



THE FUTURE OF PERFORMANCE IS FLUID

Converting Gen Z Cultural Heat into Product Growth

The brand has cultural heat beyond traditional sport
Gen Z already wants Oakley

DISTINCT PRODUCT

immediately recognizable / unmistakable silhouettes

Oakley's cultural relevance comes from more than hype

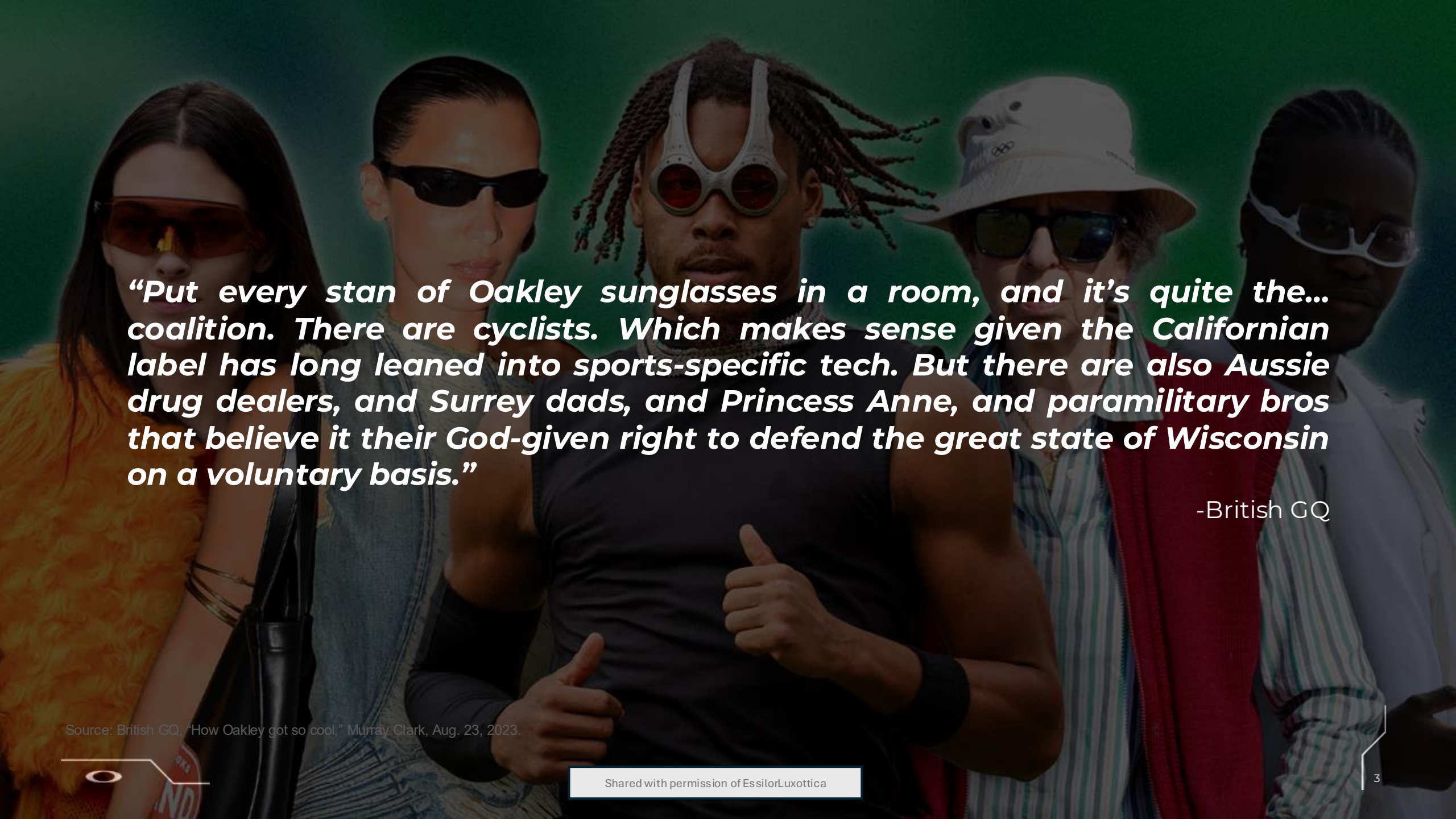
ATTITUDE

confident/provocative/rebellious

POWERFUL DESIGN

bold forms/strong visual language

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“Put every stan of Oakley sunglasses in a room, and it’s quite the... coalition. There are cyclists. Which makes sense given the Californian label has long leaned into sports-specific tech. But there are also Aussie drug dealers, and Surrey dads, and Princess Anne, and paramilitary bros that believe it their God-given right to defend the great state of Wisconsin on a voluntary basis.”

