [2] in FY25 vs. LY; [3] estimate for FY25.

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EMEA DELIVERING DD GROWTH WITH HIGHEST REGIONAL PROFITABILITY

BROAD BASED ENGINEERED GROWTH

HIGHER PENETRATION

underpenetrated markets
new audiences

DTC ACCELERATION

deeper direct consumer engagement
higher profit per pair

X1.5+

closed-toe to outpace open-toe
demand exceeding supply

Note: Targets by end of FY28.

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GROWING WITH EXISTING PARTNERS AND EXPANDING SELECTIVELY

GROWTH PRIORITIES TO EXPAND QUALITY DISTRIBUTION IN B2B

EXISTING PARTNERS

~80%

of growth driven by existing partners

NEW DISTRIBUTION

+1,500 DOORS

door expansion driven by Sports & Outdoor

PARTNER RETAIL EXPANSION

+80 STORES

targeting total >180 mono-brand stores

Note: Targets by end of FY28.

BIRKENSTOCK

DOUBLING OUR STORE FLEET, TARGETING ~80 STORES

GROWTH PRIORITIES TO EXPAND FOOTPRINT IN OWN RETAIL

RETAIL EXPANSION

+40 STORES

net incremental target FY28 vs. FY25

LIKE-FOR-LIKE OPTIMIZATION

+MSD%

LFL growth target p.a.

Note: Targets by end of FY28; MSD = "mid-single digits"; LFL = like-for-like stores.

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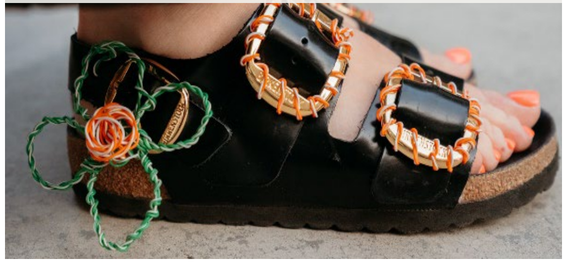
UNLOCKING THE NEXT PHASE OF ONLINE GROWTH

