

DECKERS
— BRANDS —

Dave Powers, President & Chief Executive Officer

Steve Fasching, Chief Financial Officer

Erinn Kohler, Vice President, IR & Corp Planning



DISCLOSURES

Safe Harbor

This presentation contains "forward-looking statements" within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995, which statements are subject to considerable risks and uncertainties. Forward-looking statements include all statements other than statements of historical fact contained in this presentation, including statements regarding our anticipated financial performance, cost savings and liquidity position, the scope of operations at our distribution centers, the timing of commencement of our operations, the impacts of COVID-19 on our business and operations, our ability to compete in our industry, our product and brand positioning and strategies, and our potential repurchase of shares. We have attempted to identify forward-looking statements by using words such as "anticipate," "believe," "could," "estimate," "expected," "intend," "may," "plan," "predict," "project," "should," "will," or "would," and similar expressions or the negative of these expressions.

Forward-looking statements represent our management's current expectations and predictions about trends affecting our business and industry and are based on information available as of the time such statements are made. Although we do not make forward-looking statements unless we believe we have a reasonable basis for doing so, we cannot guarantee their accuracy or completeness. Forward-looking statements involve numerous known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements predicted, assumed or implied by the forward-looking statements. Some of the risks and uncertainties that may cause our actual results to materially differ from those expressed or implied by these forward-looking statements are described in the section entitled "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended March 31, 2020, as well as in our Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission.

Any forward-looking statement made by us in this presentation is based only on information currently available to us and speaks only as of the date on which it is made. Except as required by applicable law or the listing rules of the New York Stock Exchange, we expressly disclaim any intent or obligation to update any forward-looking statements, or to update the reasons actual results could differ materially from those expressed or implied by these forward-looking statements, whether to conform such statements to actual results or changes in our expectations, or as a result of the availability of new information. In addition, readers are cautioned that we may make future changes to our business and operations in response to the challenges and impacts of COVID-19, or in response to other business developments, which changes may be inconsistent with our prior forward-looking statements, and which may not be disclosed in future public announcements.

Non-GAAP Reconciliation and Certain Supplemental Financial Information

This presentation includes Non-GAAP financial measures. Reconciliations of, and certain required disclosures regarding, these Non-GAAP financial measures and supplemental financial information can be found in our Securities and Exchange Commission filings.

DECKERS AT A GLANCE

SNAPSHOT

- **Portfolio of leading footwear and lifestyle brands** serving both casual and high-performance needs
- Global infrastructure with **customers in 80+ countries**
- Recognized omni-channel leader with strong wholesale, retail and ecommerce capabilities
- Three consecutive years of mid-single-digit topline growth.
- Two consecutive years of mid-teens operating margin, top-tier among peer group.
- Liquidity position of over \$1 billion between cash balance of \$649¹ million and available borrowings under existing credit facilities of \$469¹ million, as of 3/31/20.

BRANDS

FASHION
LIFESTYLE
GROUP



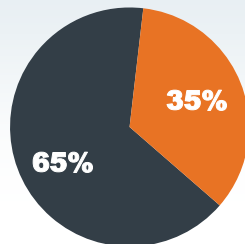
PERFORMANCE
LIFESTYLE
GROUP



FY20 REVENUE BY CHANNEL

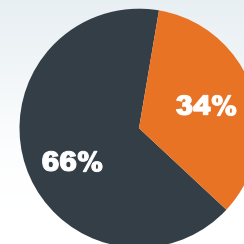
\$2.133B

FY20 REVENUE



■ Wholesale ■ DTC

FY20 REVENUE BY REGION



■ US ■ International

Source: Company filings

Notes:
1) Cash balance and available borrowings under existing credit facilities per the 10-K filing for fiscal year 2020 ended March 31, 2020.

DECKERS
— BRANDS —

BUILD BRANDS THAT CONNECT WITH CONSUMERS GLOBALLY

FASHION LIFESTYLE GROUP



UGG: Iconic \$1.5B+ global lifestyle brand, known primarily for its luxurious comfort-based sheepskin footwear

Koolaburra: Sub-\$100 priced sheepskin/wool boot category attack brand that complements premium UGG offerings

PERFORMANCE LIFESTYLE GROUP



HOKA ONE ONE: \$350MM+ rapidly growing performance brand known for maximum cushioning and minimal weight

Teva: \$135MM+ modern outdoor lifestyle brand known primarily for sports sandals

Sanuk: Relaxed surf / lifestyle footwear brand known primarily for sidewalk surfers and yoga sling sandals

CREATING LONG-TERM SHAREHOLDER VALUE

MAJOR COMPONENTS DRIVING STOCKHOLDER VALUE



TRANSFORMING BRANDS IN THE MARKETPLACE & DRIVING GROWTH

- Elevate our brands in the marketplace
- Connect digitally with consumers
- Supercharge our ecommerce and digital marketing capabilities
- De-seasonalize the business and move beyond footwear
- Exploit our growth opportunities with controlled distribution
- Grow internationally



EVOLVING THE ORGANIZATION TO MEET THE CHANGING MARKETPLACE

People Effectiveness

Ongoing improvements to organizational efficiency

Process

Increase speed to market, allowing for quick-strike opportunities

IT & Analytics

Invest in tools and infrastructure for our expanding organization

Leadership

Focused on delivering our strategic initiatives



DRIVING HEALTHY OPERATING PROFITS & SHAREHOLDER RETURNS

DTC

Accelerate ecommerce and optimize retail performance

Supply Chain & Logistics

Drive supply chain efficiencies & inventory planning

Financial Discipline

Shift to variable spend, highlighted by strategic reinvestment

Strong Liquidity

Over \$1 billion dollars of cash & borrowing capacity as of 3/31/20

PORTFOLIO STRENGTH DRIVING THE ORGANIZATION FORWARD



- **FOCUSED DOMESTIC DISTRIBUTION**
 - RUN SPECIALTY
 - SELECT HIGH TOUCH PREMIUM ACCOUNTS
- **CONSUMER MIGRATION TO DTC**
 - BRAND DISCOVERY THROUGH TARGETED DIGITAL MARKETING
 - CONSUMERS EXPOSED TO BRAND AT WHOLESALE NOW REPLENISHING ONLINE
- **HIGH FREQUENCY REPLENISHMENT**
- **EARLY STAGES OF INTERNATIONAL EXPANSION**
 - LARGELY DISTRIBUTOR BASED



- **DIVERSIFIED PRODUCT MIX**
- **WINNING WITH YOUNGER CONSUMERS**
- **CONTROLLED DOMESTIC DISTRIBUTION**
- **EARLY STAGES OF INTERNATIONAL RESET**
- **APPAREL OPPORTUNITY**



- **VOLUME ACCRETIVE TO UGG**
- **FAMILY VALUE CHANNEL FOCUS**
- **DIFFERENTIATED TARGET CONSUMER**
- **LIFESTYLE BRAND OPPORTUNITY**

DECKERS
— BRANDS —

THANK YOU

Questions: investor@deckers.com