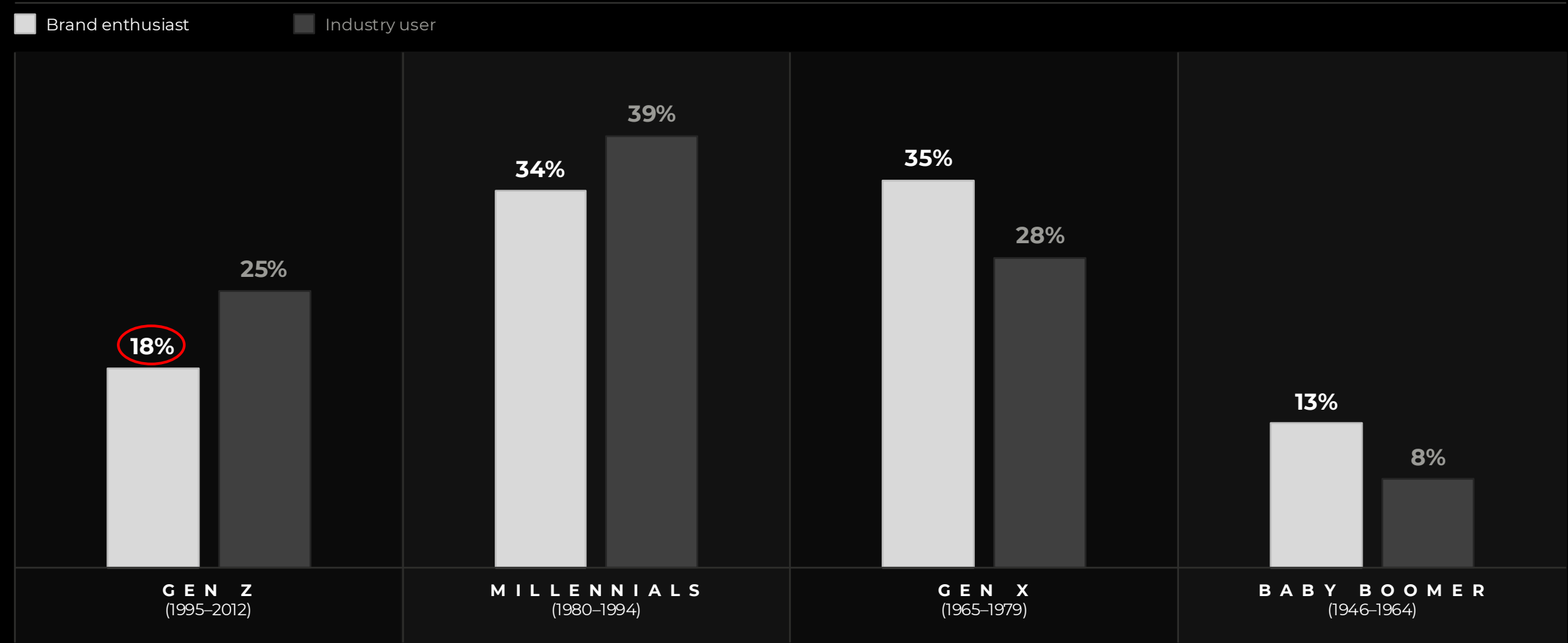
-British GQ

Source: British GQ, “How Oakley got so cool,” Murray Clark, Aug. 23, 2023.

The affinity gap

Gen Z cultural heat has not yet translated into the same level of brand affinity

Generational Share of Sunglasses Users vs. Oakley Brand Enthusiasts



Share of generations. “How old are you?” single pick; “When it comes to sunglasses, which of the following brands do you like?” multi pick. US, April 2025. Base: n=1250
Source: Statista Consumer Insights Global.

Why now?

Gen Z is aging into purchasing power

Adult Gen Z Population

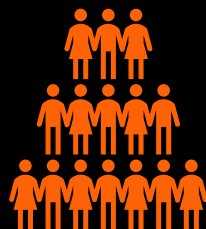
1 in 6

U.S. adults is GEN Z



27.0M

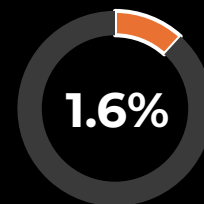
in 2020



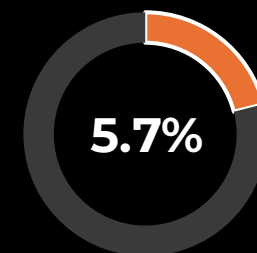
45.9M

in 2024

Share of Total Spending



in 2020



in 2024

Their economic influence is growing much faster than the cohort

2020–2024. Source: US Bureau of Labor Statistics Consumer Expenditure Survey.