GROWTH PRIORITIES TO DRIVE AND CONVERT DEMAND IN OWN DIGITAL

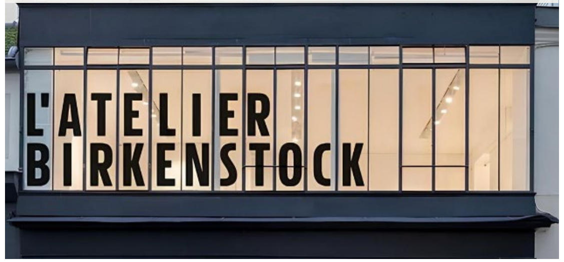
HALO EFFECT FROM INCREASING MONO-BRAND RETAIL FOOTPRINT

DISTINCTIVE OFFERING



- 100+ DTC EXCLUSIVE STYLES P.A.
- ORCHESTRATED LAUNCHES
- EXCLUSIVE SERVICES (EG REPAIR)
- CUSTOMIZATION EVENTS

ELEVATED STORY TELLING



- UNIQUE STORY LED CONTENT
- SOCIAL FIRST CAMPAIGNING
- CONTENT CREATOR PROGRAM
- CULTURE & COMMUNITY EVENTS

PERSONALIZATION

- SCALED MEMBERSHIP
- PERSONALIZED RETENTION
- CUSTOMER SERVICE EXCELLENCE
- DIRECT CROSS- & UP-SELLING

NEW BUSINESS MODELS

- THIRD PARTY PLATFORMS
- DIRECT BUSINESS OPPORTUNITIES

BIRKENSTOCK

FURTHER EXPANDING OUR HIGH-QUALITY BUSINESS IN EMEA

DELIVERING SUBSTANTIAL INCREMENTAL GROWTH

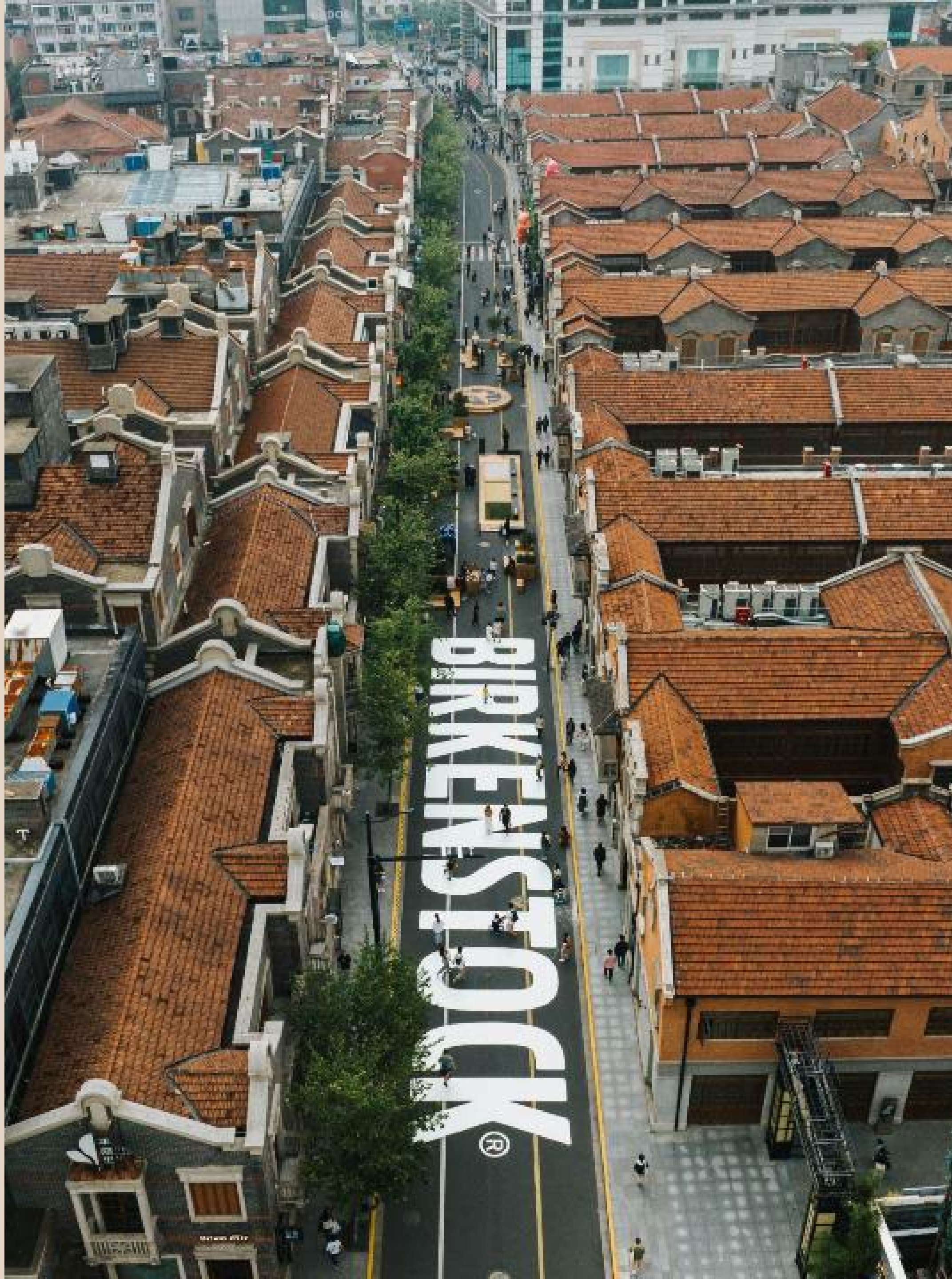
MATERIAL GROWTH OPPORTUNITIES AHEAD

HIGH DEGREE OF DISTRIBUTION DISCIPLINE

BEST MARGIN PROFILE

BIRKENSTOCK

APAC



APAC: UNLEASHING THE GROWTH POTENTIAL IN THE LARGEST FTW MARKET

EXPANSION OF OUR OWN & PARTNER STORE FLEET

Countries via BS.COM[1]

8

membership growing ~50%[2]

Mono-brand stores

245

Own retail catalyzing premium brand experience & Partner mono-brand to reach beyond

B2B Doors[3]

~2,200

with >70% of growth coming from existing multi-brand partners

Note: Number of stores as of Q4 FY25; [1] via our DTC channel; [2] in FY25; [3] estimate for FY25.

