

MORELLATOGROUP

Morellato Group: Make It Precious

When the supply chain is not just a process, but an entire universe

Morellato Group, Italy's first jewelry and watch company with 22 top mind brands in the industry, including Morellato, Bluespirit, CHRIST, D'Amante, Cleor, Philip Watch and Sector No Limits, has presented its financial results as of Feb. 28, 2025.

In a particularly challenging overall scenario, 2024 was for Morellato Group a year of stability, positive results and preservation of its leadership position.

The business formula - diversification, quality and integration - is not only resilient but also successful and has ensured, even in this context, both the increase in profitability, recording an EBITDA of 21.3%, and the strengthening of market share.

More importantly in a long-term view, the **precious jewelry** brands confirm the positive performance, outperforming the industry average and contributing 75% of turnover.

“Make It Precious”: the foundation of every corporate decision.

A cultural manifesto that conveys the method by which the Group approaches business development: the value chain is not just a process, but an entire universe.

It starts from a corporate mindset and reaches into the minds of customers.

A universe where the timing (of moves) is as important as the effectiveness of insights. The ability to rethink and govern the entire precious supply chain - from raw material selection to the creation of the purchase experience - requires technical knowledge of the offering and awareness of demand: mastery and empathy at the service of business.

“Make It Precious” means possessing a culture of innovation and care for tradition, but more than anything else, it presupposes love: love for the consumer.

Not just a target, but an experiential fact.

Men and women of all ages and social backgrounds with desires, needs, changing tastes, and evolving habits.

Knowing how to observe them, wanting to fulfill their wishes, and being able to anticipate their needs is an overarching company philosophy, but above all it is a rigorous and unyielding strategy aimed at listening, analysis, the courage of change and constant planning.

STRATEGY KEY POINTS

Full Integrated Business

The integrated chain at the basis of Morellato Group's business model starts from the sourcing of raw materials and continues with the Italian development of creative ideas, to arrive at the direct management of the production, marketing, distribution and communication of jewelry and watches. An articulated supply chain that, integrally governed by the Group, has managed to guarantee it continuous leadership and know-how.

“Make It Precious” also means never losing sight of the innovation possible within a complex supply chain and the opportunities that this very complexity can offer.

Whole Customer Journey

Morellato Group has set an ambitious goal to transform consumption into a purchase. This involves a single, recurring, and unconditional focus in all business decisions: the customer.

The contemporary customer who lives in both the real and virtual worlds, inspired by accessible or aspirational models, shopping in physical stores and digital channels alike.

From this understanding, the Group has developed 660 directly operated jewelry stores across Europe, over 7,000 wholesale points worldwide, and six proprietary e-commerce websites delivering not just an exclusive, but a comprehensive shopping experience.

Multi Brand Portfolio: strength and identity

From the “Gioielli Da Vivere” launched in the 1990s by Morellato, to iconic watch brands like Sector No Limits and Philip Watch, and to retail brands in fine jewelry such as Bluespirit, CHRIST, and Cleor, the Group’s growth has been driven by successful innovations and acquisitions, building a diverse portfolio of brands targeting different segments and positioning - each with a strong identity capable of covering every part of the precious market.

Sustainability: a concrete choice, not an abstract value

As a fundamental growth driver, sustainability is a core principle guiding the modern Morellato Group, which is making environmental and social responsibility a concrete, ongoing action plan.

Within this circular economy framework, the decision was made to produce the precious collections of one of the flagship brands in the portfolio, Morellato, entirely in 100% recycled sterling silver. Additionally, the Group continues to support the growth of Live Diamond, a brand of fully sustainable jewelry made with 100% recycled gold, lab-grown diamonds, and precious stones. Not to forget that the German brand CHRIST also exclusively uses 100% recycled sterling silver.

The decision to voluntarily publish the Sustainability Report in accordance with international GRI standards, now in its fourth edition this year, demonstrates the Group's commitment to **ESG** issues through the adoption of policies and corporate practices aimed at meeting the highest standards in environmental, social, and governance areas.

The Group has also obtained **RJC** (Responsible Jewellery Council) certification, which is recognized as the most important certification worldwide in the jewelry and watchmaking sector.

Retail: a European perspective on luxury

A Group with extensive experience in retail across diverse countries - Italy, France, Germany, and Austria - embodies high-level expertise. CHRIST, Cleor, and Bluespirit, within the Group’s system, serve as strategic observatories of experiences, systems, cultures, and data, providing a space to experiment and imagine new forms of innovation at the last mile of the supply chain: the moment

of research and purchase.

Thanks to this approach, the retail development plan in 2024 included 19 new store openings and an intensive restyling program across the four European markets, with the goal of increasing the number of points of sale by 2025 to offer a welcoming and curated shopping experience.