Their lifestyle is not organized into clean categories. Neither are products

How GenZ lives across worlds

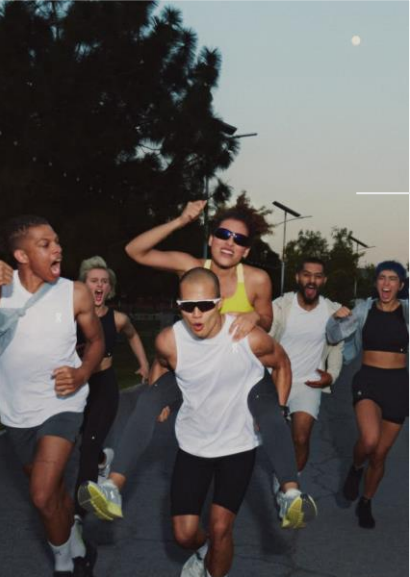
CREATE



SCROLL



CURATE



GATHER &
MOVE

PERFORM



DANCE

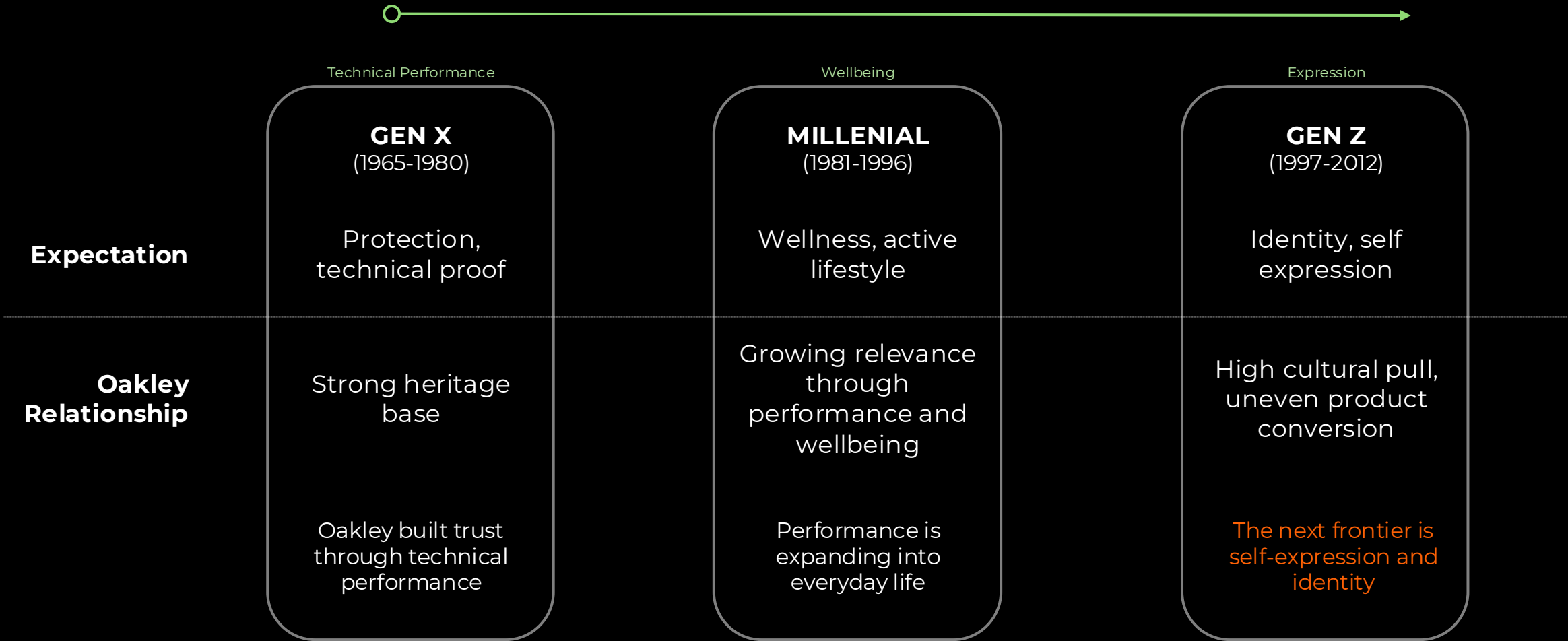


RITUALIZE

THRIFT