BIRKENSTOCK

APAC: DOUBLING THE BUSINESS BY FY28

DISCIPLINED GROWTH AND PROFITABILTY

DTC DRIVEN GROWTH

deepen direct consumer engagement
& raise brand awareness

SHOES AND CLOGS

becoming a year-around business

UNLOCKING THE GROWTH POTENTIAL IN APAC

3-Pillar omnichannel expansion

OWN RETAIL
PARTNER RETAIL
DIGITAL

Product Acceleration

SHOES
CLOGS
1774/SMU

Engagement

CONNECT
PURPOSE
EXPERIENCE

BIRKENSTOCK®

APAC OWN RETAIL AS A CATALYST FOR PREMIUM BRAND EXPERIENCE

IN-STORE BRAND EXPERIENCE IS VITAL TO DELIVERING VALUE AT PREMIUM PRICE POINTS

BIRKENSTOCK

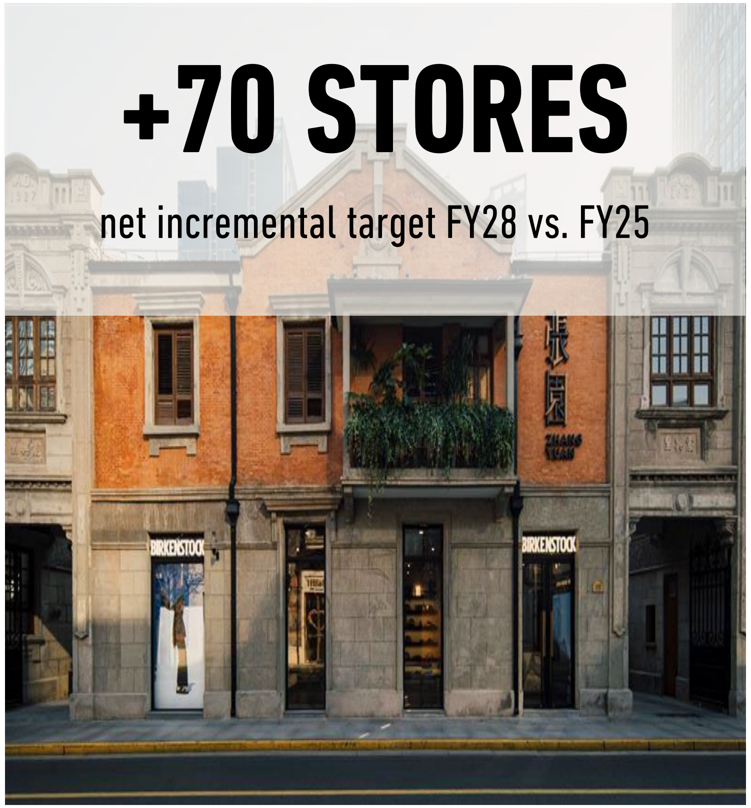
GROWING & OPTIMIZING PREMIUM RETAIL TO OVER 400 STORES BY FY28

GROWTH PRIORITIES IN OFFLINE EXPANSION THROUGH OWNED AND PARTNER RETAIL

OWN RETAIL EXPANSION

+70 STORES

net incremental target FY28 vs. FY25



LFL OPTIMIZATION

+DD%

LFL growth target

PARTNER RETAIL EXPANSION

+100

partner store target FY28 vs. FY25

Note: Targets by end of FY28; LFL = "like-for-like stores"; DD = "double-digits".

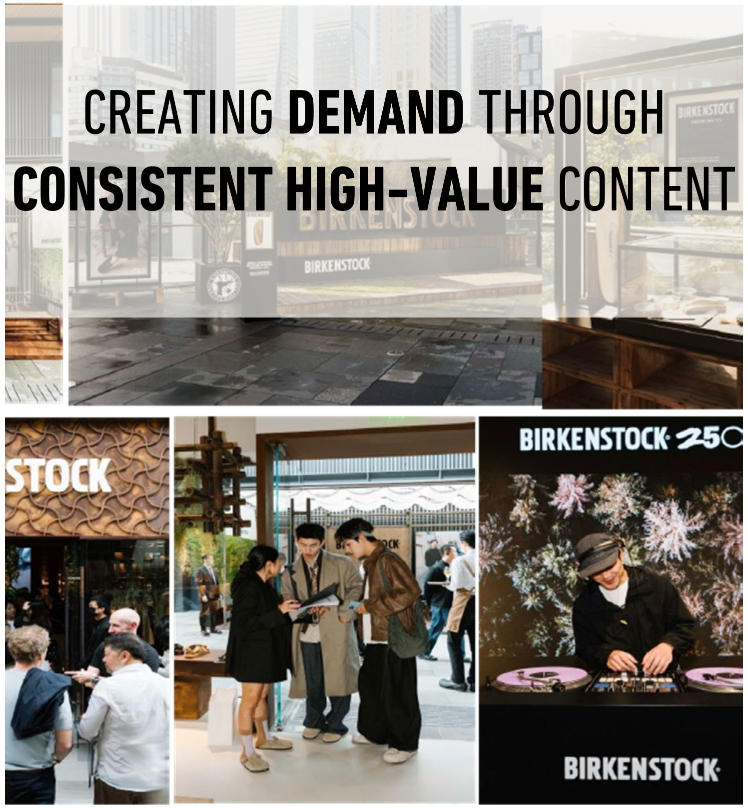
BIRKENSTOCK

DELIVERING QUALITATIVE, VALUE DRIVEN GROWTH IN DIGITAL

3 PILLARS OF SUSTAINABLE GROWTH

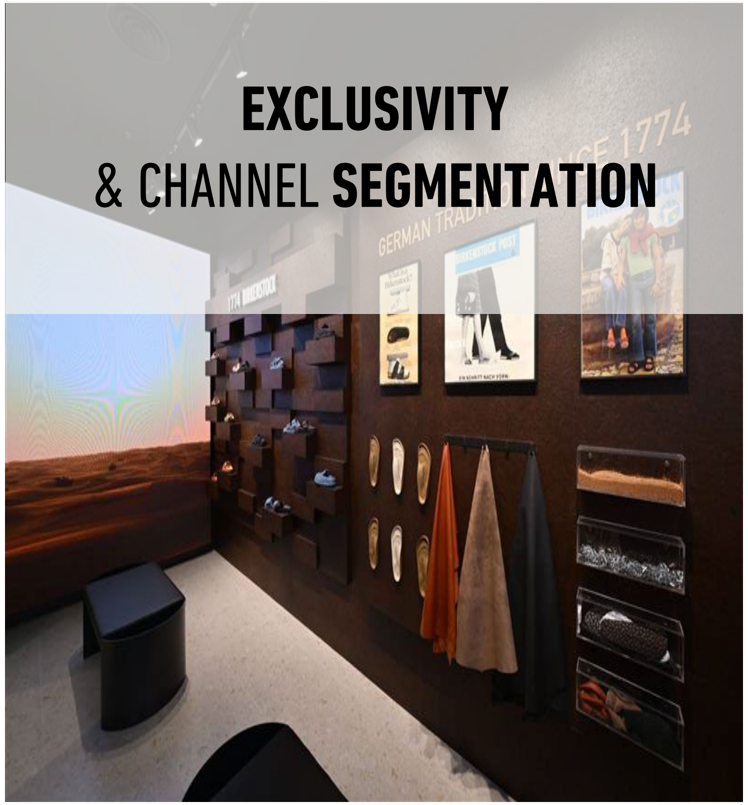
CONTENT-LED STRATEGY

CREATING **DEMAND** THROUGH **CONSISTENT HIGH-VALUE** CONTENT



MERCHANDISE STRATEGY

EXCLUSIVITY & CHANNEL **SEGMENTATION**



MEMBERSHIP & SERVICES

MEMBERSHIP **VALUE** & BRAND **ASSET EQUITY**

BIRKENSTOCK

PRODUCT

BIRKENSTOCK

PURPOSE DRIVEN ICONIC PRODUCT – ROOTED IN OUR RICH ARCHIVE

KEY FRANCHISE OVERVIEW (THE BIG 5)

