



ICR XChange Investor Presentation

JANUARY 14, 2014

deckers
OUTDOOR CORPORATION



SAFE HARBOR LANGUAGE

We make forward-looking statements in this presentation which represent our expectations or beliefs about future events and financial performance. Forward-looking statements are identifiable by words such as “believe,” “anticipate,” “expect,” “intend,” “plan,” “will,” “may” and other similar expressions. In addition, any statements that refer to expectations, projections or other characterizations of future events or circumstances are forward-looking statements. Forward-looking statements are subject to known and unknown risks and uncertainties, including those described in the Company’s filings with the Securities and Exchange Commission. In addition, actual results could differ materially from those suggested by the forward-looking statements, and therefore you should not place undue reliance on the forward-looking statements.

TWO DECADES OF GROWTH

	1993	2013
Revenue	<20M	1.53B*
Market Cap	<20M	2.9B
Employees	<50	2,500
Geographies	U.S.	Americas, Europe, Asia
Brands	Deckers, Teva, Simple	UGG, Teva, Sanuk, Ahnu, Hoka One One, Tsubo, MOZO

* This revenue estimate was last provided on the Company's 3Q13 earnings call on 10/24/13.
This slide does not constitute an update of guidance.

KEYS TO OUR SUCCESS

PEOPLE



BRAND



PRODUCT

- Unique culture of very creative and engaged people who work collaboratively to design and develop highly authentic footwear
- History of developing niche footwear brands into lifestyle market leaders
- Unconventional and distinct styles combined with quality materials have attracted loyal consumer following

GROWTH STRATEGY: 4 PRIMARY INITIATIVES

1

BUILD

Build UGG
success globally

2

EXPAND

Expand direct
to consumer
business

3

INNOVATE

Drive innovation
across our
business
and evolve
Omni-channel
capabilities

4

GROW

Grow
mid-sized brands

THE POWER OF UGG: 35 YEARS OF SUCCESS

\$85
BILLION

Market Size*

35
YEARS

Brand History

\$1+
BILLION

Revenues

* Source: 2012 GIA Global Footwear Report and Internal Estimates

BUILDING ON UGG SUCCESS

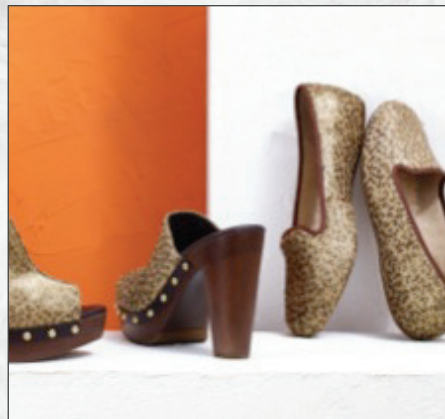
Align around a single brand message:
Feels Like Nothing Else



Infuse newness in Women's Heritage



Continue to expand Women's Casual and Fashion lines



Grow Men's and Kids'



FEELS LIKE NOTHING ELSE

Captures the UGG promise,
and what UGG products deliver

Delivers a consistent message
throughout UGG: from product and
marketing to how we treat our
customers and consumers

Cross-functional, global
collaboration across all
mediums to achieve greatest
impact, engagement and
return on investment



