

BIRKENSTOCK®

MUNICH HEADQUARTERS VISIT

September 25, 2025



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 2025 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 management’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; harm to our brand and market share due to counterfeit products; our ability to successfully operate and expand retail stores; losses and liabilities arising from leased and owned real estate; risks relating 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; our dependence on third parties for our sales and distribution channels; risks related to the conversion of wholesale distribution markets to owned and operated markets and risks related to productivity or efficiency initiatives; operational challenges relating to the distribution of our products; deterioration or termination of relationships with major wholesale partners; global or regional health events; 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; disruptions to our shipping and delivery arrangements; failure to attract and retain key employees and deterioration of relationships with employees, employee representative bodies and stakeholders; risks relating to our intellectual property rights; risks relating to regulations governing the use and processing of personal data; disruption and security breaches affecting information technology systems; natural disasters, public health crises, political crises, civil unrest and other catastrophic events beyond our control; 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; currency exchange rate fluctuations; risks related to litigation, compliance and regulatory matters; risks and costs related to corporate responsibility and ESG matters; inadequate insurance coverage, or increased insurance costs; tax-related risks; risks related to our indebtedness; risks related to our status as a foreign private issuer and a “controlled company”; 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, 2024, 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 financial 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 Net Profit, Adjusted Selling and Distribution Expenses, Adjusted General Administration Expenses, Net debt, Net leverage 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.

THE BIRKENSTOCK CASE – A UNIQUE VALUE CREATION MODEL

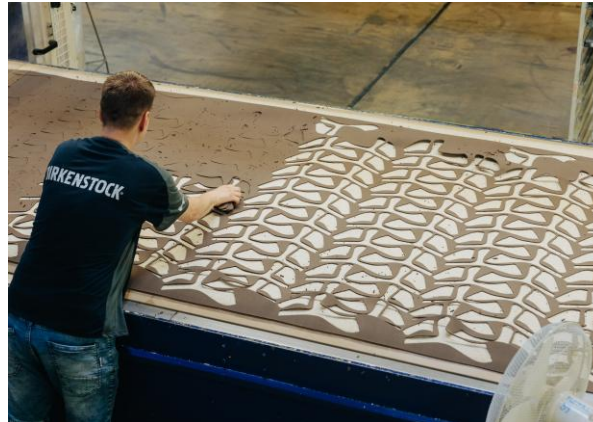
250-YEAR-OLD PURPOSE DRIVEN BRAND



BIRKENSTOCK IS THE INVENTOR OF THE FOOTBED AND HAS SHAPED THE PRINCIPLE OF WALKING AS INTENDED BY NATURE ("NATURGEWOLLTES GEHEN")

- CATEGORY OWNERSHIP | FOOTBED BUSINESS
- 50+ YEAR-OLD ICONIC STYLES STILL RELEVANT TODAY
- TAM: EVERY HUMAN BEING

VERTICALLY INTEGRATED SUPPLY CHAIN



BIRKENSTOCK MANUFACTURES ALL PRODUCTS IN GERMANY & PORTUGAL AND RESPONSIBLY SOURCES MATERIALS THAT ORIGINATE MAINLY FROM EUROPE

- FULL CONTROL OVER QUALITY AND OUTPUT
- NOT EXPOSED TO "MAINSTREAM" ASIA OUTSOURCING MODEL AND RELATED RISK

ENGINEERED DISTRIBUTION



BIRKENSTOCK TIGHTLY MANAGES DISTRIBUTION AND ALLOCATION OF PRODUCTS TO FACILITATE BRAND HEALTH AND FULL-PRICE REALIZATION

