

FW26 Sell-in Commercial Overview





FW26
Turn the X up







Our Mission

Ignite the Human Spirit
through movement.

Our Call to Action

Dream On.

On Financials & Market Insights 2025

HIGH ENERGY IN 2025

Net Sales

1.5BN

+37.2% vs LY

Gross Profit

0.9BN

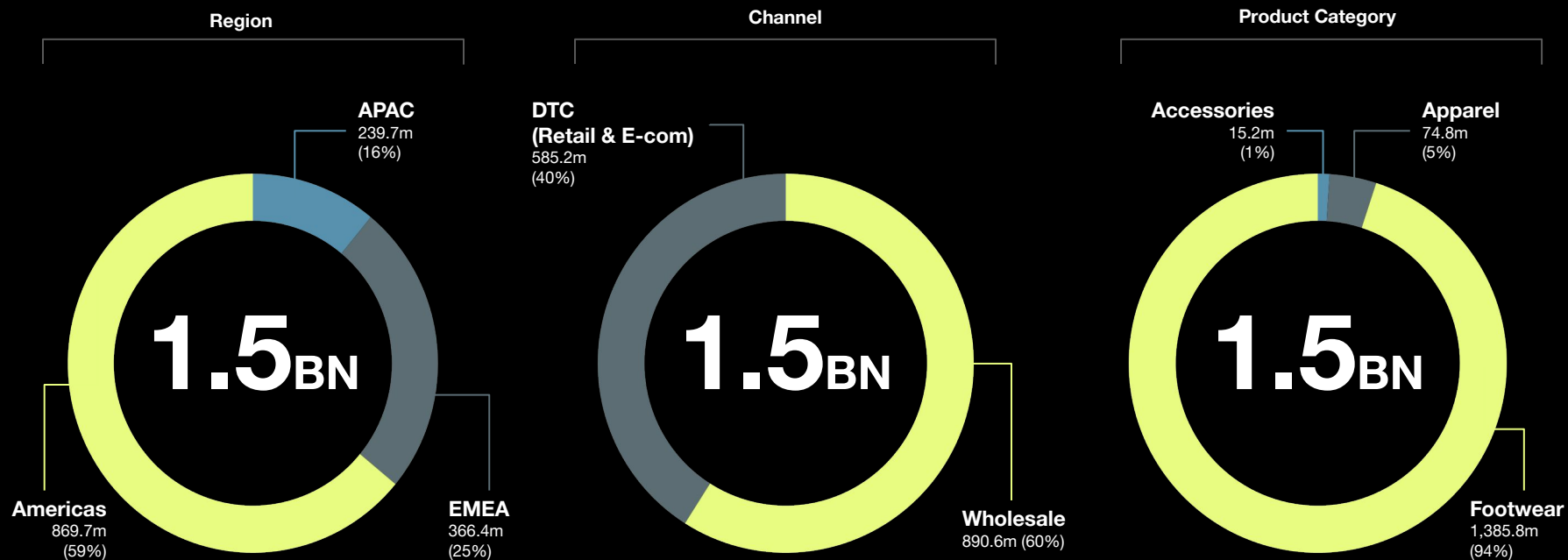
+39.2% vs LY

Adj. EBITDA

17.4%

Margin

Data covers H1 2025 (6 month period ended June 30th, 2025).
Comparisons are to same 6 month period ended June 30th, 2024.
Growth rate shown on an as-reported basis.



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On Brand Build Moments 2025 to 2026

FW25 Zendaya

20.6M

Potential Impressions
(Social Organic &
Paid)