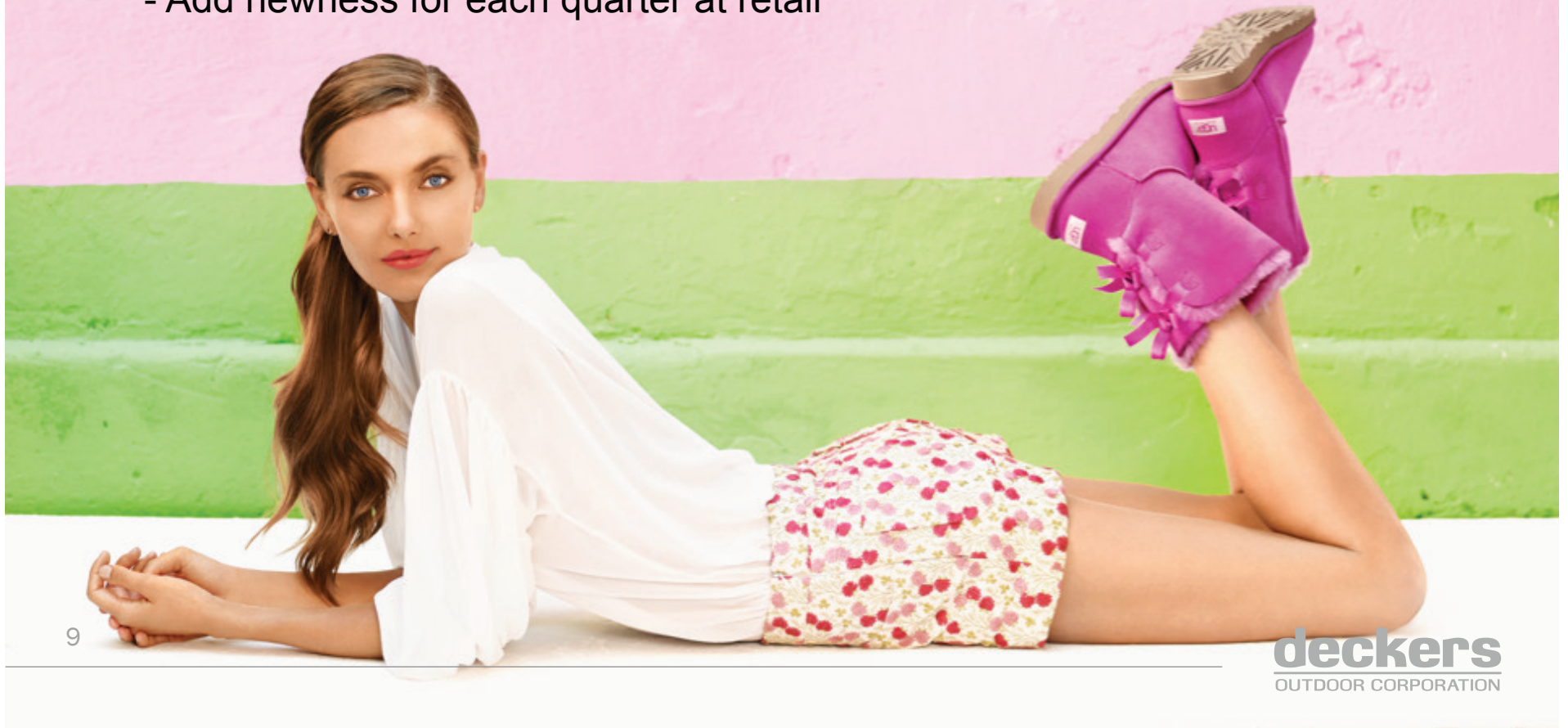
INFUSE NEWNESS IN WOMEN'S HERITAGE

Newness provides a reason to buy each season:

- Josette and Bailey Bow are examples of how Specialty Classics drive sales

Slippers are a year round business:

- Add newness for each quarter at retail





EXPAND SPRING WOMEN'S FASHION & CASUALS

Deliver exceptional products at
more competitive price points

Focus on \$70 - \$100 price range
for casuals to boost Q2 and Q3 sales



EXPAND FALL WOMEN'S FASHION & CASUALS

Sharpen prices to \$150 - \$250 for Fall 2014 casual boots

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GROW UGG FOR MEN

Non-slipper business grew over 70% in the last 4 years

Continue partnership with Tom Brady; increase in men's sales demonstrates power of DTC men's platform

CONTINUE SUCCESS IN KIDS'



Represents 15% of total UGG revenues

Emerged as major player in category



EXPAND HANDBAGS, LOUNGEWEAR & HOME



UGG IS ONE OF THE MOST WELL-KNOWN FOOTWEAR BRANDS AMONG WOMEN

93%



78%



86%



MICHAEL KORS



Cole Haan



TORY BURCH

Source: 2012 GIA Global Footwear Report and Internal Estimates

STRONG AWARENESS IN CHINA

Awareness among women is significantly higher than other international brands



Source: 2012 GIA Global Footwear Report and Internal Estimates



DIRECT TO CONSUMER

HONOLULU EXPANSION



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WOODBURY OUTLET



MADISON AVENUE, NEW YORK



DIRECT-TO-CONSUMER CAPTURES OPPORTUNITY

- Operate 113 UGG Stores globally; opened 36 in 2013 including 24 in Asia
- Strong retail store metrics
- Generated strong growth in DTC sales
- Developed new E-Commerce initiatives
- Upgraded leadership in key markets
- Expect to open 200 stores by 2015

DTC MANAGEMENT TEAM

PRESIDENT

DAVE POWERS

(Converse, Timberland, GAP)

REGIONAL LEADERSHIP

DIRECTOR DTC JAPAN

GARY FUKUMOTO

(Gap, Coach, Nike)

VP N.A. RETAIL

GERARD MARCEDA

(Gap, Williams Sonoma)

VP DTC CHINA

MICHAEL WELLMAN

(Nike, Adidas, NB, Disney)

FUNCTIONAL TOP TALENT

**VP DTC GLOBAL
MERCHANDISING**

JUSTINE SUH

*(Prada, Ann Taylor,
Coach, Tori Burch)*

**DIRECTOR
PARTNER RETAIL**

LAUREN HOVLAND

(Coach)

