



Deckers Investor Presentation

APRIL 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	1.56B
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

KEYS TO OUR SUCCESS



- 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
Teva, Sanuk
& HOKA

THE POWER OF UGG: 35 years of success

\$85
BILLION

Market Size*

35
YEARS

Brand Growth

\$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 Boots

Continue to Grow
UGG for Men



Continue Success
with Slippers

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

UGG MARKETING STRATEGIC INITIATIVES

INCREASING BRAND SPEND TO DRIVE AWARENESS AND DEMAND

- At 5% of total brand revenue, still below industry standards
- Majority (75%) directed towards digital and mobile

I HEART UGG CAMPAIGN LAUNCHING 7/14

- Support the launch of UGG's new Premium Tween Brand

"THIS IS UGG" CAMPAIGN LAUNCHING 8/18

- Major brand statement that connects all categories under one umbrella campaign on a global level

INFUSE NEWNESS IN WOMEN'S HERITAGE

Newness in boots provides a reason to buy each season:

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

Newness in slippers provides a reason to buy on a year round business:

- Introducing new styles each quarter at retail



A woman with long brown hair is sitting on a sandy beach. She is wearing a red and white horizontally striped long-sleeved shirt and red moccasin-style shoes. She is looking towards the camera. The background shows the ocean and a clear sky.

EXPAND SPRING WOMEN'S FASHION & CASUALS

Deliver exceptional products at
more competitive price points

Focus on \$70 - \$100 price range
for casuals to boost Q1 and Q2 sales

EXPAND FALL WOMEN'S CASUAL BOOTS

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



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: Deckers Global Brand Tracker – March 2013 (US Women 13-54)

STRONG AWARENESS IN CHINA

Awareness among women is significantly higher than other international brands



Source: Deckers Global Brand Tracker – March 2013 (Chinese Women 18-49 / Tier 1-3 cities)



DIRECT TO CONSUMER

HONOLULU EXPANSION



WOODBURY OUTLET



MADISON AVENUE, NEW YORK



DIRECT-TO-CONSUMER HIGHLIGHTS

- Opened 36 stores in 2013 including 24 in Asia
- Expect to open 30-35 retail stores and as many as 10 partner retail stores in 2014
- Compelling store economics
- Upgraded leadership in key markets
- Evolving the in-store experience
- Expanding E-Commerce capabilities
- Established Omni-Channel strategy



STORE COUNT AS OF 3/31/2014

Location	Concept	Outlet	Total
US	23	18	41
China	31	6	37
Japan	15	5	20
EMEA	11	6	17
Canada	2	1	3
Hong Kong	2	0	2
Total	84	36	120

COMPELLING STORE ECONOMICS

- Average store is approximately 2,700 square feet
- \$1,300 sales per square foot for all stores open 12 months
- Average Store Investment = approximately \$1MM
- Going forward: Smaller stores and lower CapEx investment

DTC MANAGEMENT TEAM

PRESIDENT OF OMNI-CHANNEL

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, Tory Burch)*

**VP STRATEGIC
INITIATIVES**

AMY GREENFIELD
(PVH, Goldman Sachs)

**DIRECTOR
PARTNER RETAIL**

LAUREN HOVLAND
(Coach)



