



BUSINESS OF LUXURY

Building resilience into luxury brands

17-19 May 2026
In-Person & Digital
Borgo Egnazia, Puglia
#FTLuxury

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WELCOME TO THE FINANCIAL TIMES BUSINESS OF LUXURY SUMMIT 2026

The Business of Luxury Summit returns in 2026 to continue its exploration of the most powerful trends and financial forces impacting the global luxury market.

The sector faces a moment of reckoning. The market is predicted to contract between 3-5% in 2025 as geopolitical tensions, weaker demand from high-net-worth consumers, and rising import costs continue to squeeze margins. The most successful brands will be those that adapt their models and tap new growth markets.

For senior decision-makers, tough questions lie ahead. How can businesses remain resilient amid economic uncertainty and shifting trade dynamics? What pricing, supply chain and customer strategies will sustain long-term value? And how can brands meet the expectations of a more discerning, experience-driven clientele?

The Financial Times Business of Luxury Summit 2026 will bring together global leaders to explore these economic forces, consumer shifts and creative strategies shaping the next era of luxury. Join us in Puglia, Italy, on 17-19 May for powerful interviews and thought-provoking panels, plus an exclusive champagne reception, live entertainment and gala dinner.

Feeling the effect of economic pressures: When will luxury bounce back?



The luxury sector is experiencing its second-largest downturn since the financial crisis, with economic pressures in China and the US and a wave of 'greedflation' testing even the strongest brands. The Gulf offers some relief, with sales forecast to grow 6% annually through 2027 – but is that enough to reignite the global luxury market?

A new creative chapter: Luxury's great reshuffle



The industry is in the midst of a leadership shake-up, with new artistic directors taking the helm at heritage houses. Can this fresh wave of creative talent revive brands and help win back shoppers?

How much? Have brands hit a global pricing ceiling?



Luxury's years of aggressive price hikes appear to be slowing, with wealthy clients pushing back after rampant rises. Has the sector finally reached the limit of what consumers will pay?

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Luxury supply chains: Standards under scrutiny

The past year has raised questions over standards upheld by even the strongest luxury brands, with workers' conditions and supplier practices – particularly in Italy – under intense scrutiny. How can luxury businesses safeguard their operations? What actions are needed now to strengthen resilience and reputation?



How to speak to Gen Z

High-end brands are struggling to connect with a generation that finds luxury either outdated or overpriced. With Gen Z poised to dominate spending by 2030, the stakes could not be higher. How can brands attract and retain tomorrow's most influential consumers?



The luxurification of sport

From Formula 1 to Wimbledon and the Olympics, televised sport is fast becoming luxury's most powerful global platform. As brands court massive audiences, how will this reshape sponsorship, visibility and access?



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WHY ATTEND?

- **Hear** from top economists on the projected path for a global luxury bounce-back and new growth opportunities.
- **Unlock** the critical strategies for engaging and retaining Gen Z.
- **Protect** your brand's integrity by mastering the new global standards of supply chain transparency and ethics.
- **Analyse** how the Ozempic Age is radically transforming consumer perceptions of beauty and driving new demand.
- **Confront** the uncomfortable truth: Has the luxury market finally hit the global limit of what consumers will pay?
- **Connect** with luxury's most influential leaders at exclusive lunches and evening events.



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