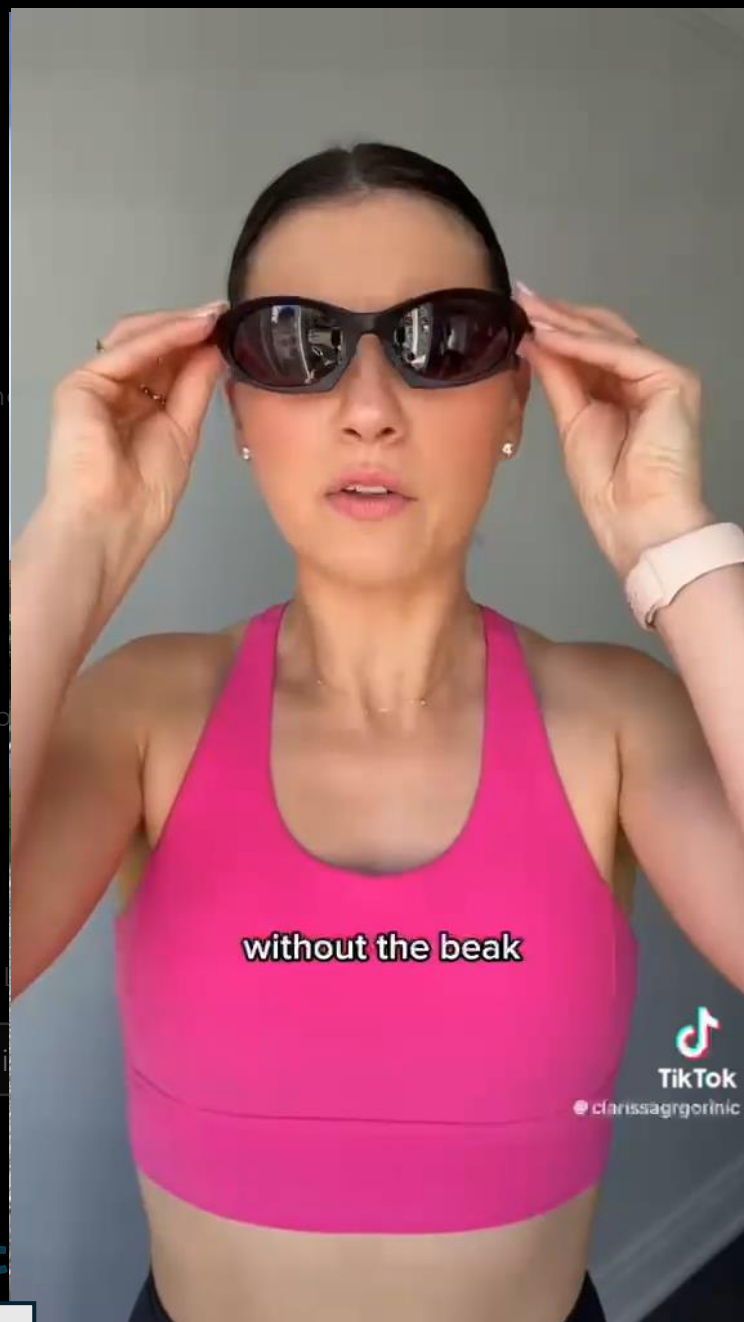
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Performance shift in performance expectations
They have different expectations then the generations before



Source: Walk, Lounge, Sweat: How the Generations Are Redefining Activewear, BCG 2025