- PROFIT LED ALLOCATION MAXIMIZES VALUE CREATION
- THE "LUXURY SCARCITY MODEL" IN A DEMOCRATIC BRAND

LOYAL BRAND FANS

HIGH CONSUMER
PENETRATION
(AVERAGE U.S.
BIRKENSTOCK CONSUMER
OWNING OVER 3.6 PAIRS)¹



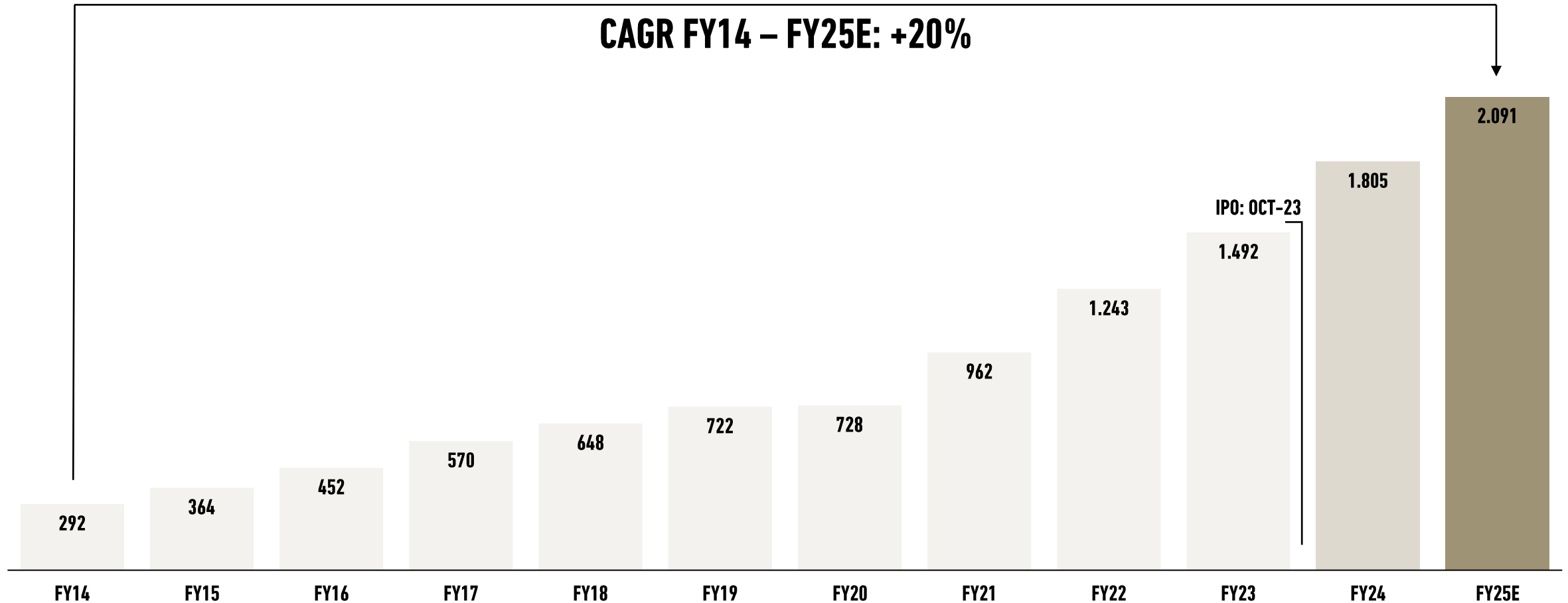
OVER 60% OF CONSUMERS
LEARN ABOUT BIRKENSTOCK
THROUGH WORD-OF-MOUTH
EXPOSURE¹



VERY EFFICIENT / LOW
MARKETING SPENDING
(~90% OF BIRKENSTOCK
BUYERS COME THROUGH
UNPAID CHANNELS)¹

PROVEN TRACK RECORD: REVENUE CAGR OF 20% SINCE FY14

IN € MILLION



WHITE SPACES CONTRIBUTING TO STRONG REVENUE GROWTH

REVENUE GROWTH AT SIGNIFICANT MULTIPLES COMPARED TO OVERALL GROWTH OF 19%¹

GEOGRAPHY: APAC



CHANNEL: OWN RETAIL

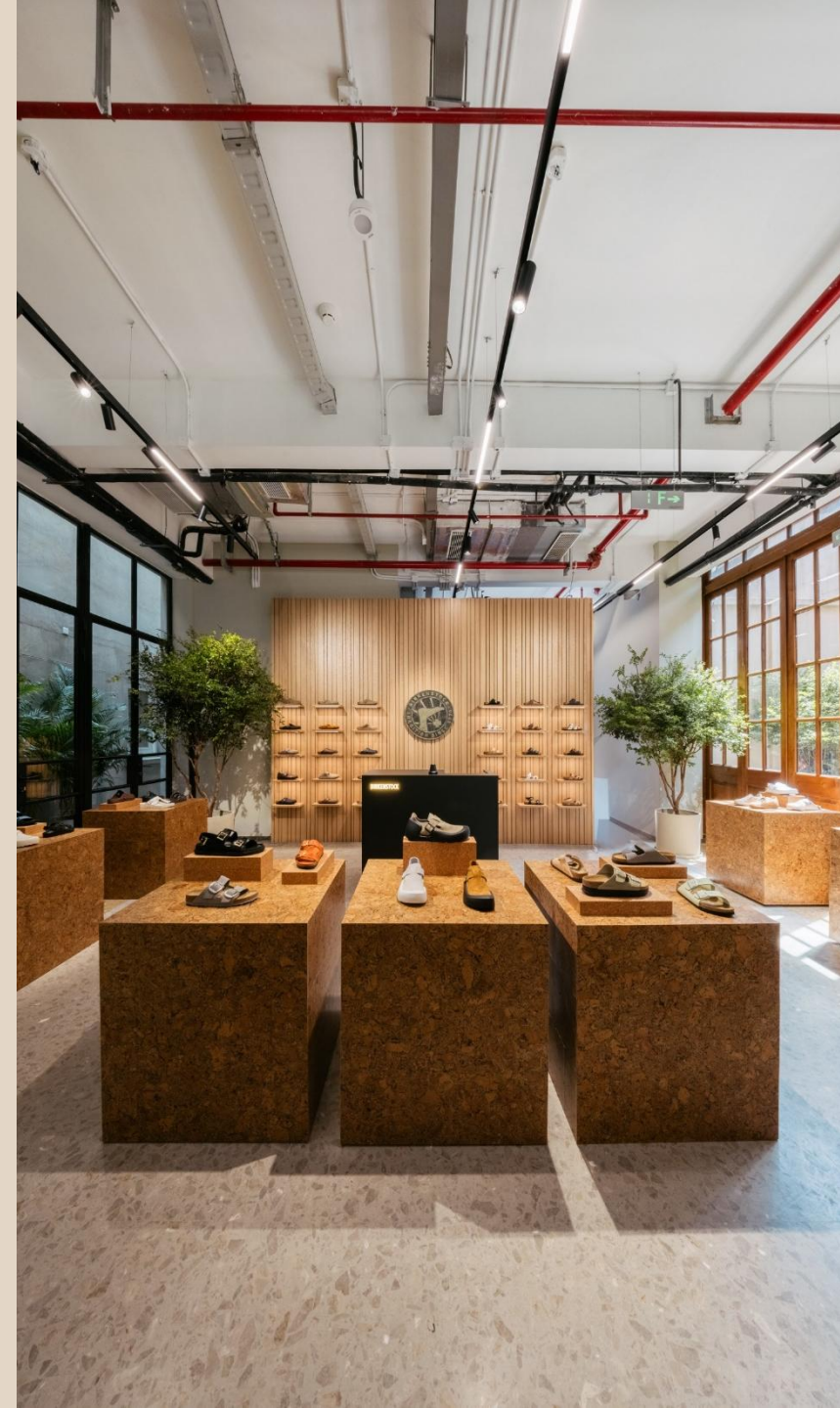


PRODUCT: CLOSED-TOE



BIRKENSTOCK®

FINANCIAL OVERVIEW



STRONG FINANCIAL PERFORMANCE – DELIVERING ON OUR IPO PROMISES

**FY 2024
ACT**

22%

REVENUE GROWTH¹
VS. FY 2023 @CC

58.8%

GROSS PROFIT
MARGIN

30.8%

ADJUSTED EBITDA
MARGIN¹

**YTD 9M 2025
ACT**

17%

REVENUE GROWTH¹
VS. YTD 9M 2024 @CC

59.4%

GROSS PROFIT
MARGIN

33.1%

ADJUSTED EBITDA
MARGIN¹

**FY 2025
GUIDANCE**