COMPELLING STORE ECONOMICS

- Average store is approximately 2,700 square feet
- Sales per square foot on trailing twelve month basis was in excess of \$1400
- Average store investment = approximately \$1MM
- Average 1 year payback period
- Going forward: Smaller stores and lower CapEx investment

EVOLVING THE UGG STORE EXPERIENCE

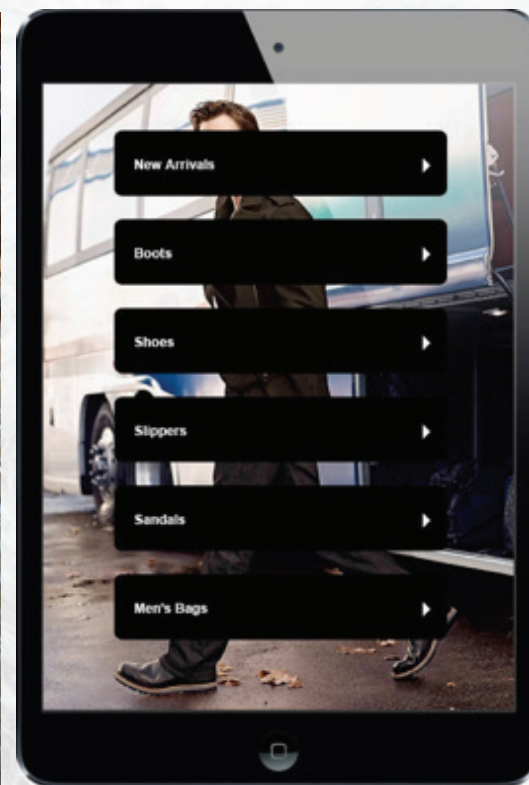
Digital Store Window



Elevated In-Store Presentation

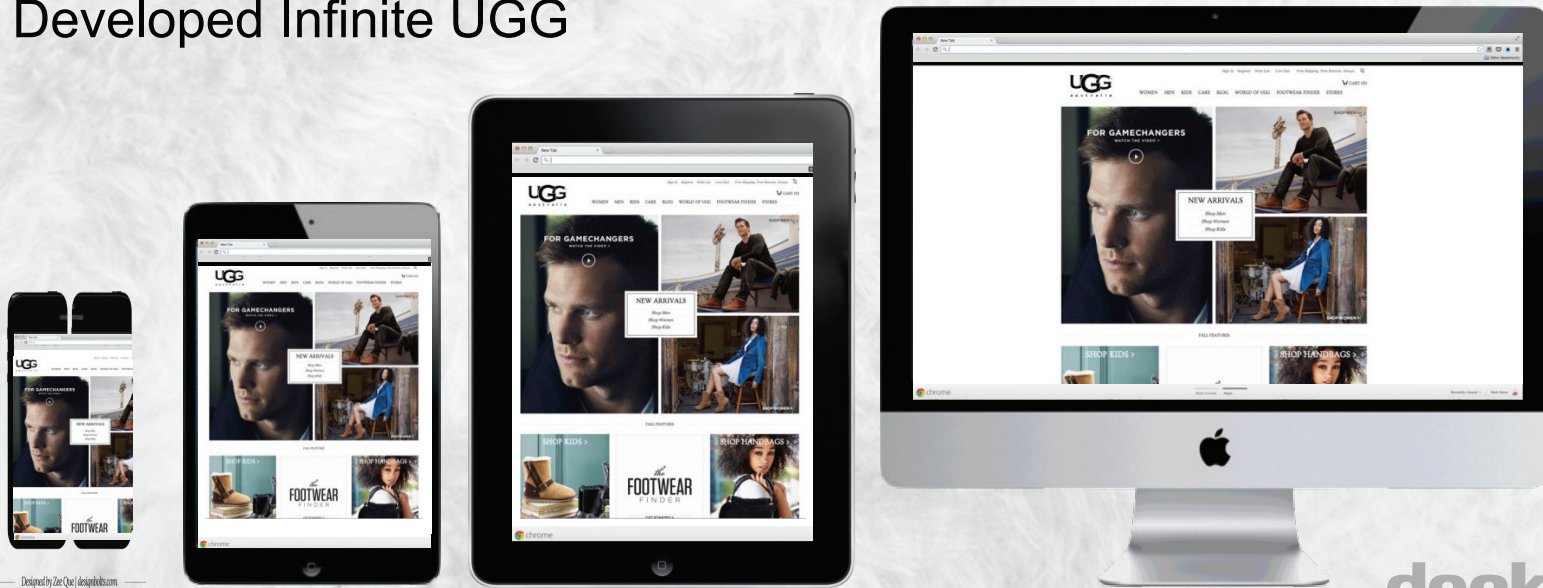


Infinite UGG



E-COMMERCE 2013 ACCOMPLISHMENTS

- UGG a top Google search fashion item on Black Friday
- Successful digital marketing campaigns for seasonal product offerings
- Launched local language site in China
- Increased customization through UGG By You
- Developed Infinite UGG