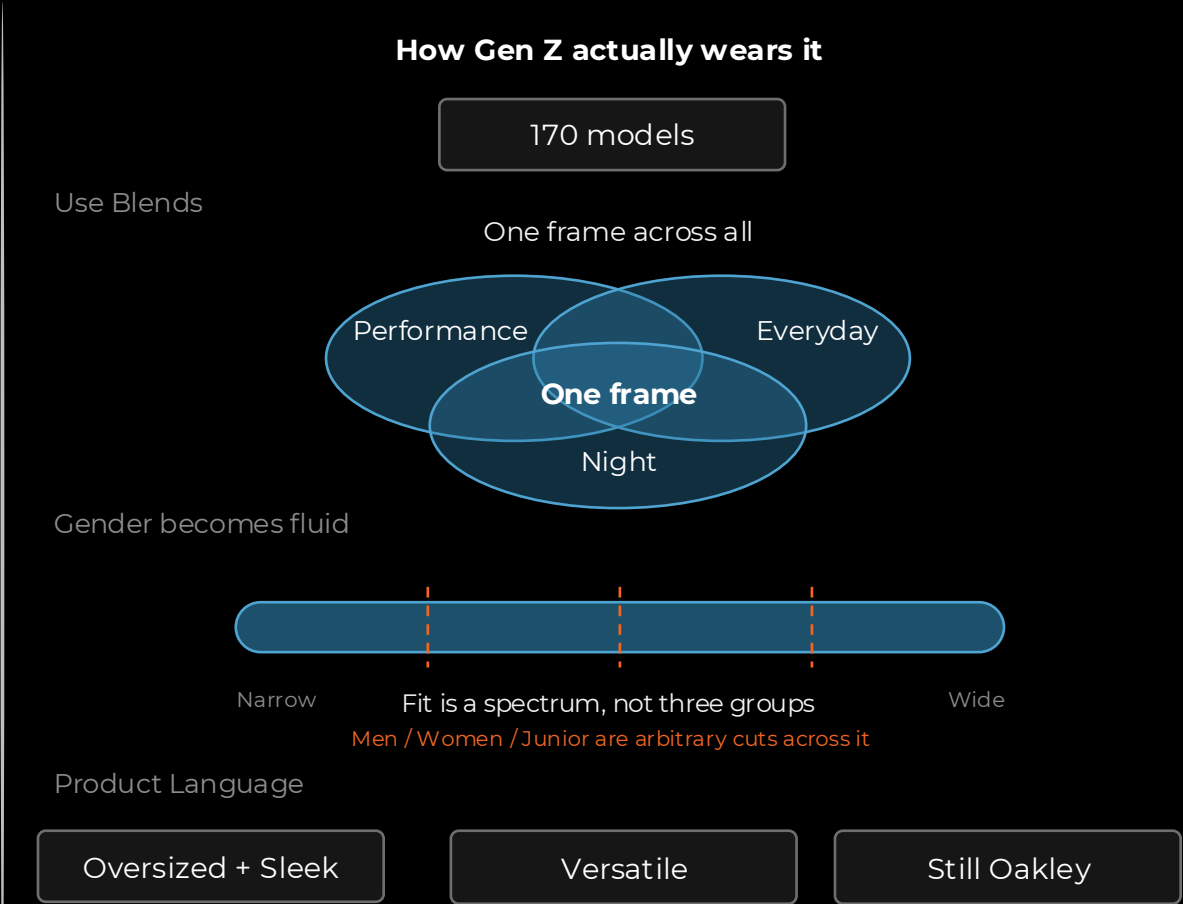
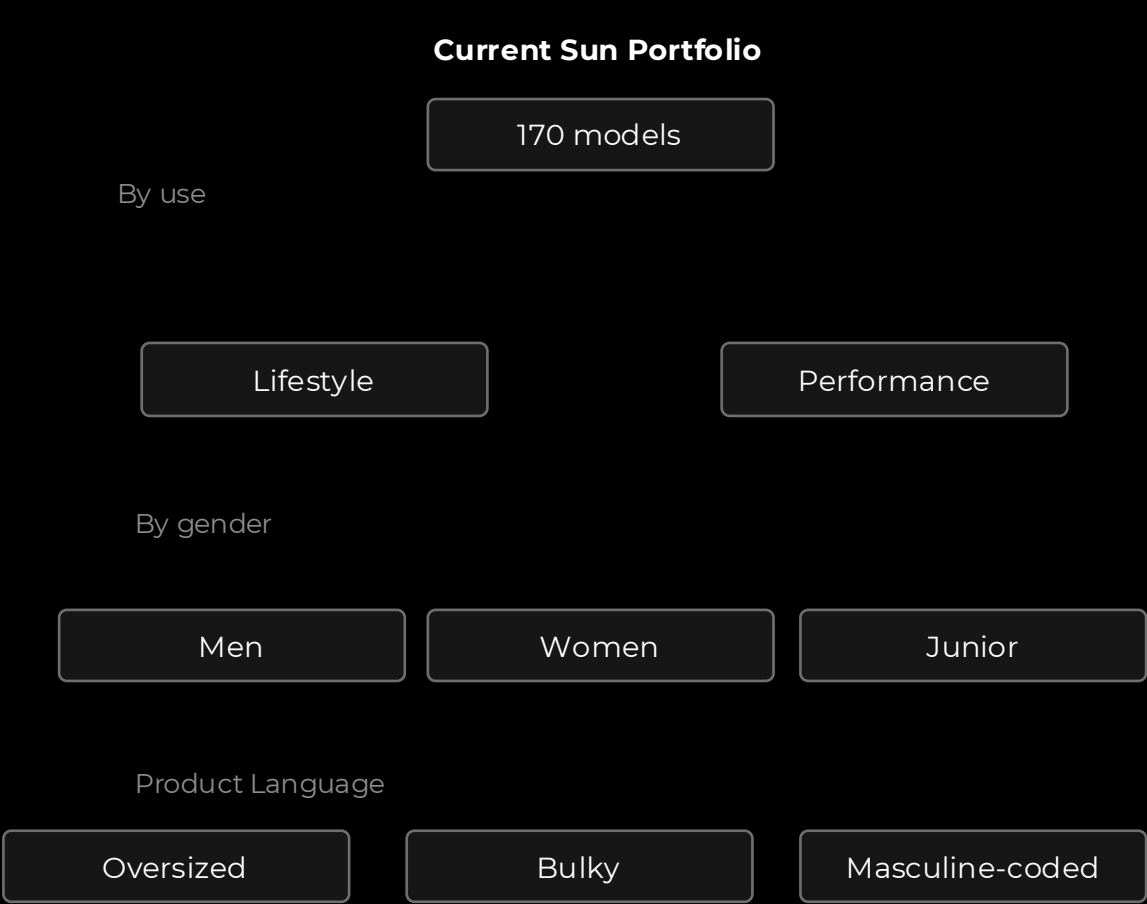
Gen Z Does
The portfolio