32.2M

OOH Impressions

752M

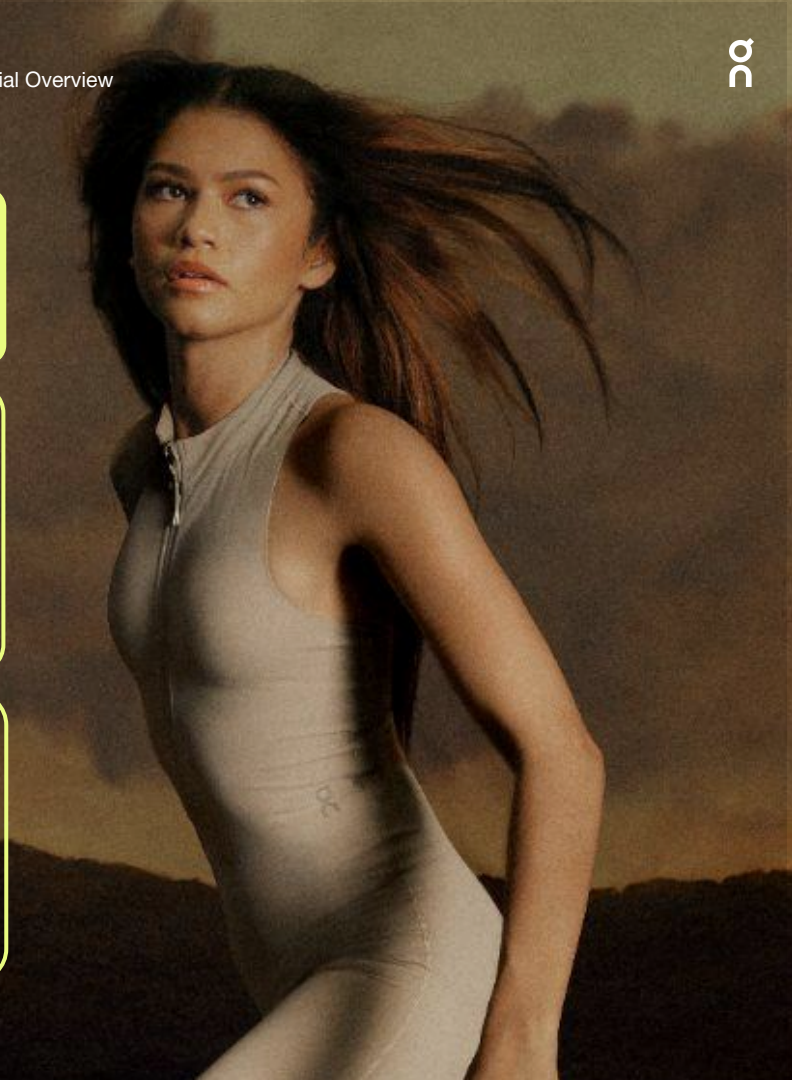
Paid Impressions

3.3%

Engagement rate (Per
Impression)

+6.12%

more content engagement on talent LP for
users coming from a product ad



FW25 Soft Wins

34.8M

Potential PR Earned
Social Reach

1%

Engagement rate (Per
Impression)

871M

Paid Impressions

15.5M

Potential Impressions
(Social Organic &
Paid)