15-17%

REVENUE GROWTH¹
VS. FY 2024 @CC

~60%

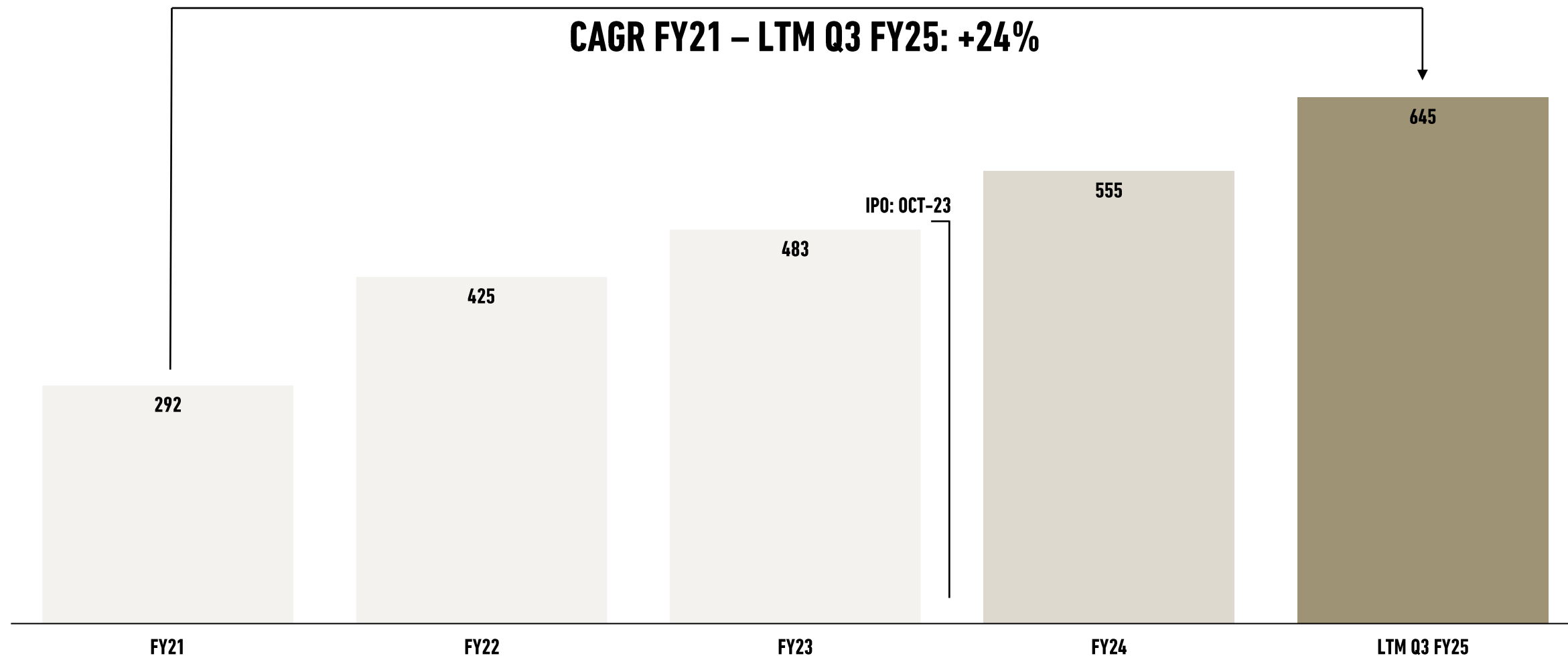
GROSS PROFIT MARGIN
MOVING CLOSER TO 60%
TARGET

31.3-31.8%

ADJUSTED EBITDA MARGIN¹
IMPROVEMENT OF UP TO 100 BPS

STRONG ADJ. EBITDA CAGR OF 24% SINCE FY21

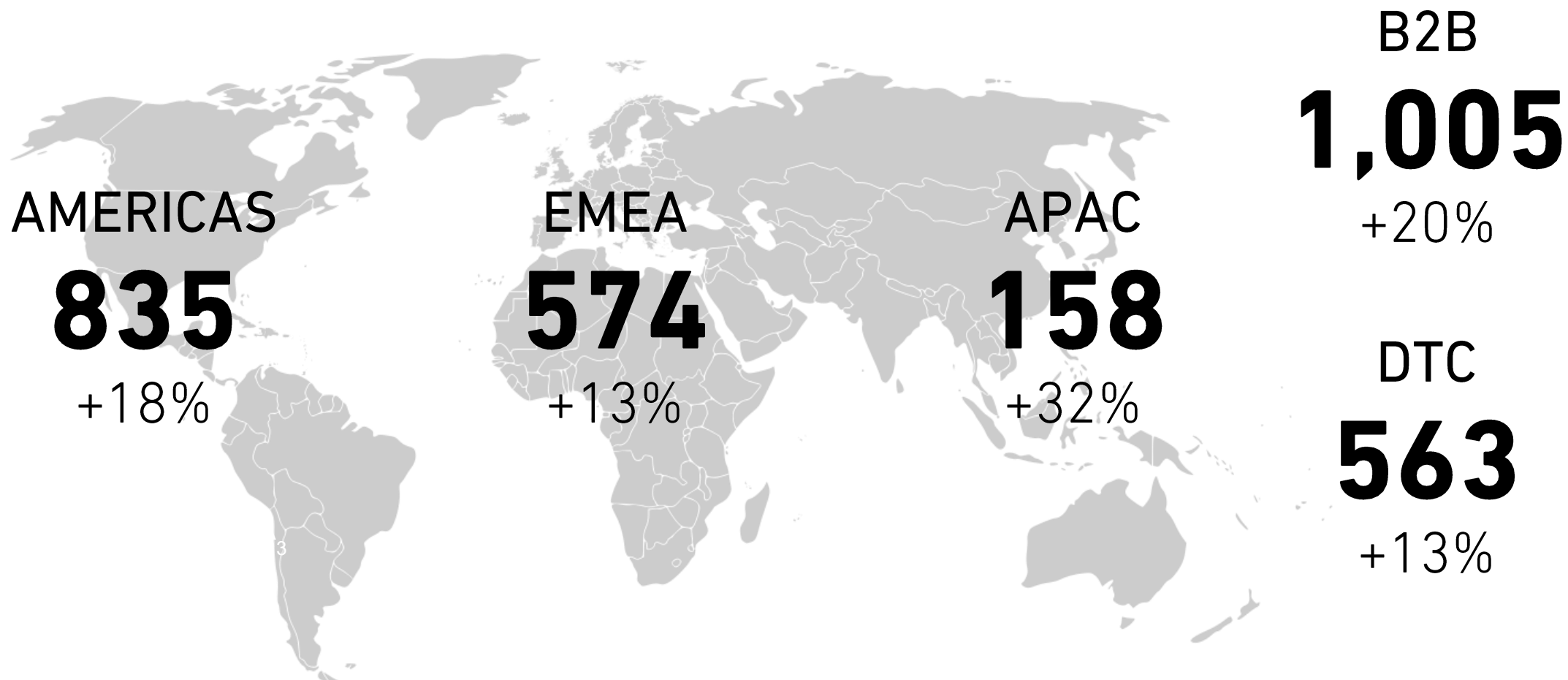
IN € MILLION



NOTE: ADJUSTED EBITDA IS A NON-IFRS FINANCIAL 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, 2024 AND THE FORM 6-K, FILED WITH THE SEC ON AUGUST 14, 2025.

YTD FY25: STRONG GROWTH ACROSS ALL SEGMENTS & CHANNELS

IN € MILLION, UNLESS OTHERWISE STATED | AT CONSTANT CURRENCIES



Q3 FY25: FINANCIAL RESULTS AT A GLANCE

IN € MILLION, UNLESS OTHERWISE STATED

REVENUE

▲ **635**

+12% (+16% @CC)

B2B REVENUE

▲ **390**

+15% (+18% @CC)

DTC REVENUE

▲ **244**

+9% (+12% @CC)

DTC PENETRATION

▼ **38%**

(110)bp

GROSS PROFIT | MARGIN

▲ **384 | 60.5%**

+14% | +100bp

ADJUSTED EBITDA | MARGIN

▲ **218 | 34.4%**

+17% | +140bp

ADJUSTED NET PROFIT

▲ **116**

+26%

ADJUSTED EPS (€)

▲ **0.62**

+27%

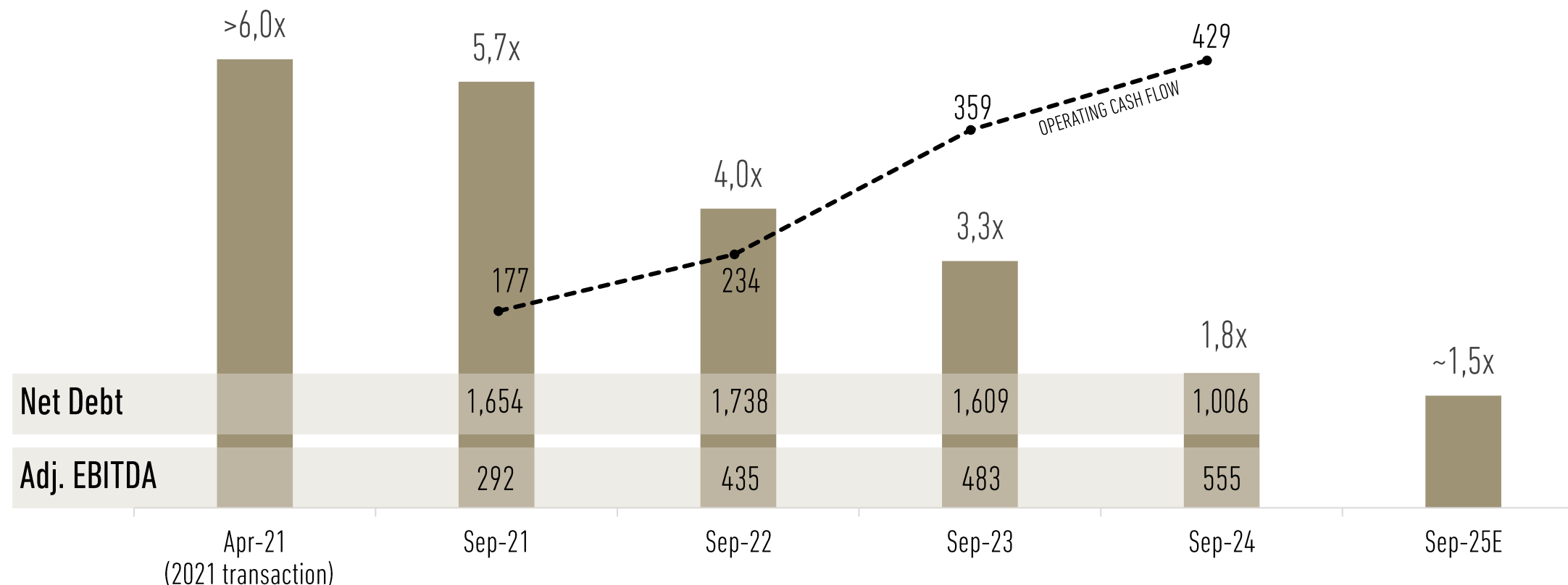
NET LEVERAGE (X LTM ADJ. EBITDA¹)