option is concent

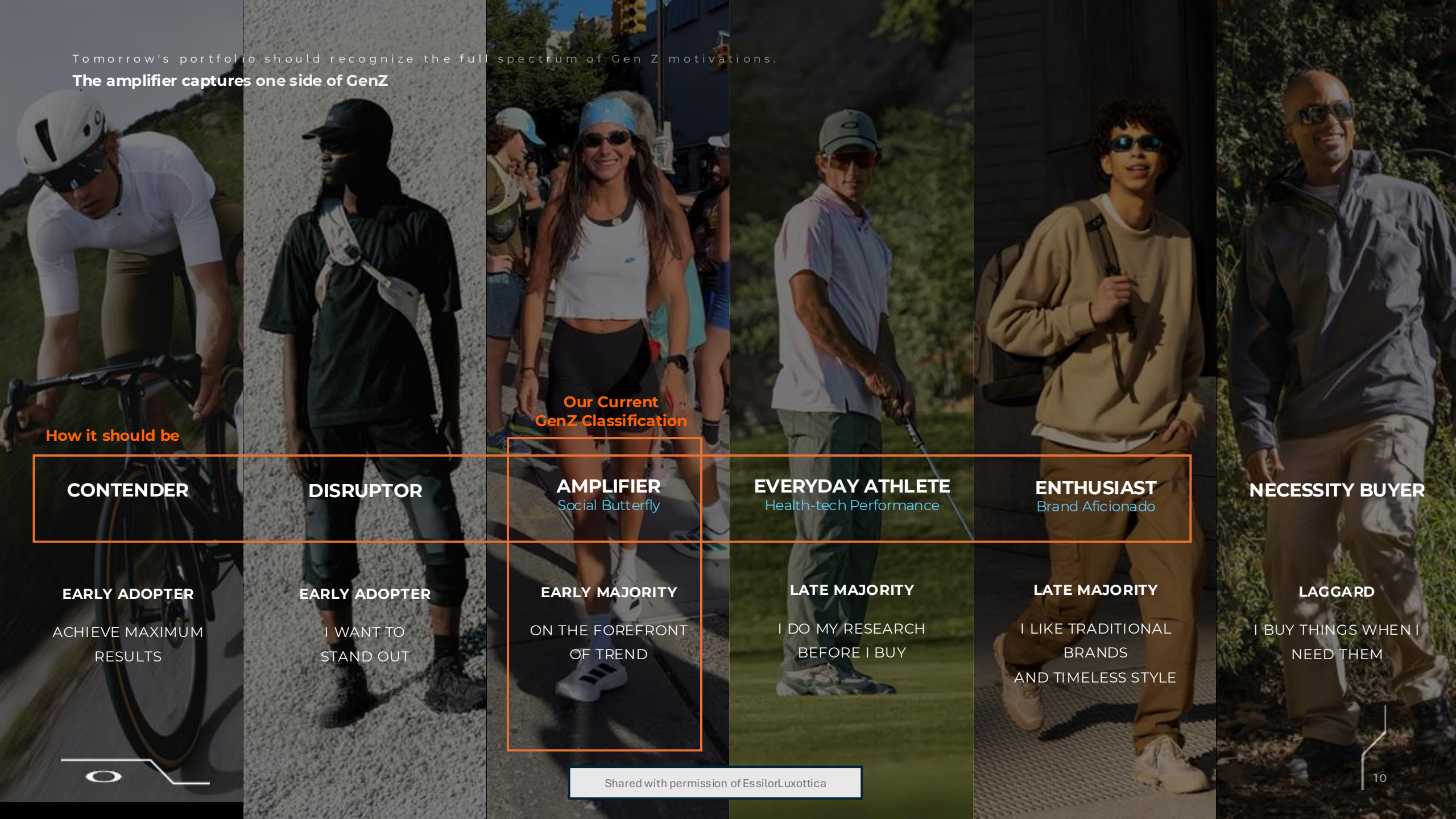
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The portfolio is organized on two axes the wearer no longer sits on



Interest exists. Adoption is concentrated in few products

Tomorrow's portfolio should recognize the full spectrum of Gen Z motivations.
The amplifier captures one side of GenZ



How it should be

CONTENDER

EARLY ADOPTER

ACHIEVE MAXIMUM
RESULTS

DISRUPTOR

EARLY ADOPTER

I WANT TO
STAND OUT

Our Current
GenZ Classification

AMPLIFIER

Social Butterfly

EARLY MAJORITY

ON THE FOREFRONT
OF TREND

EVERYDAY ATHLETE

Health-tech Performance

LATE MAJORITY

I DO MY RESEARCH
BEFORE I BUY

ENTHUSIAST

Brand Aficionado

LATE MAJORITY

I LIKE TRADITIONAL
BRANDS
AND TIMELESS STYLE

NECESSITY BUYER

LAGGARD

I BUY THINGS WHEN I
NEED THEM

Gen Z wants Oakley, but cannot fully enter the brand

Image aspiration exists. Product Translation is limited



Interest exists. Adoption is concentrated in too few products.



