

Dear prospective shareholders and On community,

Thank you for considering investing in On. Before you make your decision, we, the five On Partners, would like to give you some insights into why On exists, what drives our growth and how our culture is different.

When Olivier took his first strides in the prototype of what would become the original On shoe, he felt something that he had never felt before. He seemed to be floating above the ground—it was like running on clouds. As a three-time world champion and six-time Ironman champion, Olivier had already run a total distance further than circumnavigating the circumference of the globe, but never like this.

To validate his experience, Olivier invited his friends Caspar and David (and eventually Marc and Martin)—all of us amateur runners who had been battling with running injuries—to try his shoes. We were so impressed that we started to dream of bringing these shoes to runners around the world, and empowering them to have more fun on the run. Eleven years on, we believe that we are a favorite brand of many runners, worn by Olympians and world champions, and one of the fastest-growing sports companies.

On is an innovation company at heart.

We founded On based on an invention—a completely new cushioning technology, CloudTec—and have since created many more innovations and patents. On exists at the intersection of performance, design and impact. Changing the game with Swiss engineering, we focus our development efforts on three main areas: increasing performance for athletes and consumers, smarter design, and innovating a path to a more sustainable future where On's growth is decoupled from resource depletion. Under the guidance of the founders, a highly talented team of biomechanics, engineers, materials experts and designers is constantly dreaming up new products. The result is technology that you can see and feel—no longer just in running shoes but also in performance-infused footwear, sportswear and accessories for the outdoors and for an active lifestyle—all amplified with new digital and physical experiences that we believe create value for our fans and give On an edge over the competition.

We live by the explorer spirit.

The breakthrough success of the first invention encouraged us to continue challenging the status quo. Today, we still believe that doing things differently will continue to give On an advantage. How? By taking a contrarian view, questioning, and debating—something we ask of our teams, no matter what function they are in. We also believe that before you can create something, you have to be able to dream it. So we allow our teams to dream big. We will continue to make calculated, courageous moves when venturing into the unknown, whether that is with new territories, new products, new materials, new business models or new consumers.

Diversity, inclusion, and empowerment as the catalyst for exploration and innovation.

We are building the team to harness the ingenuity that comes from diverse viewpoints—from scientists, athletes, designers, storytellers, product developers, digital innovators, talent scouts and business operators. On's high-performing global team not only brings together 52 different nationalities, but also the richness of different mindsets and cultural backgrounds. And with a culture of inclusion and continuous improvement, this winning team gets better every day. We empower our teams to make decisions, guide them with our values, and enable them to make things happen. This allows us to continue scaling while retaining the entrepreneurial mindset of our startup culture well beyond the days of still being able to call ourselves a startup.

The On community is not only loyal, they are advocates.

They tell their friends, family and social followers to choose On too. Word of mouth is a big driver of growth for On, as our industry-leading net promoter score of 66 shows. Many On fans own more than one or two pairs of our shoes, they own many. 43% of our e-commerce customers have already purchased two or more items, and this number keeps increasing. Our team regularly receives messages from fans around the world. They might hear from a runner in Shanghai, a hiker in Hokkaido, a commuter in Chicago, or a rather famous Swiss tennis player who wants to get involved.

Since 2019, we are proud to call Roger Federer not just an investor, but a friend and partner who spends many days with us in the On Lab working on his namesake sneaker franchise and his tennis competition shoe.

We meet the consumers wherever they are.

At running events, in neighborhood training groups, core running stores, on the high street and on our website and social channels, which have seen a groundswell of community over the last 10 years. The strong direct relationship we have with our community has been built through our grassroots activities as well as our digital channels. This direct-to-consumer strategy continues to evolve, from e-commerce to On retail experience stores in key cities such as New York, Beijing or Shanghai. At the same time as we develop our DTC model, we keep building strong relationships with some of the most trusted retailers in running specialty, the outdoors and fashion, enabling us to deliver a well-balanced and premium multi-channel experience.

For runners, from runners.