Arizona (1973)

Boston (1973)

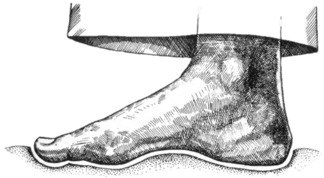
Gizeh (1983)

Mayari (2009)

Madrid (1963)

PURPOSE

empower all people to walk the way nature intended



CORE INVENTION

We are in the FOOTBED business

VISION

give all people access to an anatomically correct footbed.

BIRKENSTOCK

WE HAVE EXTENDED CONSUMER REACH AND PRICE ARCHITECTURE OF ARIZONA FRANCHISE

ARIZONA FRANCHISE – SELECTED EXECUTIONS ACROSS PRICE POINTS [RRP[1] €]

55€

EVA

90€

BIRKOFLOR

120€

SUEDE LEATHER

150€

INJECTED RIVETS

150€

SHEARLING

160€

BIG BUCKLE

200€

DROPLET BUCKLE

500€

1774

Note: [1]RRP = Recommended Retail Price.

CONTINUOUSLY BUILDING ASP THROUGH PRODUCT MIX MANAGEMENT

ARIZONA FRANCHISE – EXAMPLES OF DETAILED PRODUCT DIFFERENTIATION AND UPTRADING [RRP[1] €]

EVA "CLASSIC" 55€

EVA BIG BUCKLE 65€

SUEDE LEATHER 120€

SUEDE FULL EXQUISITE 180€

INJECTED RIVETS 150€

RIVETS FULL EXQUISITE 230€

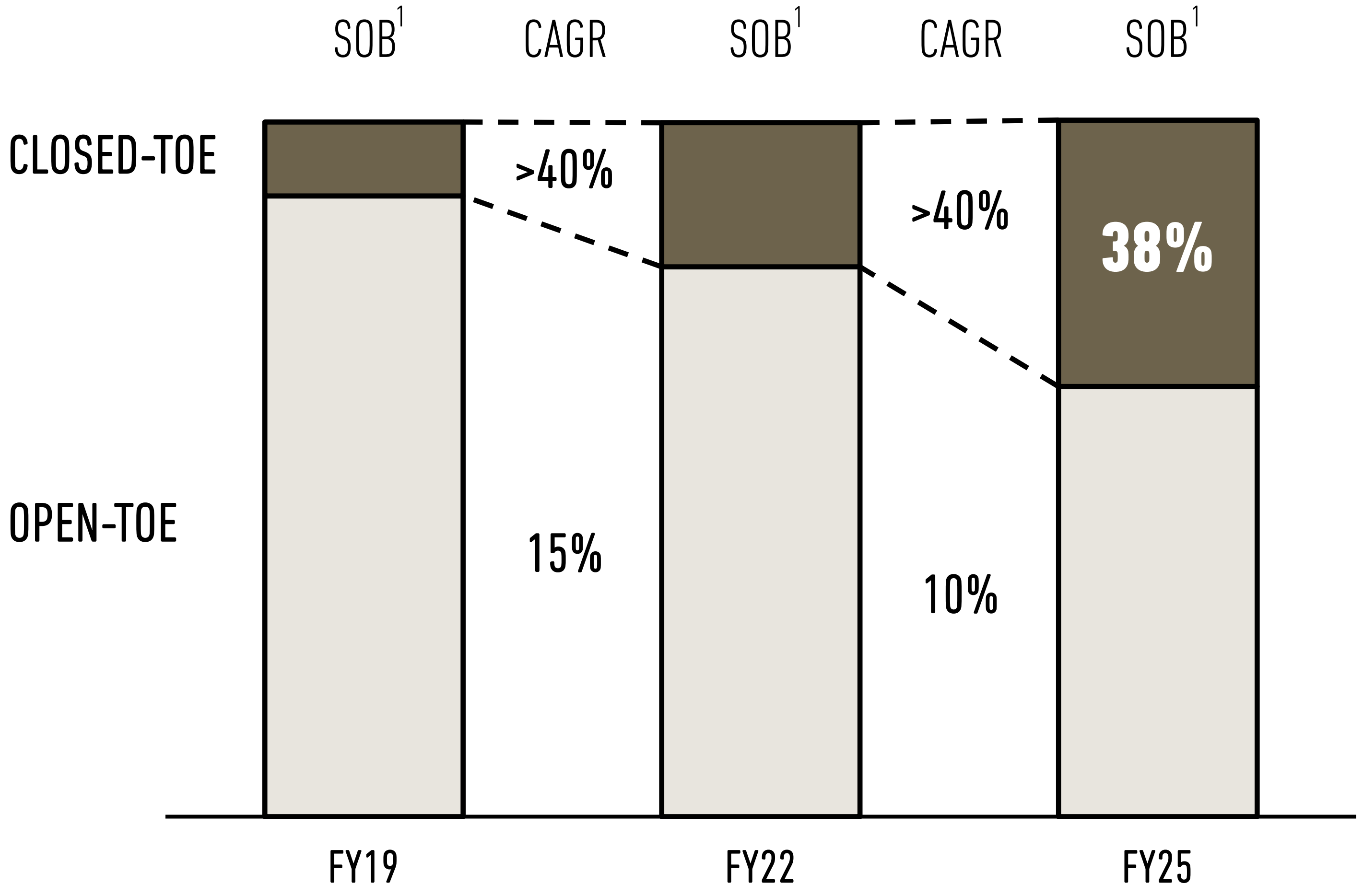
BIG BUCKLE 160€

BIG BUCKLE RAFFIA 250€

Note: [1]RRP = Recommended Retail Price.