▲ **1.7x**

(6)% (vs Sep-24)

RAPID DELEVERAGING FOLLOWING 2021 TRANSACTION

NET DEBT & NET LEVERAGE | IN € MILLION, UNLESS OTHERWISE STATED



NOTE: NET LEVERAGE CALCULATED AS NET DEBT / LTM ADJUSTED EBITDA. NET DEBT INCLUDES LEASE LIABILITIES. NET DEBT AND ADJUSTED EBITDA ARE NON-IFRS MEASURES. FOR A RECONCILIATION TO THE MOST COMPARABLE IFRS MEASURE, PLEASE SEE THE COMPANY'S FORMS 20-F, FILED WITH THE SEC, MOST RECENTLY ON DECEMBER 18, 2024.

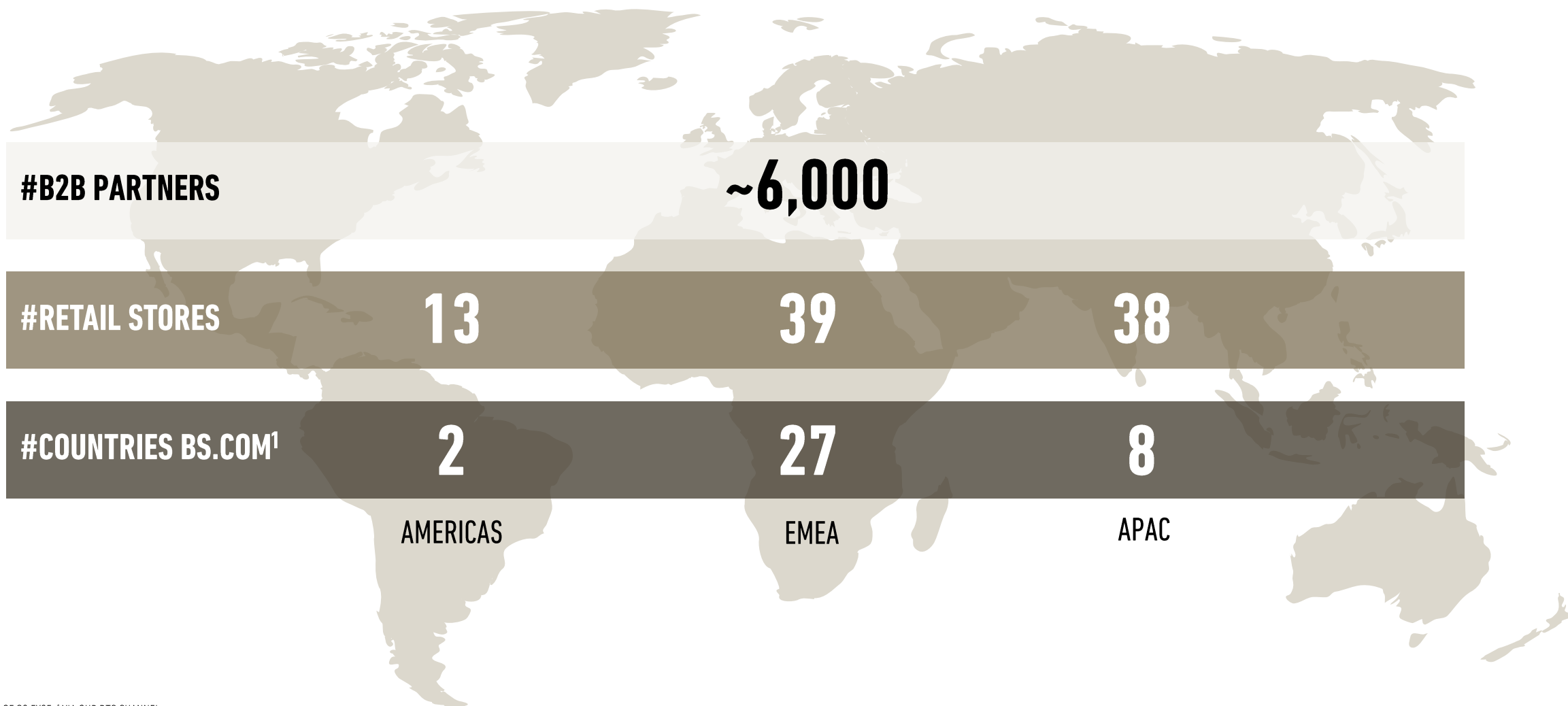
BIRKENSTOCK®

WHITE SPACE SPOTLIGHT: DISTRIBUTION



WE ENGINEER A COMPLEMENTARY MULTI-CHANNEL DISTRIBUTION

GLOBALLY PRESENT IN OVER 80 COUNTRIES, ALL CHANNELS DELIVER STRONG MARGIN PROFILES



BIRKENSTOCK®

WE UNLOCK NEW AUDIENCES AND SEEK TO BUILD LIFETIME CONNECTIONS

OUR DISTRIBUTION ALLOWS US TO CAPTURE DEMAND WHERE IT OCCURS



WE REMAIN VERY DISCIPLINED IN OUR B2B DISTRIBUTION

~90% OF GROWTH COMES FROM EXISTING DOORS¹

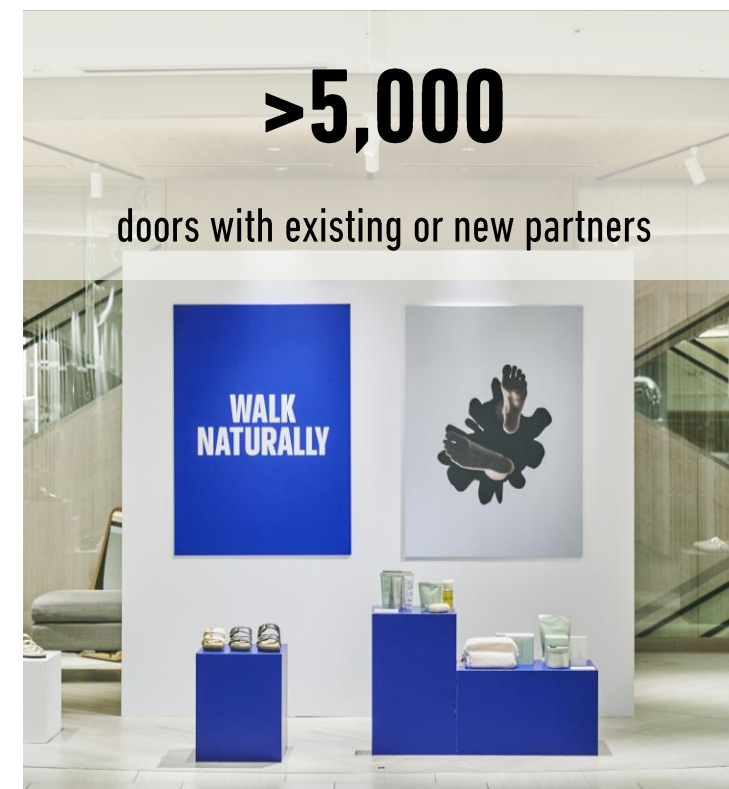
B2B REVENUE GROWTH



TOP 10 STRATEGIC ACCOUNTS



WHITE SPACE DOORS



BIRKENSTOCK®

WE DOUBLED OUR RETAIL FLEET SINCE 2023, REACHING 90 STORES

OUR STORES ARE DESIGNED FOR COMMERCIAL SUCCESS

MIAMI



BOSTON



LONDON



PARIS



SHANGHAI



NOTE: AS OF Q3 FY25.

