Podcast Fact Sheet:
ON Running

Date: October 26, 2025

ON is the fastest-growing premium athletic brand with significant runway ahead

1. **Explosive Growth:** 29% revenue growth in 2024 significantly outpaces industry leaders Nike and Adidas

2. **Market Opportunity:** 2% global share with 9% running category penetration shows massive expansion potential in $180B+ market

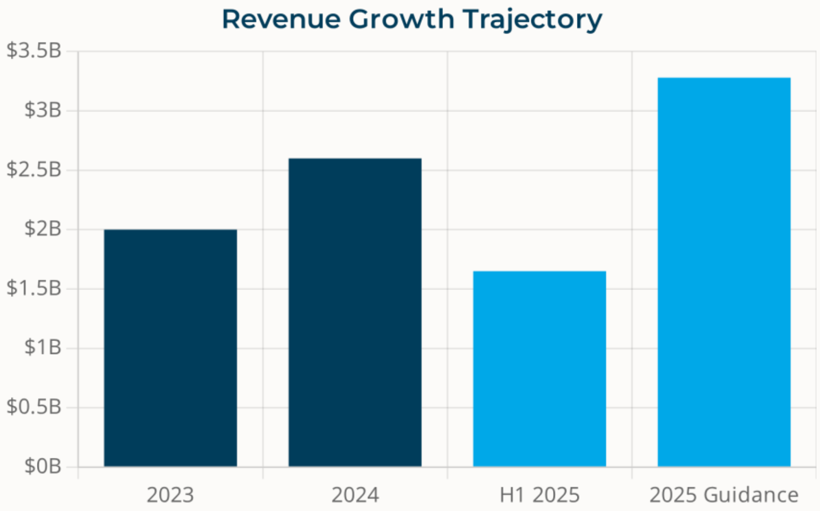
3. **Retail Expansion:** 37 stores growing to 100+ with 20-25 annual additions planned, shifting to higher-margin DTC model

4. **Innovation:** Patented CloudTec® and LightSpray technologies create defensible differentiation that justifies premium pricing

5. **Financial Strength:** 62.1% gross margins (highest since IPO) enable sustained investment in growth and innovation

ON Running has achieved 37% H1 growth 2025, outpacing all major competitors

Year	Revenue (CHF)	Revenue (USD)	YoY Growth
2023	1.79B	$2.0B	55.9%
2024	2.32B	$2.6B	29.4%
H1 2025	1.48B	$1.65B	37.2%
2025 Guidance	**2.94B+**	**$3.28B+**	**31%+**



Record Gross Profit Margin

62.1%

Highest since IPO in 2024

KEY INSIGHT:

While Nike and Adidas struggle with single-digit growth, ON maintains 30%+ expansion through premium positioning and innovation leadership.

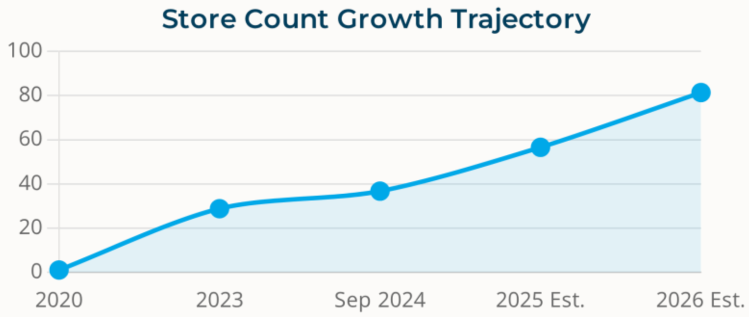
ON holds 2% global share but 9% of running category, with room to grow

Brand	Global Market Share	Notes
Nike	~27% (US market)	Dominant leader globally
Adidas	8.9% (US market)	Second largest player
ASICS	3.0%	Strong in running category
Skechers	2.9%	Lifestyle-focused
ON Running	2.0%	Fast-growing challenger
Brooks	22% (US running only)	Running specialist
New Balance	Growing	Gaining share from Nike
Hoka	Growing	Direct competitor to ON

Market Size Estimate: $180B+ athletic footwear market.