WE HAVE SUCCESSFULLY DEVELOPED THE BUSINESS BEYOND SANDALS

BUSINESS DEVELOPMENT OF CLOSED- AND OPEN-TOE PRODUCTS ACROSS ALL CATEGORIES



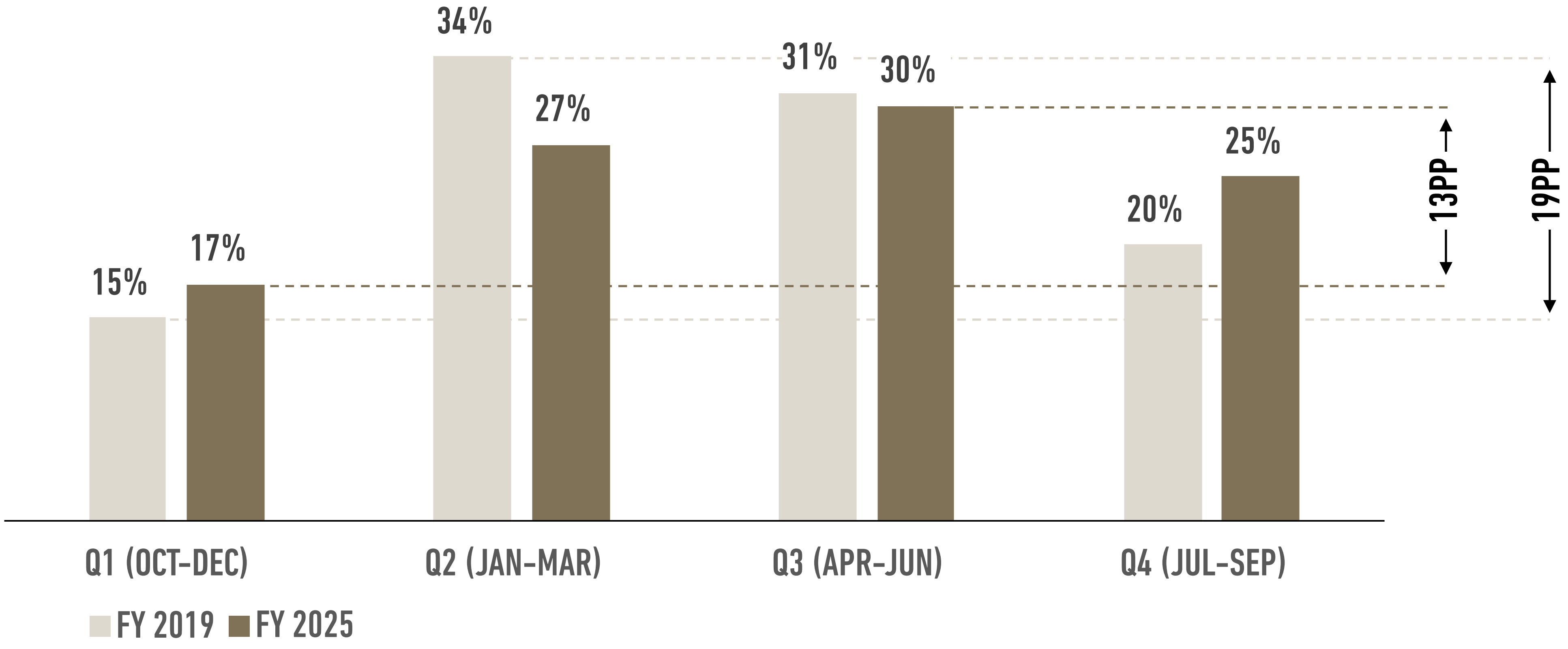
- BEFORE COVID A "SANDALS BRAND"
- WHILE CLOSED TOE GREW AT AN AVERAGE OF >40%, OPEN TOE GROWING AT ROBUST DOUBLE-DIGITS RATES
- ARIZONA REMAINS A STRONG AND STABLE NUMBER ONE FRANCHISE GROWING DOUBLE-DIGITS
- SILHOUETTE AND SEASONAL BUSINESS PROFILE WAY MORE BALANCED

Note: [1]SOB = Share of Business.

BIRKENSTOCK

CLOSED-TOE HAS IMPROVED QUARTERLY REVENUE BALANCE

REVENUE SHARE OF FISCAL YEAR QUARTERS



WE OWN THE SANDAL CATEGORY!

NOW WE ALSO OWN THE CLOGS CATEGORY!