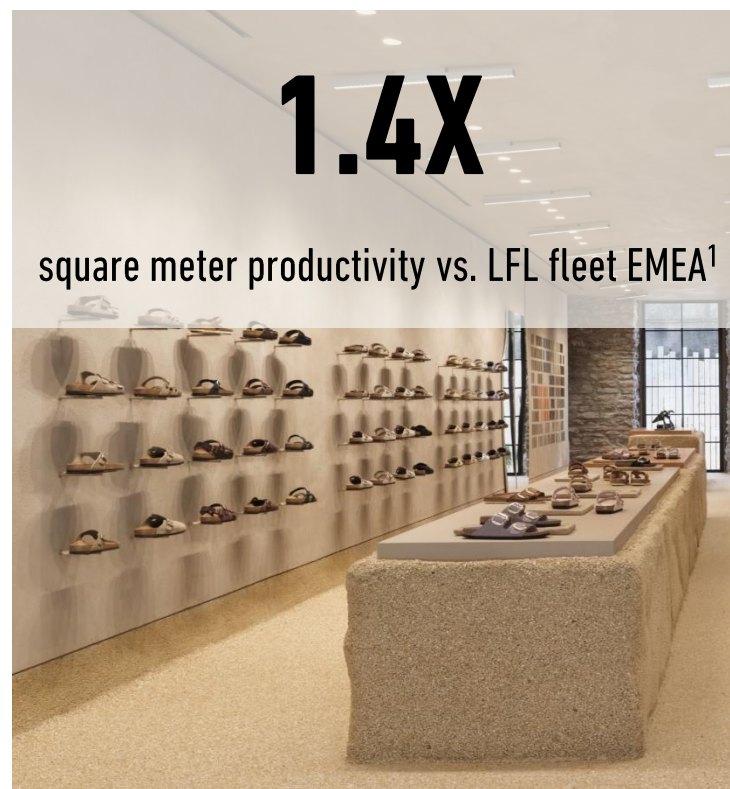
OUR STORES ARE HIGHLY PRODUCTIVE

VERY STRONG STORE ECONOMICS AND HALO EFFECT ON OUR ONLINE BUSINESS

CAPEX PAY BACK TARGET



NEW STORES PERFORMANCE

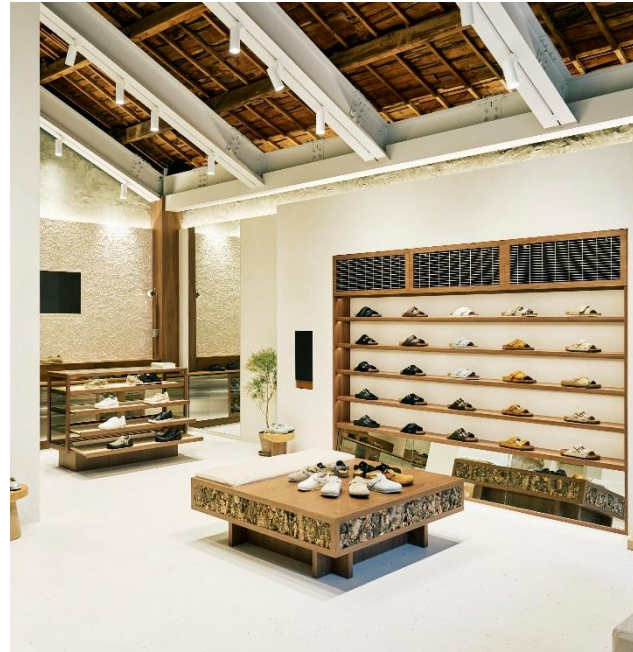


BS.COM HALO EFFECT



RETAIL TO FURTHER ACCELERATE, TARGETING 150 STORES BY 2027

EXPECTED APPROXIMATE SHARE OF NEW STORE OPENINGS



50%

APAC

25%

AMERICAS

25%

EMEA

WE COMPLEMENT OUR MONO-BRAND PRESENCE BY ~350 PARTNER STORES

MAJORITY OF STORES LOCATED IN APAC, FOLLOWED BY EMEA

MEXICO



DUBAI



PHILIPPINES



SHANGHAI



OUR MEMBERSHIP IS GROWING FAST AND FUELS LOYALTY AND SPEND

LIFETIME CONNECTIONS DRIVE ONLINE GROWTH

MEMBERS

~11M
+25% vs. LY



MY BIRKENSTOCK

ENJOY FREE MEMBERSHIP PERKS

Become a free member of My Birkenstock and access exclusive perks—like free shipping on full price items and early access to limited-edition looks.

[SIGN UP](#)