37 owned stores globally with aggressive expansion plans ahead

Metric	Count	Notes
Total Owned Stores	**37**	**As of September 2024**
China	25 stores	67.6% of total
North America	~8-9 stores	NYC, LA, Miami, Portland, Austin, Chicago, Houston
Rest of World	~3-4 stores	Europe, Asia-Pacific, South America
Third-Party Retailers	10,000+	Global distribution network
Countries	60+	Worldwide presence



EXPANSION PLAN

20-25

new stores annually

Target: **100+ additional stores** over coming years

KEY INSIGHT:

Shift to owned retail drives higher margins and brand control, with flagship stores (Paris, London, Milan) generating 25%+ apparel attachment rates compared to wholesale channels.

Patented CloudTec® technology anchors competitive moat

Core Patents

CloudTec® adaptive cushioning system — flagship innovation

LightSpray robotic uppers — ultra-light, custom-fit construction

Multiple sole designs and damping systems

First patented cushioning system activated only during landing

Innovation Focus

Robotic manufacturing reduces upper construction from **40 pieces to 7**

Production time: **3 minutes** per shoe

75% reduction in CO_2 emissions vs. traditional racing shoes

Revolutionary upper materials with sustainability edge

Impact Metrics

75%

CO_2 Emissions Reduction

3 min

Production Time per Shoe

40 → 7

Upper Pieces Reduction

ON appeals to affluent adults while Nike dominates youth and mass market

ON Running: Premium & Affluent

- Active adults ages **18-45**, middle-to-high income
- Urban professionals and wellness-focused individuals
- Average shoe price **significantly above** competitors
- **Older and wealthier** than Nike's average buyer
- Sustainability and design collaborations signal luxury positioning
- Premium retail environments (Loewe partnership, flagship stores)

Nike: Mass-Market, Youth-Centric

- Dominant with **teens and college-age** consumers
- **Multi-tiered pricing** for all income segments
- Youth culture icon with broad demographic reach
- Aggressive DTC and social media strategy
- Budget-conscious shoppers to premium buyers
- Mass athletic and leisure wear positioning

Nike's $4.7B marketing machine is larger than ON’s Total Revenues

Company	Annual Spend	% of Revenue	Year
Nike	$4.69 billion	10.1%	FY2025
Adidas	~$2.7 billion	~11%	2024
ON Running	**Not disclosed**	**Est. 8-12%**	**2024**

Nike Marketing Budget

$4.7B

Mass-market advertising approach

ON's Marketing Strategy

Athlete partnerships: Roger Federer, 165+ world-class athletes

Celebrity collaborations: Zendaya, FKA Twigs

Luxury brand partnerships: Loewe (5 releases)

Digital-first approach vs. mass-market advertising

Premium positioning and brand elevation focus

Nike’s Innovation Investments

E-Bike for Your Feet

Bionic-looking sneaker with a detachable, mechanized arm designed to lightly propel each step. Targeted at middle-of-the-road athletes (10-12 minute milers) and anyone seeking more comfortable running or walking.

Launch: 2028+

"Neuroscience-Based" Shoes

Sneaker and slipper featuring 22 foam nubs on the soles, designed for pre- and postgame use. Nike claims they stimulate the feet and brain for enhanced recovery and performance.

Launch: January 2025

Heat-Focused Fits

Air Milano: Inflatable jacket for Team USA at 2026 Winter Olympics in Italy.

FIFA World Cup kits: 100% recycled materials with enhanced sweat-wicking technology for summer competition.

Launch: 2026

STRATEGIC CONTEXT

With Nike's new leadership intent on reigniting stalled innovation, the company's current internal slogan is reportedly **"Create Epic Shit, Make Athletes Better."** Despite these ambitious innovation efforts, Nike's stock performance reflects ongoing challenges:

↓5% YTD 2025 **↓30% in 2024** . The innovation push comes as Nike faces intensifying competition from premium challengers like ON Running and struggles to maintain market share in key segments.