HAPPY BIRTHDAY
BOSTON
SINCE 1976

BIRKENSTOCK

SEVERAL SUCCESSFUL PRODUCT INTRODUCTIONS SINCE IPO YEAR FY23

SELECTED PRODUCT INTRODUCTIONS SINCE IPO YEAR FY23


Naples 2023


Lutry 2023


Utti 2023


Highwood 2023


Reykjavik 2023


Solana 2024


Super Birki 2.0 2025


Birki Flow 2024


Profi Birki 2.0 2025

- NEW INTRODUCTIONS STRONGLY FOCUS ON BROADENING CLOSED-TOE SEGMENT
- WHOLESALE AND OWN RETAIL PRESENCE CREATE AWARENESS AND CONSUMER TOUCHPOINTS
- REVENUE SHARE OF ALL FY23-25 INTRODUCTIONS IN 2025: **4%**
- NAPLES, LUTRY & UTTI GREW **>150%** IN FY25 AND **>180%** IN Q1 FY26[1]
  (5% OF CLOSED TOE SEGMENT IN Q1 FY26)

Note: [1] Growth vs. prior-year period.

BIRKENSTOCK

THREE MAJOR WAYS OF INNOVATION | FROM FUNCTION TO CULTURE

PILLARS OF PRODUCT INNOVATION

STRENGTHENING ORTHOPEDIC I FUNCTIONAL DNA

PURE FUNCTION

Orthopedics I Professional I Outdoor

NEW CONSTRUCTIONS AND METHODS

CONVERTING REGIONAL NEEDS & TRENDS INTO BRAND RELEVANT BUSINESS

SEASONAL

Classic I EVA I shoes

ARCHIVE I COLOR I MATERIAL I PATTERN

PREMIUM BRAND APPEAL I ATTRACTING INFLUENTIAL CONSUMER "TRIBES"

CULTURAL RELEVANCE

1774

ARCHIVE I MATERIAL I CONSTRUCTION

CERTIFIED PROFESSIONAL PRODUCTS STRENGTHEN BRAND DNA

PRODUCT INNOVATION EXAMPLES | PURE FUNCTION

MELBOURNE PRO


MELBOURNE “EVERY DAY”

BIRKENSTOCK

SEASONAL INNOVATION ADDRESSING REGIONAL NEEDS AND “TRENDS”

PRODUCT INNOVATION EXAMPLES | **SEASONAL**

AMSTERDAM WRAPPED

MARIA

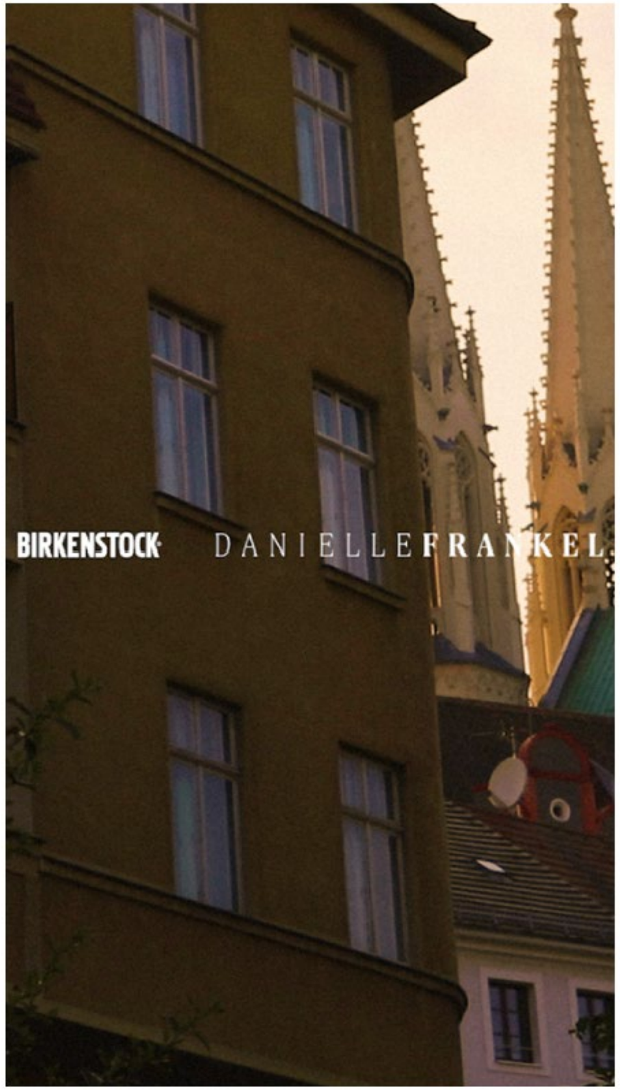
1774: SPEARHEADING INSPIRATION DRIVEN INNOVATION

PRODUCT INNOVATION EXAMPLES | **CULTURAL RELEVANCE 1774**

BIRKENSTOCK X DANIELLE FRANKEL

1774: SPEARHEADING INSPIRATION DRIVEN INNOVATION

PRODUCT INNOVATION EXAMPLES I **CULTURAL RELEVANCE 1774**



1774: SPEARHEADING INSPIRATION DRIVEN INNOVATION

PRODUCT INNOVATION EXAMPLES | **CULTURAL RELEVANCE 1774**

BIRKENSTOCK ENSEMBLE 1774


THIBO DENIS

SUPPLY CHAIN

SUPPLY CHAIN TO SUPPORT OUR GROWTH

Supply chain targets

10%

UNIT GROWTH CAGR[1]

15%

PRODUCTION HOUR GROWTH CAGR[1]

Note: [1] Targeted CAGR FY25-FY28.