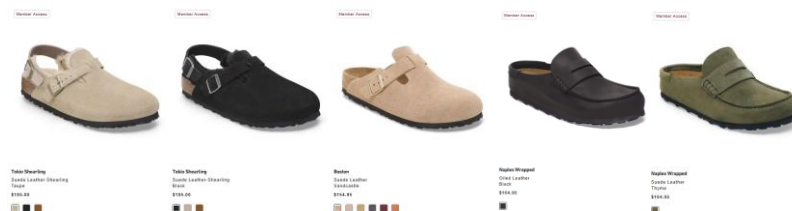


SPEND PREMIUM VS. GUESTS¹

~20%



EXPLORE MEMBER EXCLUSIVE PRODUCTS



MEMBER BENEFITS

Member exclusive products

Early access to new product launches & consumer moments

Exclusive events & workshops

BIRKENSTOCK®

OUR MISSION IS TO GIVE PEOPLE ACCESS TO THE FOOTBED

ENABLED THROUGH OUR COMPLEMENTARY MULTI-CHANNEL DISTRIBUTION

250-YEAR-OLD BRAND

BUILDING LIFETIME CONNECTIONS

UNLOCKING NEW AUDIENCES

ENGINEERED DISTRIBUTION

CAPTURING DEMAND WHERE IT OCCURS

MAINTAINING HIGH DISCIPLINE

MATERIAL WHITE SPACES AHEAD



BIRKENSTOCK®

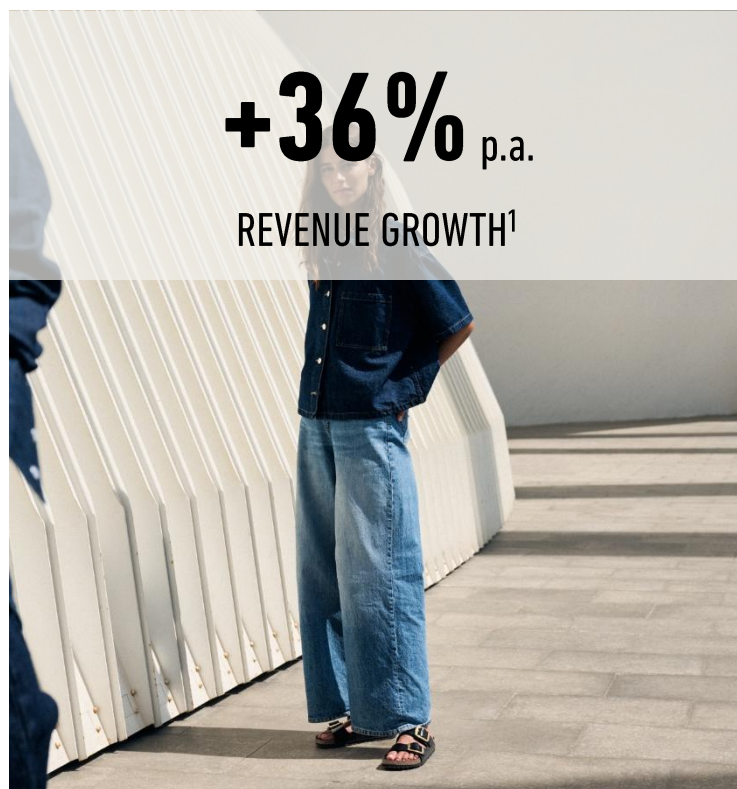
WHITE SPACE SPOTLIGHT: APAC



APAC EXPANSION: A MULTI-CHANNEL SUCCESS STORY

SINCE IPO: STRONG REVENUE GROWTH FOCUSING ON DTC AND HIGH-QUALITY B2B DISTRIBUTION

ABOVE AVG REVENUE GROWTH



DTC FOCUS & HIGH-QUALITY B2B



RETAIL DRIVING AWARENESS



HUGE UNTAPPED POTENTIAL IN APAC

60% OF GLOBAL POPULATION, <10% REVENUE SHARE – A MAJOR GROWTH OPPORTUNITY

NORTH AMERICA



% of WORLD Pop.	% of Rev. ¹
5%	>50%

EMEA



% of WORLD Pop.	% of Rev. ¹
30%	>35%

APAC



% of WORLD Pop.	% of Rev. ¹
60%	<10%

CHINA: OPPORTUNITY IN THE WORLD'S LARGEST CONSUMER MARKET

€5B LUXURY FOOTWEAR MARKET GROWING 8% ANNUALLY¹ – RISING WELLNESS-FOCUS FUELS DEMAND

POPULATION

1,408M²

Thereof 944M Urban Population²

GDP PER CAPITA

~\$13,500

/Year³

DISPOSABLE INCOME

~\$7,500

/Year⁴

Footwear Market

\$97B⁵

Thereof \$5B Luxury/Premium Segment¹

<€25M

BIRKENSTOCK Revenue in FY24

NOTE: ¹ REUTERS: LUXURY SHOEMAKER MANOLO BLAHNIK ENTERS CHINA: 11/9/24; ² NATIONAL BUREAU OF STATISTICS OF CHINA, STATISTICAL COMMUNIQUÉ ON 2024, AS OF SEPTEMBER 24TH, 2025; ³ NATIONAL BUREAU OF STATISTICS OF CHINA, STATISTICAL COMMUNIQUÉ ON 2024, AS OF SEPTEMBER 24TH, 2025; ⁴ DISPOSABLE INCOME PER CAPITA IN URBAN HOUSEHOLDS 2024, NATIONAL BUREAU OF STATISTICS OF CHINA, STATISTICAL COMMUNIQUÉ ON 2024, AS OF SEPTEMBER 24TH, 2025; ⁵ PROJECTION FOR 2025, STATISTA MARKET INSIGHTS, AS OF SEPTEMBER 24TH, 2025.

CHINA: PREMIUM OMNI-CHANNEL EXPANSION

STRONG REVENUE GROWTH POWERED BY PREMIUM RETAIL FOOTPRINT AND LEADING DIGITAL PRESENCE

REVENUE GROWTH



PREMIUM RETAIL EXPERIENCE



DIGITAL GROWTH²



CHINA: OWN RETAIL AS A CATALYST FOR PREMIUM BRAND LEADERSHIP

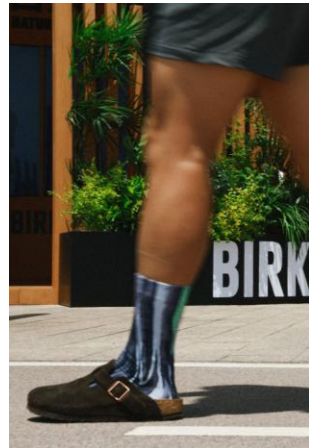
IN-STORE BRAND EXPERIENCE VITAL IN DELIVERING BRAND VALUE TO DEMAND PREMIUM PRICE POINT