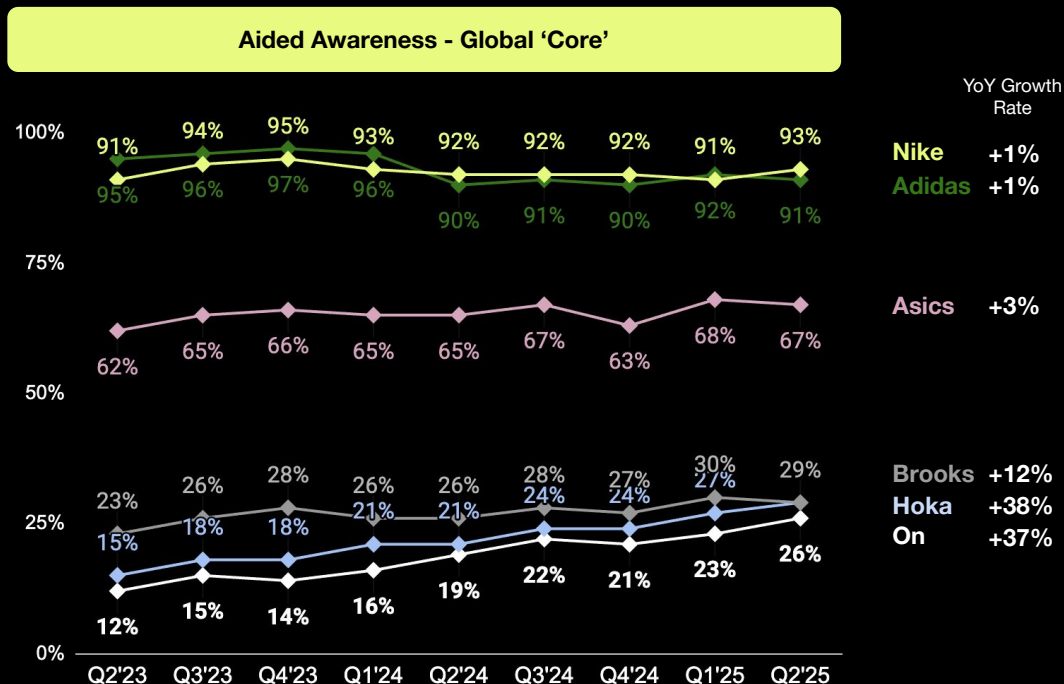
11.4M

OOH Impressions



On increased Aided Awareness by +3 pp in Q2, landing at 26%.

We grew Awareness faster than any other brand in Q2, as Hoka grew +2pp to 29%.



On Commercial Strategy in 2026

01

ROLE OF CHANNEL

Enhancing the customer experience by delivering the right product, place, and time - enabled by tools and systems.

02

APPAREL ELEVATION

Anchor premium performance apparel through DTC, strategic partners, storytelling and elevated brand spaces.

03

FOOTWEAR CREDIBILITY

Performance and Lifestyle.
Dominate in Running and Supercharge Sneaker.

04

OPERATIONAL EXCELLENCE

95% on-time supply.
Demand Phasing.
Lead Time Improvement.

05

PREMIUM BRAND EXPERIENCE

Unified tone, identity, and design to elevate the On brand and customer experience across all channels and touchpoints.

06

OMNI CHANNEL

Accelerate DTC growth by balancing innovation with excellence - connecting channels to fuel seamless customer journey.

AMER
PRIORITIES

Deliver omnichannel growth rooted in building credibility and desirability through new and existing customers through a strong operational foundation.

Increase the reach of run credibility

Introduce two running franchise updates to the market through another chapter of our run build brand campaign.



Double down with the second installment of the running brand build that reinforces our diverse run assortment.

Enhanced **product storytelling** at POS to help consumer navigate **product technology**

Focus on an **Omnichannel** segmentation strategy to meet runners everywhere they shop with increased variety for their diverse running experiences.

Reimagine desirability through PAD

Keep building the Tilt family with introduction of the Arc & start to push silhouette boundaries with Muse and Zone 99.



Continue to feed the maturity curve with special projects and strategic B2B early access to **create demand in the right channels**.

Sneaker program defines a new bar of how to build foundations. It **incubates** the idea of what is possible with the right assortment.

Magnify Franchises

Expand key franchises to build name recognition and expanded performance equity.



Create **healthy lifecycle management** with focused segmentation and measured volumes on certain models.

Deliver pinnacle expressions in key franchises to **Run Specialty with early launch opportunities**.

Color Breadth in key models will allow for more **segmentation and seasonal flows** in a merchandised assortment.

Amplify Apparel

Create cohesive and compelling apparel stories. Cut through the clutter with simple, premium positioning.



Studio expansion continues and we introduce a **third pillar of training with Formtec**, will ignite the training range with a **competitive edge**.

Increased assortment scrutiny so we can tell stories through sell-in views of the assortment.

Deliver tailored forecasts that support supply and sourcing strategies.

Strengthen Growing Markets

Building on the success in the US, Canada, Brazil, LATAM and Mexico are primed for rapid growth.



Service our growing markets with **merchandising & forecasting strategy** that is differentiated for their market nuances.

Establish **credibility for performance products** with clear product segmentation and assortment strategy.

Thank you.