Many of our team members are ambitious athletes. Many of us run or work out, and our offices often buzz with energy and laughter after a lunchtime group run or yoga session. Running counts as work at On and, more often than not, we will be going out in a prototype of an upcoming product. As many of you will agree, running can be challenging and it teaches you persistence and discipline. We believe the honesty and authenticity that stems from running benefits our business.

Impact and performance can go hand-in-hand.

Growing up in the Swiss Alps gives you a special appreciation for the natural world. Nature is not only where we play, it is also our source of inspiration and above all, it is our home. As a truly global company with a worldwide community, the challenges facing the planet take on new significance. As we grow, we continue to take on more responsibility, as proven by our public commitment to ambitious, science-based greenhouse gas emissions reduction targets. We also dream of completely new kinds of products. We recently introduced the first fully recyclable shoes available only by subscription. By applying efficient design, we are making the majority of our products more sustainable while at the same time increasing performance.

Born in Switzerland, at home in the world.

On is based in Switzerland, one of the world's smallest countries. With few inhabitants, high mountains and long winters, there are not enough runners here to support a running brand. So right from day one, On aspired to be a multinational company. Over the past decade, we have built strong bonds with consumers in markets such as the United States, Brazil, Australia, Germany and China. On takes a culture-sensitive approach to globalization, adapting to local customs where needed while working from a single operational blueprint. Today, we operate in more than 60 countries. We have fully owned subsidiaries in the major markets, all of which are growing rapidly. It is immensely gratifying for us to see On products worn, recommended, tested and loved by an active community across continents and very different cultures. We call Portland, New York, Shanghai, Tokyo, Sao Paulo, Berlin, Melbourne, Ho-Chi-Minh City, and of course Zurich, "home."

We run On as a partnership.

After founding On in 2010, getting it off the ground and starting to gain traction in a few markets, Caspar, David and Olivier quickly realized that we needed more management capacity to scale and professionalize the business. In 2013, in what turned out to be a defining moment for On's leadership philosophy, we decided to bring on Marc (as COO) and Martin (as CFO) as equal partners. The shared judgments, deep level of trust and extra bandwidth from the five of us have significantly benefited On.

The five Partners lead the company collaboratively, with Caspar and David acting as Executive Co-Chairmen, Olivier as Executive Board Member, Martin as CFO & Co-CEO and Marc as Co-CEO. The three founders spend a considerable amount of their time on innovation and product development, with Marc and Martin focusing more on operational and administrative matters. In addition, each of us owns a number of strategic missions that contribute to both the operational and long-term success of On. This partnership has been an integral part of On's culture and success in the past decade and we expect it to continue.

We also have an experienced board of directors, of whom are independent, to oversee the management of On. We feel extremely fortunate to have attracted and developed a strong and talented senior leadership team consisting of 14 people, nearly half of them women, with seven nationalities represented. Some of them started at On as interns and many are industry outsiders bringing fresh perspectives. This inspiring group has grown On to where it is today—they operate the company and deserve much of the credit.

Join our mission.

When Olivier was a professional athlete, he realized that the difference between first and second place was more than just physical performance: that it is not just the human body that determines whether you cross the finish line, reach the peak or dare to dream the big idea—it is the human spirit.

When we run, move, and explore, we can access reserves of performance that go way beyond the physical. We discover a capacity to dream bigger and better. We start to see that maybe, just maybe, we can make that dream a reality. We realized that our best ideas come from going for a run, a hike, or just moving. And that the more we move, the bolder our endeavors become.

When we revealed our patented CloudTec technology back in 2010, we redefined what it feels like to run. We made running feel lighter, more agile—more fun. When people stepped into the shoes something switched “On.” They found themselves moving. Sometimes further. Sometimes faster. Sometimes in entirely new ways. With millions of people around the world having discovered On and over 17 million products sold to date, we believe moving in On shoes and gear does not just feel effortless, it taps into something that has benefits long after their workout is over. And that is no accident—every On innovation is Swiss-engineered to deliver on our mission:

To ignite the human spirit through movement.

At this special stepping-stone in On’s journey, we invite you to join us in our mission. We aim to continue discovering and exploring new frontiers, doing things differently and building long-term, durable value for all stakeholders.

Caspar, David, Marc, Martin, Olivier
The On Partners