BIRKENSTOCK®

CHINA: BRAND EXPERIENCES AND COMMUNITY EVENTS

OFFLINE ACTIVATIONS FUEL EMOTIONAL LOYALTY AND SOCIAL ENGAGEMENT FOR BRAND AMPLICATION

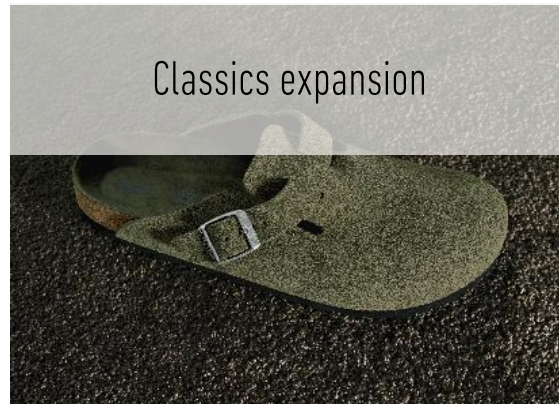


UNLOCKING CHINA'S GROWTH POTENTIAL

3 PILLAR OMNI CHANNEL EXPANSION



PRODUCT INNOVATION



ENGAGEMENT

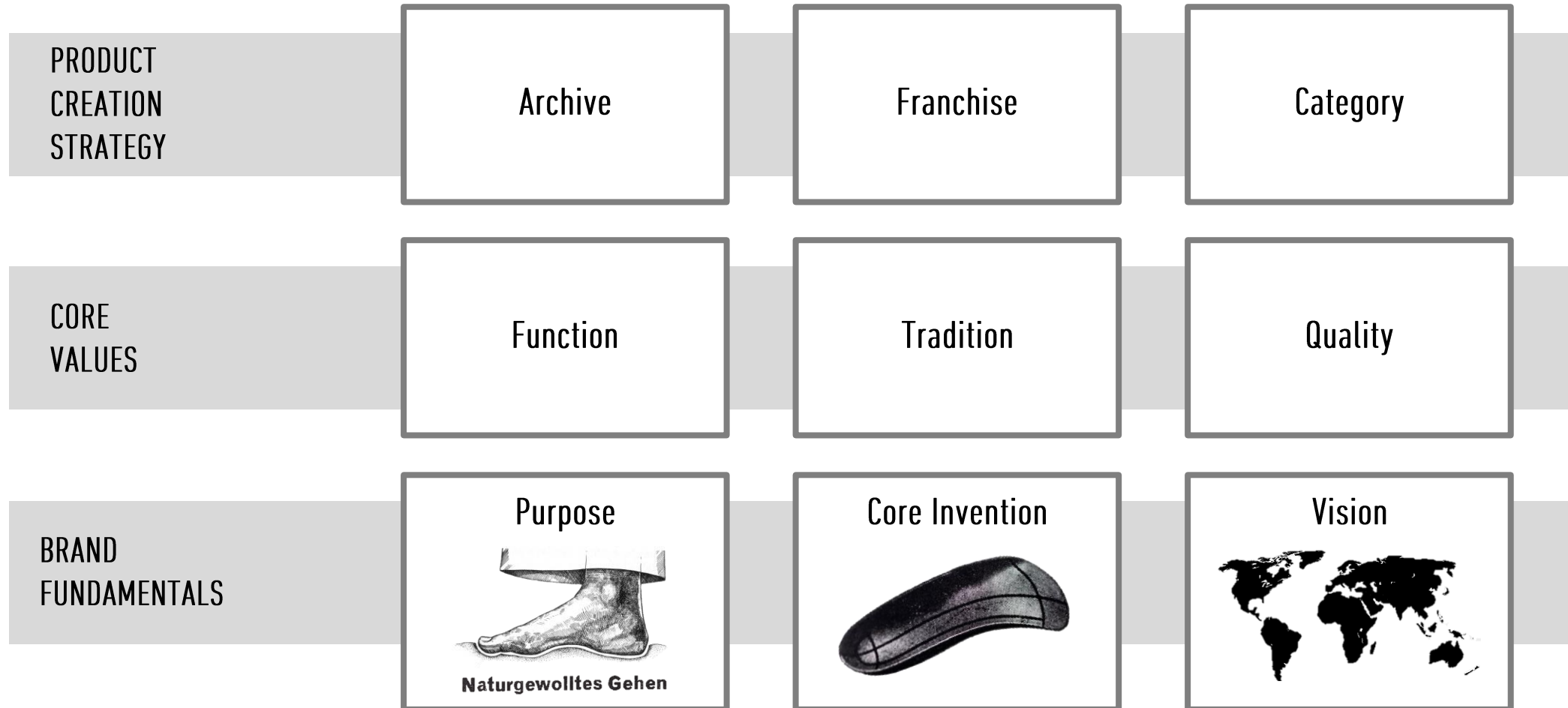


BIRKENSTOCK®

WHITE SPACE SPOTLIGHT: PRODUCT



VALUES AND FUNDAMENTALS GUIDING US THROUGH THE PROCESS OF PRODUCT CREATION



BIRKENSTOCK®

NOT A ONE-TRICK PONY

CLASSICS AND NEW PRODUCTS MAKE UP OUR TOP-20 SILHOUETTES



Arizona 1973



Boston 1976



Gizeh 1983



Madrid 1963



Mayari 2009



Florida 1981



Bend 2020



Tokio 1987



Milano 1976



Zermatt 2019



Sydney 2019



London 1986



Buckley 2019



Highwood 2023



Lutry 2023



Franca 2020



Naples 2023



Kyoto 2020



Catalina 2024



Super-Birki 1990

BIRKENSTOCK®

SPOTLIGHT: SUPPLY-CHAIN



OUR VERTICALLY INTEGRATED SUPPLY CHAIN

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

100%

OF OUR FOOTWEAR IS MADE
IN THE EU

95%

OF PRODUCTS ASSEMBLED
IN-HOUSE IN GERMANY

100%

OF OUR FOOTBEDS ARE
MADE IN GERMANY



DIRECT AND LONG-TERM
PARTNERSHIPS WITH KEY
SUPPLIERS

~5,000

SKILLED WORKERS AND
EXPANDING

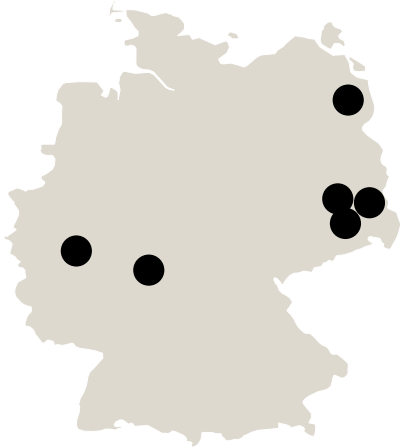
>90%

OF RAW MATERIALS
SOURCED FROM EUROPE,
WITH STRICT ETHICAL
STANDARDS

FOOTPRINT OF SEVEN OWNED FACTORIES

SIX FACTORIES IN GERMANY, AND ONE IN PORTUGAL

GERMANY



GÖRLITZ

FOOTBEDS | FINAL ASSEMBLY

STRÖDT

FINAL ASSEMBLY

PASEWALK

EVA | PU

BERNSTADT

LEATHER COMPONENTS

ÜRZELL

FOOTBEDS

MARKERSDORF

BUCKLES

PORTUGAL



AROUCA

LEATHER COMPONENTS

OUR SUPPLY CHAIN IS A FOCAL POINT OF HOW WE OPERATE

DELIVERING STRONG VALUE TO SHAREHOLDERS

FOCAL POINT OF HOW WE OPERATE

Control over **IP** and **end-to-end quality** from raw material to finished product

Direct partnerships with our suppliers and contract manufacturers

Speed to innovate and commercialize our product

Agility to react to shifts in demand and customer preferences

Resilience to supply chain risks

DELIVERING STRONG SHAREHOLDER VALUE

Strong, predictable & improving **margin generation**, cutting out middle-man, fueled by ongoing automation and scale

Opportunity to deploy FCF with **short paybacks**

WE HAVE PROVEN SCALABILITY OF OUR SUPPLY CHAIN

FOCUS OF CAPACITY INCREASE WAS ON EVA AND PU

SINCE FY23¹...

25% VOLUME GROWTH²

50% PRODUCTION HOURS²

+1,400 EMPLOYEES

>50% EVA AND PU CAPACITY INCREASE

>2X INCREASE IN CLOGS OUTPUT

LIKE-FOR-LIKE PRODUCTION COST
REDUCTION



AROUCA M&A AND SCALING

Scaled from 100 to 700 workers

Expansion to 6.000m² production area



PASEWALK NEWBUILD

Expected to be fully absorbed in Q3/FY26

~10M pairs produced in FY25



GÖRLITZ EXPANSION

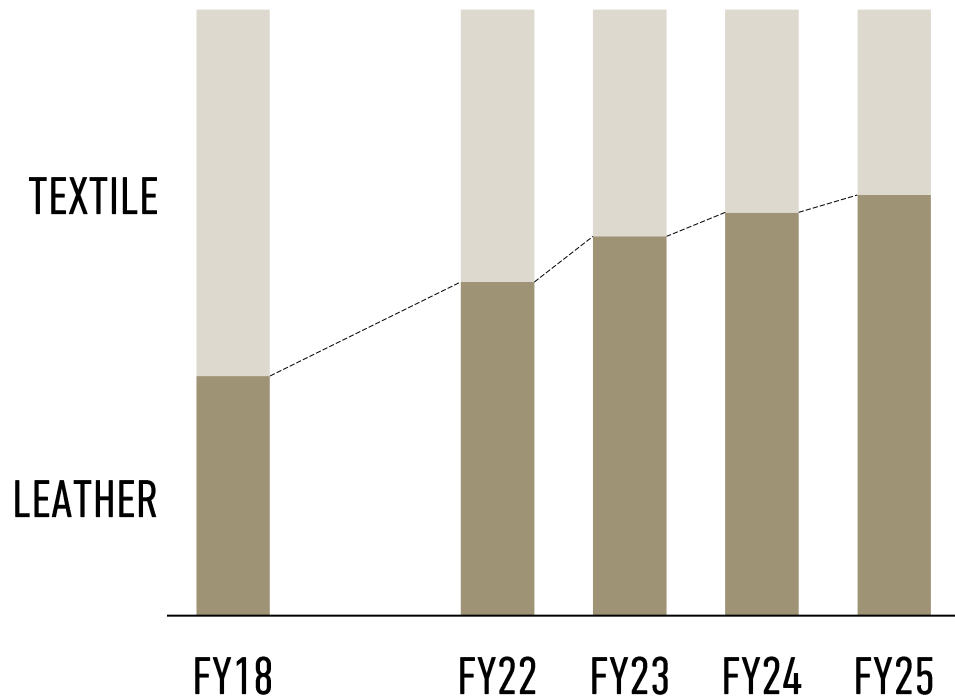
Replacing EVA, PU with footbeds & final assembly