When Oakley broadens its expression, consumers respond

Eye Jacket and Terraforma show momentum for more expressive product territories, even as the broader portfolio softens

Sensitive Company Data



Sensitive Company Data

EYE JACKET REDUX

2026 YTD unit growth vs 2025 YTD



Sensitive Company Data

TERRAFORMA

Units in 2026 YTD, its first full selling year



Sensitive Company Data

COMBINED SHARE OF TOTAL UNITS

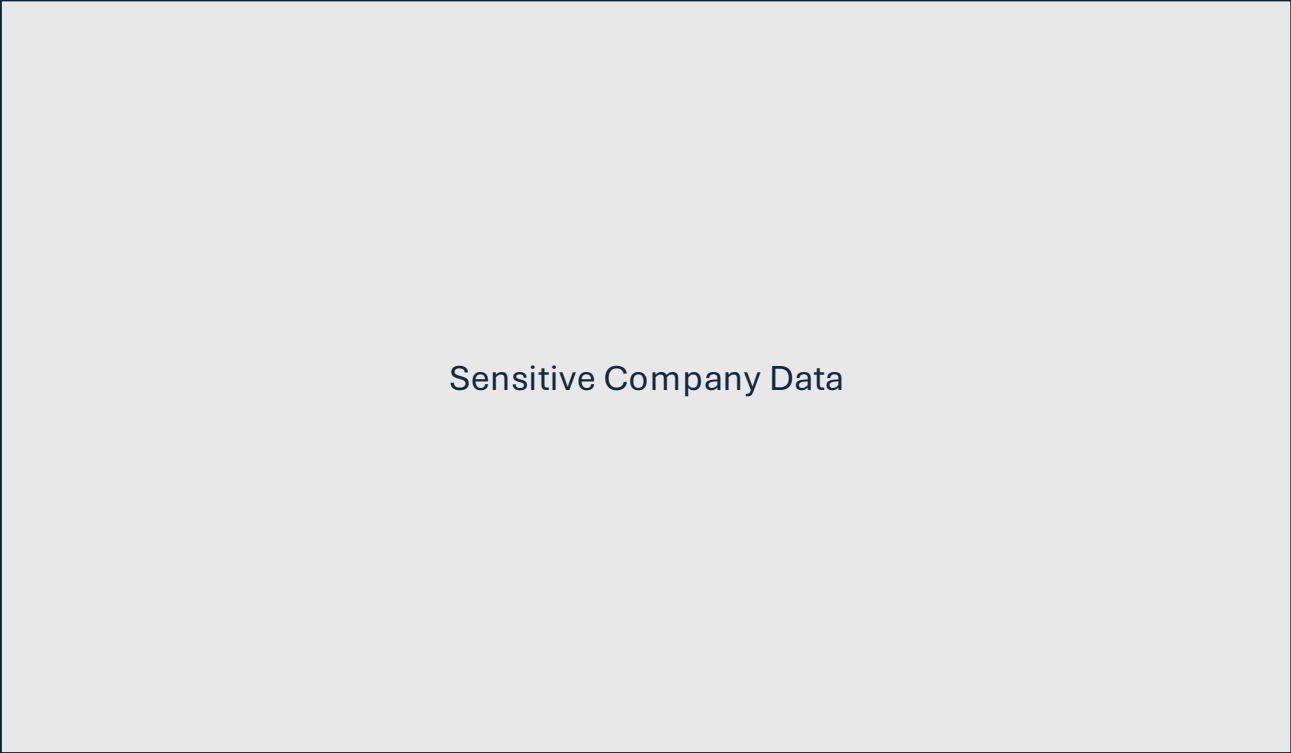
Eye Jacket Redux + Terraforma, 2026 YTD

Portfolio Growth
For reference

Sensitive Company Data

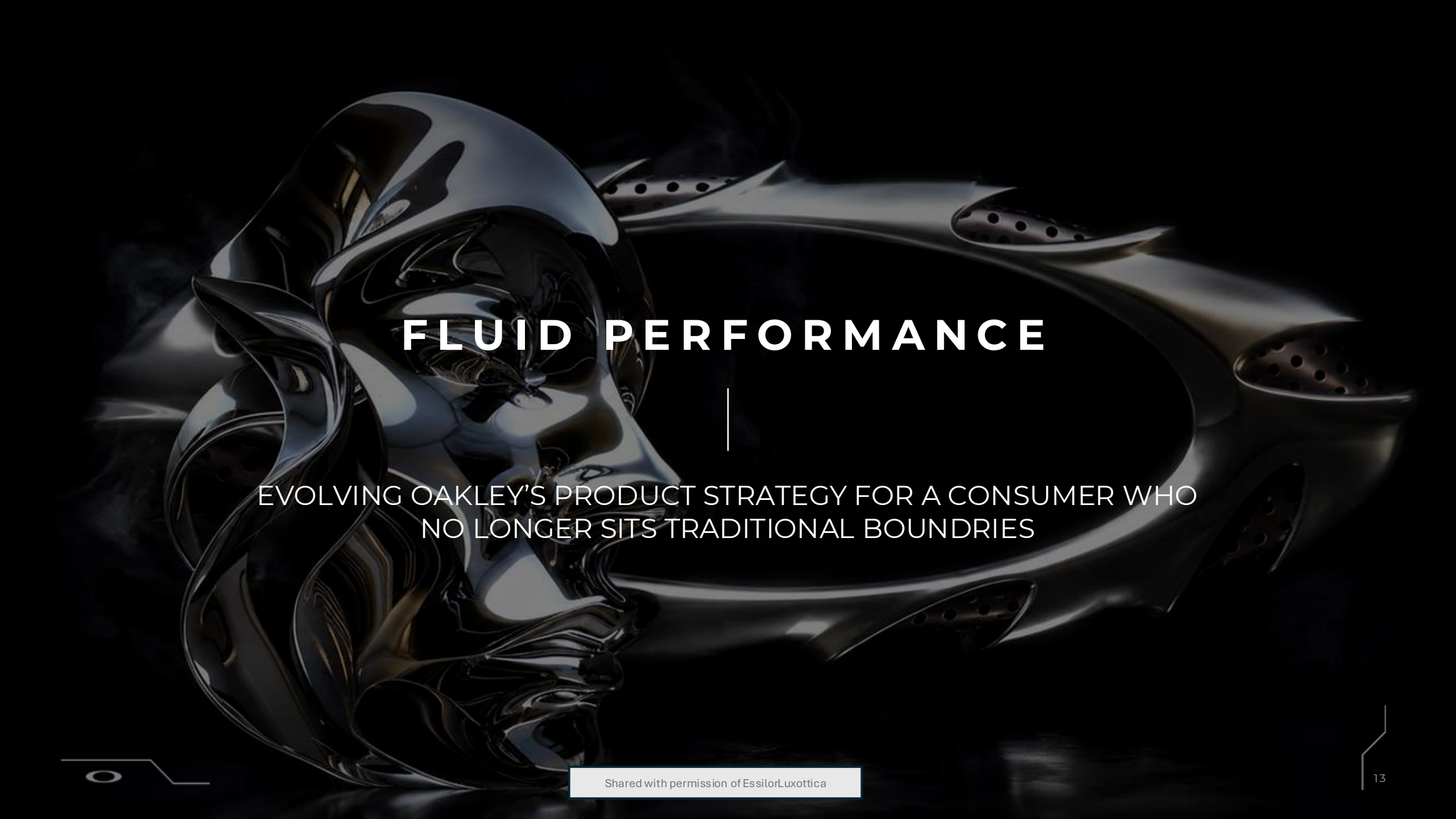
MONTHLY UNIT SALES

Eyejacket Redux Terraforma



Source: Oakley Internal Data, July 2026





FLUID PERFORMANCE

EVOLVING OAKLEY'S PRODUCT STRATEGY FOR A CONSUMER WHO
NO LONGER SITS TRADITIONAL BOUNDRIES

A new design language: Expressive and more fluid performance
Future Product Strategy

DESIGN FLUIDITY

ONE FRAME. MULTIPLE CONTEXTS.

Performance and lifestyle should not be separate design languages. The same frame should work when the consumer trains or goes out.



A new design language: Expressive and more fluid performance

Future Product Strategy

FIT FLUIDITY

FROM GENDERED CATEGORIES TO FACE-BASED FIT

Fit should not rely on Men, Women or Junior as proxies. What matters is whether the frame works for the wearer's face shape, proportions and fit needs.



A new design language: Expressive and more fluid performance

Future Product Strategy

CONSUMER FLUIDITY

GEN Z IS A GENERATION, NOT A PERSONA

Gen Z should not be treated primarily as the Amplifier. They can show up across the full Oakley consumer architecture, driven by very different motivations, from maximum performance to self-expression, wellness, brand passion or simple functionality.



A new design language: Expressive and more fluid performance

Future Product Strategy

EXPRESSION FLUIDITY

EXPANDING THE RANGE OF OAKLEY
POWER CAN LOOK AND FEEL

Oakley already has a broad and distinctive design vocabulary. The opportunity is to continue evolving that vocabulary with more sleek, compact and precise expressions that complement the existing portfolio.



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FIT FLUIDITY

FROM GENDERED CATEGORIES TO FACE-BASED FIT

FLUID PERFORMANCE

CONSUMER FLUIDITY

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EXPRESSION FLUIDITY

EXPAND HOW OAKLEY
POWER CAN LOOK AND FEEL.



Thank you

Grazie

감사해요

Merci

Obrigado

ありがとうございます

Gracias

Bedankt

شكرا