

Tecnica
Group

LIFE
IS
BETTER
OUTDOORS >>>



TECNICA
GROUP



Introduction

Andrea Dorigo

Tecnica Group CEO since **April 2025**

25+ years experience of which **20+** in UK, US, DE

Global roles at EL.PA, EL, ADS.DE

Retail expert

McKinsey
& Company





LOWA
simply more...

NORDICA

TECNICA

MOON BOOT®

BLIZZARD

Rollerblade

429 YEARS OF HISTORY

Outdoor
shoes

SINCE 1923

2.973.562
pairs in 2024



Skis &
Ski boots

SINCE 1939

Skis - 162.211 pairs in 2024
Ski boots - 476.520 pairs in 2024



Ski boots &
Footwear

SINCE 1963

Ski boots - 266.890 pairs in 2024
Footwear - 105.523 pairs in 2024



Footwear

SINCE 1969

630.726
pairs in 2024



Skis

SINCE 1945

157.080
pairs in 2024



Inline
Skates

SINCE 1982

276.868
pairs in 2024



3.709.811 pairs of footwear

771.065 pairs of ski boots

328.854 pairs of skis

276.868 pairs of inline skates

3.722 employees

Turnover 2024:

517 million EUR

60% all-season - 40% winter sports

Sales in 80+ countries worldwide

>90% outside Italy

>60% Europe - >20% North America

Group Structure



20+

Subsidiaries Worldwide



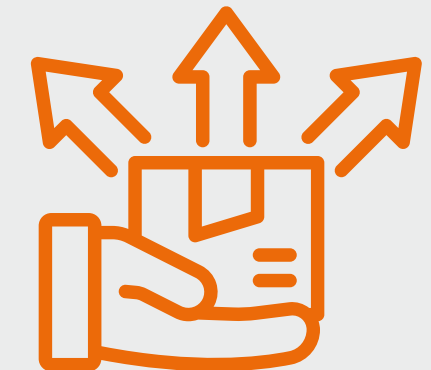
11k+

Retailers



6

Production
Plants



40+

Distribution
Partners

Operating Model



What it looks like:

- Iterative learning
- Consumer focused
- Customer centric
- Decentralised and empowered
- Flywheel effect

What it means:

- We start from the final consumer not from the factory
- Investment is allocated along the full cycle
- Sell-thru is THE measure of success
- Make vs Buy is a consequence not an objective

ESG

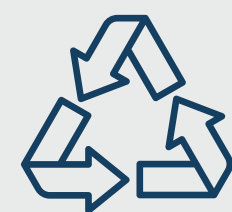
Strong commitment at every stage of the production process, to combine design and product innovation with a sustainability mindset, through cutting-edge projects



Commitment to the
UN GLOBAL COMPACT



SUSTAINABILITY REPORT SINCE 2022
It tells and reports on the commitment to
sustainable business development



RECYCLE YOUR BOOTS
A fully integrated project to
recycle ski boots



85% of ski boots
materials are recycled

Launched in 2021 to create a virtuous cycle for ski boots, transforming them from waste to resource to bring them back into use in the form of new products or materials, with significant energy savings and a reduction in CO2 emissions.



INPUT

3,86 kg

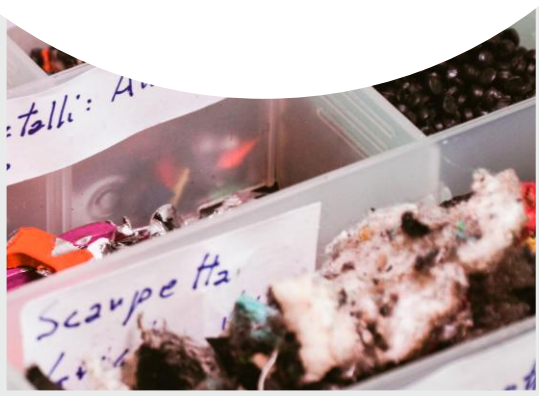
Average weight of a pair of
ski boots



OUTPUT

3,25 kg

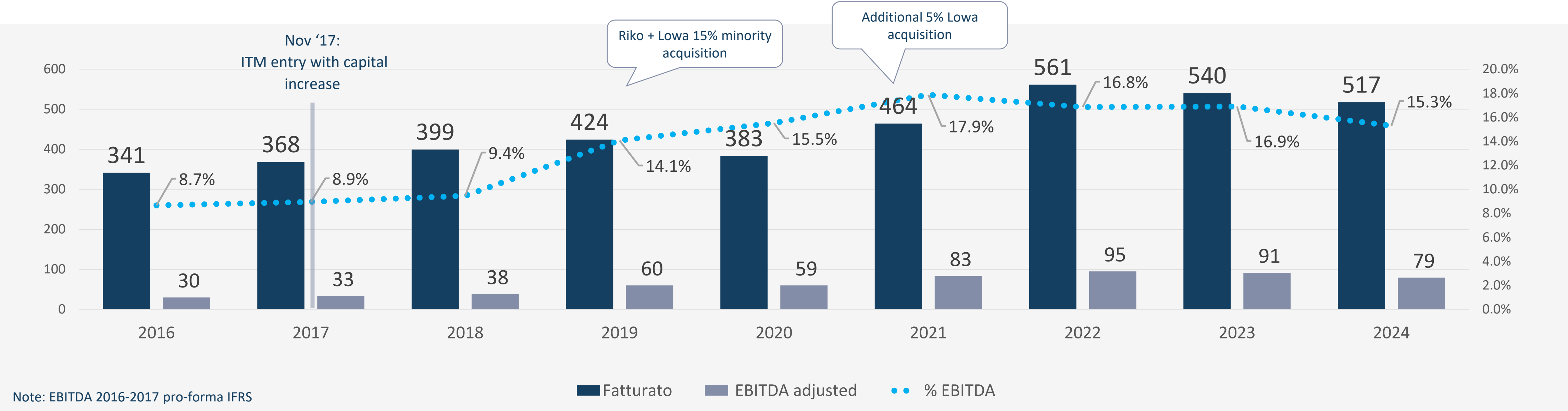
Materials recycled per pair
of ski boots



1,84 kg recycled plastics. | 0,56 kg metals | 0,85 kg liner flakes

Financials Evolution

Successful period of growth and development of all the brands in the portfolio while achieving deleverage and strengthening the industrial profile



Key results since 2017

- Revenues CAGR: + 5%
- EBITDA CAGR: +13%
- Free cash flow: ~ € 150 m
- Deleverage (from 6.5x in 2016 to 1.9x in 2024) and started dividend distribution in 2022

Key actions since 2017

- **Moon Boot repositioning** as a fashion brand (5x revenues from 2017 to 2024)
- **Tecnica-Blizzard and Nordica** strengthened their presence in the main reference markets
- **Insourced outdoor footwear production** by acquiring Riko Sport, LOWA's main supplier, to control the supply chain, optimising margins and product development

Future strategic pillars



International strategy

Create 3 key areas: consolidate position in Europe and expand in USA and China



Lowa acceleration

Leverage brand potential and grow beyond current positioning tapping into all-season usage occasions



Strengthen winter sports

Consolidate positioning, maximise operational efficiency and explore brand extension



Moon Boot

Expand brand beyond icon and continue international expansion in the fashion world

Enablers

- Strengthen organization
- Evolve operating model
- Improve operational efficiency



Thank you



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