

ALTAGAMMA-BAIN MONITOR 2026 UPDATE

The high-end sector reconfirms moderate growth for 2026: up to +2% for global luxury, between +2% and +4% for personal luxury goods.

Luxury experiences such as hospitality and restaurants, and assets such as mega-yachts, private jets and art, drive growth.

For personal luxury goods, the Americas drive the market, Europe and the Middle East decline, China is in cautious recovery.

Artificial Intelligence is also increasingly decisive in purchasing choices.

Milan, 25 June 2026. The usual mid-year update of the Altagamma-Bain Monitor on the Worldwide Markets for Personal Luxury Goods, produced by Bain & Company in collaboration with Altagamma, was published today.

Despite a context of growing instability, characterized by economic volatility, geopolitical tensions and profound cultural changes, the fundamentals of the high-end market indicate a gradual stabilization. The sector has globally reached a value of €1,443 billion and, by the end of the year, is estimated to reach €1,440-€1,470 billion. A significant polarization remains among the different performances of companies, although 60% of brands show results above last year's levels, and this is an encouraging sign.

Consumer confidence remains fragile due to the overall context, but some interesting trends emerge, including: the demand for experiences, which is growing at a pace equal to one and a half times that of tangible goods; the increasingly strong use of AI in their purchasing journey by half of luxury consumers, with almost all of them expecting to continue doing so in the future; the growth of sports sponsorships over the past twelve months, with 80% of the overall value of the luxury market represented by brands that have invested specifically in sporting events.

Giovanna Vitelli, Chair of Altagamma, commented: *"Bain & Company has reminded us that for 2026 the expected growth for luxury in general is moderate, with the exception of experiential luxury, which is expected to grow by 4%. As Altagamma, we have the task of supporting this growth, recalling the importance of our sector as a locomotive for the country. Altagamma companies contribute three times more to GDP growth, generate five times more employment and pay an amount of taxes that is on average 300 times higher. Not only that: our companies embody the cultural tradition of our country, its savoir-vivre and its know-how. Supporting the growth of luxury also means supporting the transmission of Made in Italy manufacturing, another cornerstone of Altagamma's commitment over the next three-year period. Italian high-end is a heritage for everyone, which must be recognized, protected and promoted."*

"The market is stabilizing, but this is not a return to the old rhythms: it is rather the emergence of a new rhythm. Consumers are not moving away from luxury; they are redefining its meaning: they connect more to meaning than to the product and increasingly reward experiences over ownership, in a logic of identity and personal expression rather than status. Appetite remains rather strong; what is decreasing is tolerance for disappointing products and experiences. This is demonstrated by the fact that over 70% of customers who have moved away intend to purchase again, but not necessarily the same brands or the same categories. The real question is whether brands are building the AI-native meaning and relevance necessary to emerge and be chosen when that moment arrives: because discovery, evaluation and purchasing decisions are increasingly mediated by artificial intelligence, and

already today one in two luxury consumers uses it in their purchasing journey,” explain **Claudia D’Arpizio and Federica Levato**, Senior Partners at Bain & Company and authors of the research.

THE GLOBAL LUXURY SECTOR

In 2025, the global luxury market declined slightly, standing at around €1,443 billion, with personal luxury goods at €358 billion (-2% at current exchange rates compared with 2024). For 2026, considering a base scenario that sees a stable Middle East, the resilience of local demand and a gradual recovery of consumption in China, the following is expected:

- For the global luxury market, growth between 0% and 2% at constant exchange rates, reaching between €1,440 and €1,470 billion.
- For Personal Luxury Goods, growth between 2% and 4%, reaching a value between €365 and €373 billion.
- For Experiences — hospitality, fine food, restaurants, cruises and wines — overall growth of around +4%.
- Among the other luxury assets, automotive figures weigh on performance, declining mainly because of the lower expected success of hybrid cars. Excluding luxury cars, growth in this category — which includes Design, Mega-yachts, Private jets and Art — would be expected between +1% and +3%.

SECTORS AND PRODUCT CATEGORIES

- In personal luxury, the performance of jewellery stands out; apparel, eyewear and fragrances hold up; cosmetics grow more slowly; while leather goods and footwear remain under pressure, although showing signs of gradual improvement.
- Demand for experiences is growing at a pace equal to one and a half times that of tangible goods, around +5% versus 2025, reflecting a structural and cultural change that increasingly favors lived experiences over simple ownership. High-end hospitality, private jets, yachts and cruises confirm themselves as particularly resilient, as do fine dining and gourmet food.
- Wines and spirits, as well as design and furniture, show greater difficulties, with weak consumption.

GEOGRAPHIC MARKETS

- Despite inflation, in the United States spending on luxury is increasing across all main categories, from apparel to hard luxury.
- China shows signs of recovery, albeit cautiously, with online sales of luxury products growing in the first quarter by between 25% and 35% compared with the previous year, mainly thanks to apparel.
- Europe is currently the weakest area of the market, also because of the decline in international tourists, -20% in February, particularly those from the Middle East.

DISTRIBUTION CHANNELS FOR PERSONAL LUXURY GOODS

- Monobrand stores continue to focus on experience, but face pressure on volumes.
- Travel retail shows an uneven recovery, with particular volatility in the Gulf countries.
- Multibrand stores are caught between the growing selectivity of brands and lively consumer demand.

- Direct e-commerce is stabilizing, with brands controlling direct-to-consumer distribution strategies.

KEY TRENDS

- **ARTIFICIAL INTELLIGENCE:** Around half of luxury consumers already use AI in their purchasing journey, and almost all expect to continue doing so in the future. Around one in four consumers uses it to discover new brands and products, while two thirds use it to compare different options before purchasing.
- **SPORT AS A VALUE CREATOR:** Over 80% of the overall value of the luxury market is represented by brands that have invested in sports sponsorships over the past twelve months.
- **SECOND HAND:** The second-hand market continues to grow, with around half of personal luxury customers today consulting the second-hand market before purchasing a new product.
- **THE SEARCH FOR MEANING:** Experiential luxury is evolving towards forms increasingly oriented to emotion, personalization and the search for meaning.

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