DTC 360

Putting the consumer at the center of our organization and elevating the experience through relevant Omni-channel capabilities



DTC PATH TO GROWTH

Drive sustainable growth and profit through elevated experiences, financial discipline and global expansion

KEY INITIATIVES

- Build the foundation through investments in talent and operational capabilities
- Deepen the relationship with our consumers

KEY GROWTH AREAS

- Ignite E-Commerce opportunity
- Optimize our channel mix and store models
- Build emerging categories
- Develop partner retail

PICCADILLY

EMEA 2013 PROGRESS REPORT

- 2013 sales up in total for the region which includes wholly owned markets UK, Benelux and France
- DTC sales accelerating, driven by new stores, improving comps and E-Commerce
- Selectively expanding store base in key continental cities
- Broadening merchandise assortment with focus on increasing transitional/non-seasonal product

SHIBUYA CONCEPT STORE



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APAC 2013 PROGRESS REPORT

- Fastest growing region led by China and Japan
- UGG retail the major driver of recent success
- Organizational investments yielding positive returns
- Significant untapped opportunities across brands and channels

SIGNIFICANT GROWTH OPPORTUNITY



Outdoor / Lifestyle Brand

Key Competitors:



Active Lifestyle / Casuals Brand

Key Competitors:



Running Brand

Key Competitors:



TEVA



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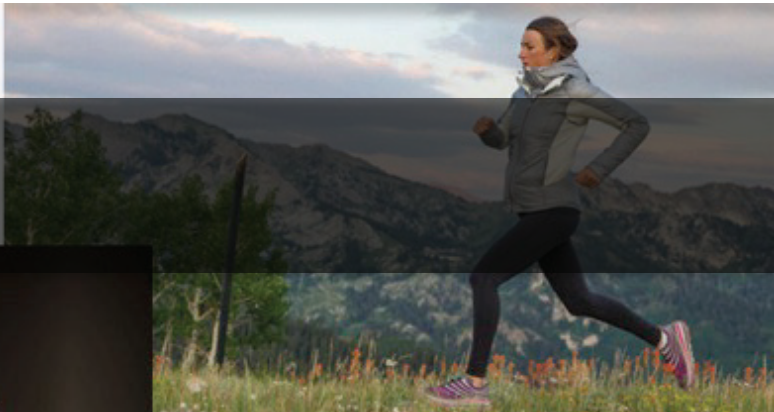
GROWTH STRATEGY: TEVA

- Appointed industry veteran Jeff Bua as **new brand President**
- **Strengthening core product** strategy through the Originals sandal collection and casual canvas line
- Originals named on Vogue's Hit List for 2014; featured in Urban Outfitter doors
- Developing **new performance collection** to grow opportunity with sporting goods and athletic specialty retailers
- TEVA consumers embrace spontaneity – simple utility. Just strap it on and go – anywhere – anytime

GROWTH STRATEGY: SANUK

- **Consistent strong performer** in the Action Sports Surf category
- Focusing on **developing global year-round brand** through casual sneakers in Men's and casual canvas and ballets in Women's
- Continue to build on our casual sandal position with the Yoga Sling franchise
- Expand on **early success in new channels** including Department Store, Mall Lifestyle, Action Sports Youth Lifestyle, Sporting Goods and Family Footwear
- Utilize retail, social and online channels to **build brand awareness**
- Nominated for two SIMA Image Awards: Footwear Product of the Year & Women's Marketing Campaign of the Year

HOKA ONE ONE



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GROWTH STRATEGY: HOKA ONE ONE

- Created **new category in specialty running**; the oversize running shoe
- **Leveraging authenticity** in ultra-marathon community and **attracting key influencers** to enter new segments
- Numerous running/outdoor awards has increased visibility
- Launching E-Commerce site to **grow market share** in specialty running market
- Industry veteran Jim Van Dine brings **mass market expertise** to brand
- Multi-media marketing program underway

KEY INVESTMENT HIGHLIGHTS

- Driving growth through our direct-to-consumer business
- Investing in management and Omni-channel strategy
- Leveraging our brands across multiple consumer segments
- Innovating product across our brands
- Significant international potential
- Business model generates strong margins and significant free cash flow



THANK YOU

visit www.deckers.com/investors for more info

UGG
AUSTRALIA

TeVa

Sanuk

Ahnu &

HOKA ONE ONE

TSUBO

MOZO

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