30% increase of footbed capacity

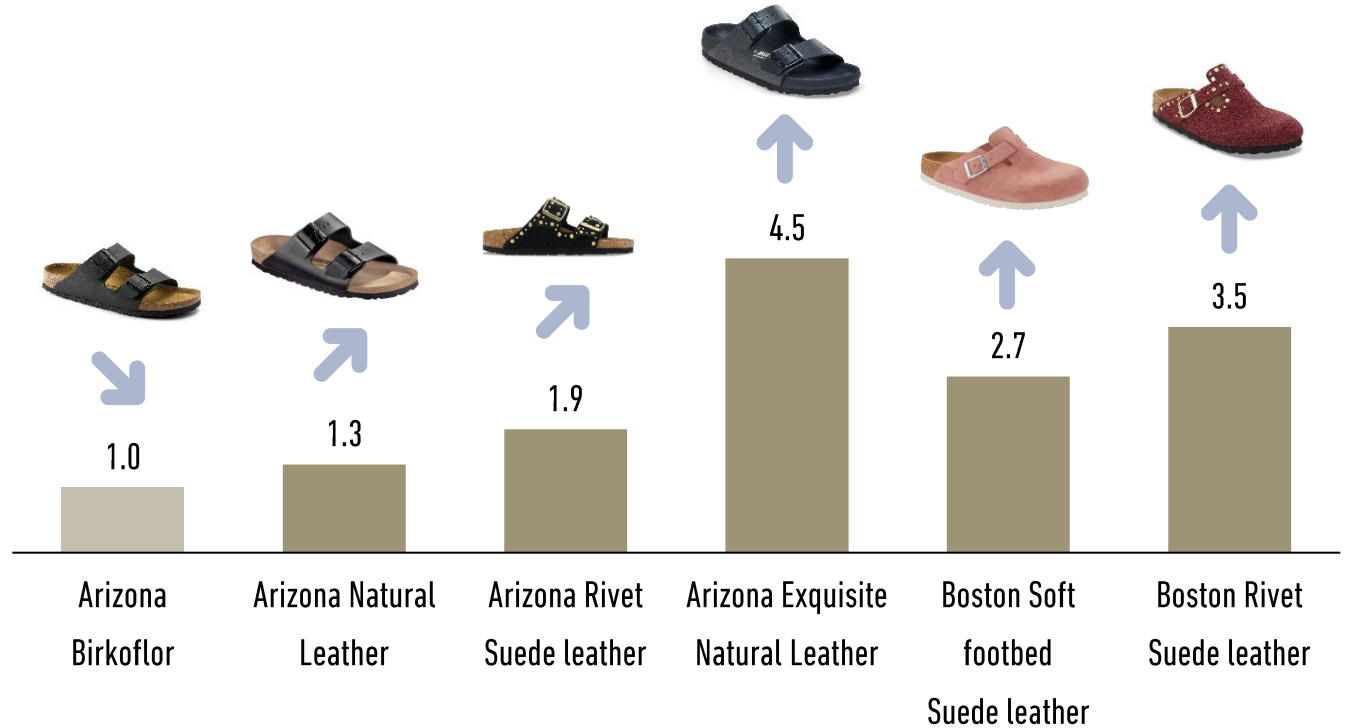
...WHILE GROWTH REMAINED IN LEATHER

ESPECIALLY STRONG IN ARTICLES WITH HIGHER PRODUCTION MINUTES

Leather Expansion - Revenue Share



Production times indexed to Arizona Birkoflor

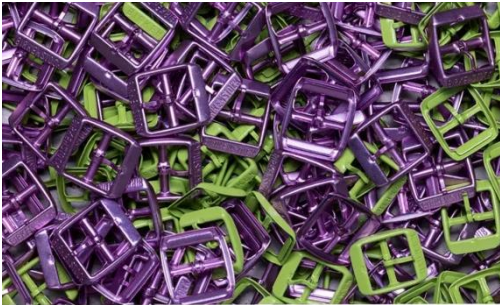


➔ Share of units development (indicatively – FY23-25)

FOUR PRIORITIES FOR OUR SUPPLY CHAIN

KEY FOCUS ON UNLOCKING GROWTH WITH EXPANSION FACTORY FOOTPRINT

PRODUCTION CAPACITY



ENABLE DOUBLE DIGIT REVENUE GROWTH

ONGOING PRODUCTION EXPANSION
INCLUDING NEW FACTORY OPENING
FLEXIBILITY BETWEEN PRODUCTION
GROUPS
SUPPORT INCREASING PRODUCT
COMPLEXITY

SPEED/AGILITY



MULTI-SPEED SUPPLY CHAIN INCREASING AGILITY OF SUPPLY

FLEXIBILITY WITHIN SEASON TO REACT
TO DEMAND CHANGES IN WEEKS
INCREASED PRODUCT AVAILABILITY
FURTHER INTEGRATION OF RAW
MATERIAL SOURCING

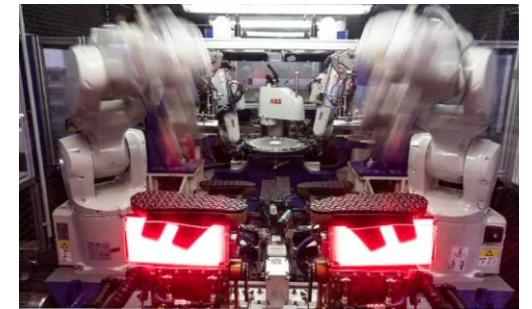
LOGISTICS NETWORK



INCREASE CAPACITY, AND CONSOLIDATE LOGISTICS NETWORK

EXPLORING REGIONAL HUB MODEL
FINISHED GOODS SHIPPED DIRECTLY
FROM FACTORY TO REGIONS
EFFICIENCIES FROM AUTOMATION AND
CONSOLIDATION

EFFICIENCIES



LIKE-FOR-LIKE PRODUCTION SAVINGS

ONGOING AUTOMATION OF UPPER
PRODUCTION AND FINAL ASSEMBLY
NETWORK AND SCALE EFFECTS

EXPANSION PROJECTS UNDERWAY TO SUPPORT GROWTH

OUR NEXT EXPANSION WILL FOCUS ON SANDALS AND CLOGS WITH FLEXIBILITY TO ADJUST

GÖRLITZ FURTHER SCALING



Status: Construction underway

Go live in FY26

Focus: Sandals, Clogs, Footbeds

Free-ed up halls in Görlitz after fully moving out EVA/PU production with 9,000m²

Strengthening cork-latex capacities for footbeds and final assembly for sandals and clogs

WITTICHENAU ACQUISITION



Status: Signed September 23rd, 2025

Go live end of FY27

Focus: Sandals, Clogs, Footbeds

Large-scale brownfield acquisition (~80,000m²) for logistics & production expansion

Flexible production area, initial focus of capacity expansions for footbeds, sandals and clogs