KEY FIGURES 2024

€ 723 mln

Turnover

21,3%

EBITDA

20%

E-Commerce

75%

Precious jewelry

4.800

Employees

660

Direct stores

60

Countries

7.000

Wholesale retailers

70%

Foreign
Markets

BRANDS

From observing trends and influences beyond borders to building an exceptional portfolio, the Group signed a new significant licensing agreement for watches and jewelry with **KARL LAGERFELD**, an icon of the fashion world, bringing the total managed brands to **22**, including both owned and licensed brands.

The development of brands, with particular attention to **quality, relevance, and diversification**, remains a key element of the company's growth strategy. Thanks to the strength of the network and the Group's "integrated approach," both brand value and market penetration are increasing. Highlighting some of the Group's historic brands:

Morellato and its "Gioielli Da Vivere" collection embody contemporary desires: luxury, modernity, and personality. A brand that has made design and strong communication its drivers of growth and positioning in a volatile and crowded competitive arena.

The extraordinary heritage of **Philip Watch**, which has identified a solid foundation for significant growth through the union of Italian creativity, excellent quality, and Swiss precision.

The **No Limits** DNA of **Sector**, an iconic brand in sports and lifestyle watchmaking, continues to be the reference for a dynamic and sporty target that chooses brands with strong personality and clear identity.

The performance of the precious jewelry brands, representing the core of Italian goldsmithing tradition, remains positive. Brands like **Bluespirit**, focused on 18-carat gold, and **D'Amante**, specialized in jewelry with diamonds and precious stones, are present in Italy. In Germany and Austria, **CHRIST** has been the leading jewelry brand since 1863, synonymous with fine jewelry, craftsmanship, and quality. **CLEOR Bijoutier Créateur**, the Group's French brand, has its creative atelier dedicated to refined and precious jewelry in Paris.

PEOPLE

The company is a complex system that originates around people and evolves based on their human and professional characteristics.

Attention to People is undoubtedly a pivotal and decisive theme.

In a Group with 4,800 employees, there are many ways to approach management. Morellato Group has chosen to start from resource valorization, with approximately 85% female representation, including 53% in top and senior management positions, and 43% involved in corporate governance. There is also a significant worldwide presence of young employees under 30, who represent 39% of the workforce.

Dedicated programs of specific training are in place to support their growth, and wellbeing projects have been developed to promote the health and happiness of all.

"I am pleased with the results achieved in 2024. It was a particularly challenging year due to the market scenario and the Group's efforts, which allowed us to increase profitability and gain new market shares. We accomplished this by persevering every day with a single challenge: 'Make It Precious.' For us, this starts as a Group Purpose and becomes a daily decision-making guide with a single, recurring, and unconditional focus in our business decisions: the customer. The formula has worked, and this makes me even more aware of how important it is to continue perpetuating it."

Massimo Carraro, President Morellato Group

"Since 2022, Morellato Group has voluntarily published its Sustainability Report, demonstrating its commitment to sustainable growth, with particular attention to environmental protection and the wellbeing of the people who work with us—who truly represent the Group's strength."

Recently, with the support of one of the most important organizations globally for evaluating organizational culture, we launched an internal survey project aimed at further improving the work experience for all employees."

Cristina de' Stefani, CEO Finance & Corporate Affairs Morellato Group

"Quality is the heartbeat of every one of our jewelry pieces. In a sector where excellence and attention to detail make the difference, our responsibility goes beyond creation: it extends to every phase of our supply chain. For us, ensuring quality means respecting the highest product and sustainability standards, guaranteeing that each piece of jewelry is a symbol of perfection and trust for our customers."

Marco Carraro, CEO Supply Chain Morellato Group

ABOUT MORELLATO GROUP

Morellato Group is the most important Italian jewelry and watchmaking group, a world leader in the watch straps sector, and an interpreter of Italian excellence tradition with its precious jewelry brands, now the core business of the Group. Solid family roots, combined with excellent managerial organization, guide the Group which has nearly 5,000 employees worldwide. Morellato Group operates through a unique business model in Europe of complete industrial integration and multi-brand development, with direct dialogue with the end consumer through a direct retail network of 660 jewelry stores, 6 e-commerce sites, and a network of over 7,000 wholesale retailers.

The Group includes 22 brands, including 15 owned and 7 licensed. In addition to the iconic brands Morellato, Sector No Limits, Philip Watch, Lucien Rochat, and Live Diamond, there are Oui&Me, La Petite Story, Chronostar, FAVS, and the retail brands Bluespirit, CHRIST, Brinckmann & Lange, Cleor, D'Amante, and Noémie, with their respective jewelry brands and the worldwide licensed brands Karl Lagerfeld, Maserati, Chiara Ferragni, Trussardi, Esprit, Jette, and Guido Maria Kretschmer.

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