BIRKENSTOCK®

OUR VERTICALLY INTEGRATED SUPPLY CHAIN IS WHO WE ARE

95% OF OUR PAIRS ASSEMBLED IN OUR OWNED FACTORIES IN GERMANY

Factsheet

7

OWNED AND OPERATED FACTORIES

95%

OF PRODUCTS ASSEMBLED IN-HOUSE IN GERMANY

100%

OF OUR FOOTBEDS ARE MADE IN GERMANY

100%

OF OUR FOOTWEAR IS MADE IN THE EU

DIRECT AND LONG-TERM PARTNERSHIPS WITH KEY SUPPLIERS

~5,000

SKILLED WORKERS AND EXPANDING

>90%

OF RAW MATERIALS SOURCED FROM EUROPE, WITH STRICT ETHICAL STANDARDS

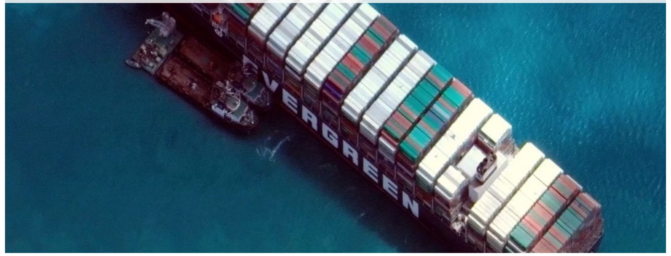
Note: Data for FY25.

OUR SUPPLY CHAIN IS AN ASSET PROVIDING VALUE TO SHAREHOLDERS

CONTROL OVER OUR PRODUCT, AGILITY, RESILIENCE, MARGIN GENERATION AND CAPITAL DEPLOYMENT

Control over **IP and quality** end-to-end

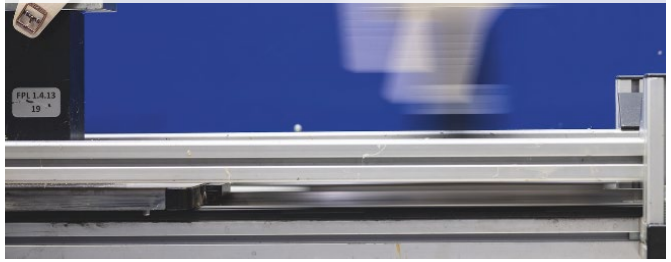
Resilience to supply chain risks



Strong, predictable & improving **margin**

Direct partnerships with our suppliers

Agility to react to shifts in demand



Opportunity to **deploy FCF** with short paybacks

BIRKENSTOCK

B2B ALLOWS US TO EFFICIENTLY ORGANIZE OUR SUPPLY CHAIN

HIGH PLANNABILITY OF OUR BUSINESS AND ROOM TO REACT TO CHANGES IN DEMAND

>70% of all **units contracted** with 5-9 month visibility

85% of all **units carryover** allowing for preproduction and production balancing

~5% of all **units seasonal and not contracted**

Larger orders with **lower complexity** & cost for our logistics

Note: Data for FY25; Rounded to the nearest 5%-multiple.

IN PAST 2 YEARS, WE HAVE PROVEN OUR CAPABILITY TO SCALE

SINCE OUR IPO 25% GROWTH IN VOLUME, 50% IN PRODUCTION HOURS

25%
VOLUME GROWTH

>50%
EVA AND PU CAPACITY INCREASE

50%
PRODUCTION HOURS

>2x
INCREASE IN CLOGS OUTPUT

+1,400
EMPLOYEES

LIKE-FOR-LIKE
PRODUCTION COST REDUCTION

AROUCA M&A AND SCALING

Scaled from 100 to 800 workers
Expansion to 6.000m^2 production area

PASEWALK NEWBUILD

Expected to be fully absorbed in Q3/FY26
~10M pairs produced in FY25

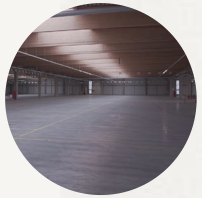
GÖRLITZ EXTENSION

Replacing EVA, PU with footbeds & final assembly
30% increase of footbed capacity

Note: Comparison FY25 vs. FY23; Rounded to the nearest 5%-multiple.

NEW EXPANSION PLAN IS DESIGNED FOR SPEED & FLEXIBILITY

Extensions of existing facilities



Brownfield acquisitions

New expansion plan to...

...**deliver on growth** of units and production hours

...have a **highly positive business case**, CAPEX investment reduced by brownfield acquisitions

...be **designed for speed** with faster go-lives/ramp-ups of brownfields/expansions

...focus on leather and cork-latex, but **be designed for flexibility** between product groups

THREE LARGE EXPANSION PROJECTS UNDERWAY…

WE PLAN TO BE AGILE LOOKING FOR ADDITIONAL OPPORTUNITIES TO ADD TO OUR FACTORY FOOTPRINT

GO LIVE **FY26**	GO LIVE **FY27**	GO LIVE **FY27**	BEYOND

GÖRLITZ EXTENSION
FOOTBEDS | SANDALS | CLOGS

In construction

Filling of existing halls ensures speed up process

WITTICHENAU BROWNFIELD
1ST PHASE: FOOTBEDS | SANDALS | CLOGS

Project preparation

~1 year from purchase to production go-live

AROUCA EXTENSION
LEATHER COMPONENTS

In construction

2-years from purchase of the land to go-live

BROWNFIELD OPPORTUNITIES

PASEWALK EXTENSION

Exploring

BIRKENSTOCK

WE ARE ADAPTING OUR LOGISTICS NETWORK

Unit growth

B2B growth

Retail/online expansion

APAC growth

Future of our logistics


CONSOLIDATED FOOTPRINT

DIRECT SHIPMENTS TO REGIONS


REGIONAL APAC HUB


LEATHER HUB

APPENDIX

BIRKENSTOCK

RECONCILIATION OF NON-IFRS MEASURES (1/6)

REVENUE | IN € MILLION

	Q1 FY25	Q1 FY26	Growth [%]	Constant Currency Growth [%]
B2B	182	215	18%	24%
DTC	179	186	4%	12%
Corporate / Other	1	1	(49)%	(49)%
Total Revenue	**362**	**402**	**11%**	**18%**
Americas	211	222	5%	14%
EMEA	103	119	16%	17%
APAC	47	60	28%	37%
Corporate / Other	1	1	(49)%	(49)%
Total Revenue	**362**	**402**	**11%**	**18%**

RECONCILIATION OF NON-IFRS MEASURES (2/6)

GROSS PROFIT | IN € MILLION

	Q1	
	FY25	FY26
Gross Profit	218	224
Add (Less) Adjustments:		
Distributor mark-up reversal[1]	-	7
Adjusted Gross Profit	218	231
Margin	60.3%	57.4%

[1] Represents the distributor mark-up applied to inventories sold by the Company to Birkenstock Australia Pty Ltd prior to acquisition and the subsequent impact on cost of sales.

RECONCILIATION OF NON-IFRS MEASURES (3/6)

EBITDA | IN € MILLION

	Q1	
	FY25	FY26
Net profit (loss)	**20**	**51**
Income tax expense	19	19
Finance cost, net	25	9
Depreciation & amortization	26	30
EBITDA	**90**	**108**
Add (Less) Adjustments:		
Distributor mark-up reversal[1]	-	7
Acquisition-related transaction costs[2]	-	0
Gain from bargain purchase[3]	-	(12)
Realized and unrealized FX gains / losses[4]	12	3
	12	(2)
Adjusted EBITDA	**102**	**106**
Margin	28.2%	26.5%

[1] Represents the distributor mark-up applied to inventories sold by the Company to Birkenstock Australia Pty Ltd prior to acquisition and the subsequent impact on cost of sales.

[2] Represents costs associated with the acquisition of Birkenstock Australia Pty Ltd. Costs mainly include legal fees, consulting fees and travel expenses.

[3] Represents the excess of the preliminary fair value of the identifiable assets acquired and liabilities assumed in the acquisition of Birkenstock Australia Pty Ltd over the preliminary aggregate consideration transferred.

[4] Represents the primarily non-cash impact of foreign exchange rates within profit (loss). We do not consider these gains and losses representative of operating performance of the business because they are primarily driven by fluctuations in the USD to Euro foreign exchange rate on intercompany receivables for inventory and intercompany loans.

RECONCILIATION OF NON-IFRS MEASURES (4/6)

NET PROFIT | IN € MILLION

	Q1	
	FY25	FY26
Net profit (loss)	20	51
Add (Less) Adjustments:		
Distributor mark-up reversal[1]	-	7
Acquisition-related transaction costs[2]	-	0
Gain from bargain purchase[3]	-	(12)
Realized and unrealized FX gains / losses[4]	12	3
Tax adjustment[5]	1	1
	13	(2)
Adjusted Net profit (loss)	33	49

[1] Represents the distributor mark-up applied to inventories sold by the Company to Birkenstock Australia Pty Ltd prior to acquisition and the subsequent impact on cost of sales.
[2] Represents costs associated with the acquisition of Birkenstock Australia Pty Ltd. Costs mainly include legal fees, consulting fees and travel expenses.
[3] Represents the excess of the preliminary fair value of the identifiable assets acquired and liabilities assumed in the acquisition of Birkenstock Australia Pty Ltd over the preliminary aggregate consideration transferred.
[4] Represents the primarily non-cash impact of foreign exchange rates within profit (loss). We do not consider these gains and losses representative of operating performance of the business because they are primarily driven by fluctuations in the USD to Euro foreign exchange rate on intercompany receivables for inventory and intercompany loans.
[5] Represents income tax effects for the adjustments as outlined above, except for unrealized foreign exchange gain (loss) and share-based compensation expenses since these have not been treated as tax deductible in the initial tax calculation.

RECONCILIATION OF NON-IFRS MEASURES (5/6)

EARNINGS PER SHARE | IN €, UNLESS OTHERWISE STATED

	Q1	
	FY25	FY26
Net profit (loss) (in € million)	20	51
Adjusted Net profit (loss) (in € million)	33	49
Weighted number of outstanding shares (# million)	*187.8*	*183.9*
EPS (Basic/Diluted)	**0.11**	**0.27**
Adjusted EPS (Basic/Diluted)	**0.18**	**0.27**

RECONCILIATION OF NON-IFRS MEASURES (6/6)

NET LEVERAGE | IN € MILLION

	Sep 2024	Sep 2025
Loans and borrowings (Non-current)	1,170	1,128
USD Term Loan (Current)	8	5
Lease liabilities (Non-current)	143	149
Lease liabilities (Current)	41	44
Cash and cash equivalents	356	329
Net Debt	**1,006**	**997**
Adjusted EBITDA (FY / LTM)	**555**	**667**
Net Leverage	**1.8x**	**1.5x**