EVOLVING THE UGG STORE EXPERIENCE

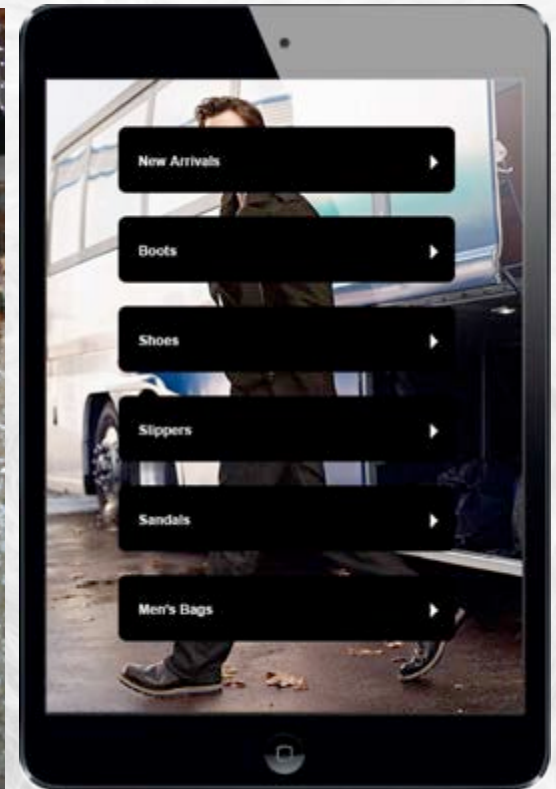
Digital Store Window



Elevated In-Store Presentation



Infinite UGG





EXPANDING E-COMMERCE CAPABILITIES

- Launched Infinite UGG
- Launched UGG in China and Sanuk in EU
- Increased customization through UGG By You
- Launching HOKA and new sites for UGG, Sanuk and Teva
- Launching I Heart UGG site
- Displaying UGG store inventory online
- Implementing flash sale capabilities
- Piloting database initiatives that leverage customer information to better personalize conversations with customers



DTC 360: OUR APPROACH TO OMNI-CHANNEL

We are moving from distinct channels talking to different customers...

To achieving alignment across channels to engage with a single customer



WHOLESALE



CUSTOMER



RETAIL



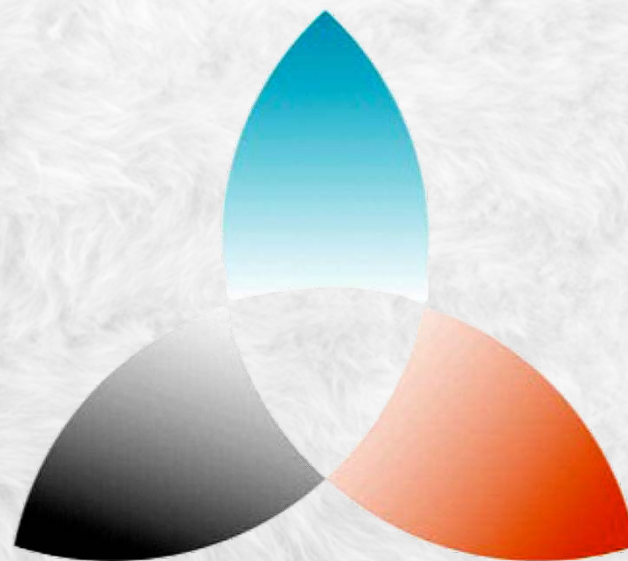
CUSTOMER



E-COMMERCE



CUSTOMER

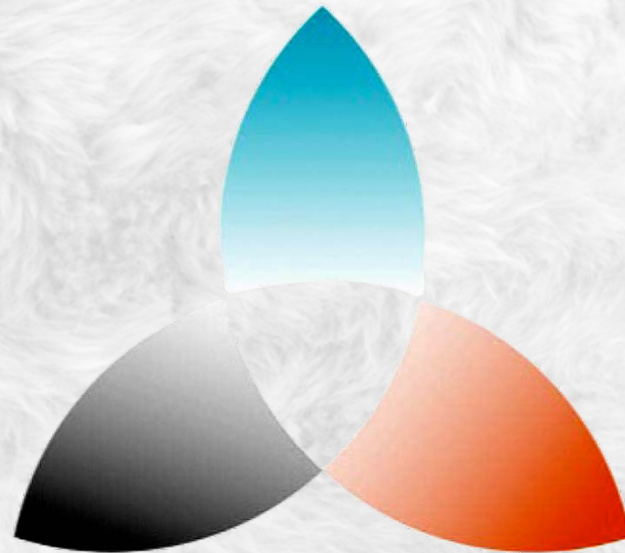


CUSTOMER



DTC 360: A CUSTOMER-CENTRIC FOCUS

Putting the customer at the center of our organization and elevating the brand experience across all channels through relevant Omni-Channel capabilities



CRM

Loyalty Program

Systems and Process Alignment

Digital Expertise

PICCADILLY



EMEA: '13 PROGRESS and '14 INITIATIVES

- 2013 sales up in total for the region, which includes directly operated markets UK, Benelux and France
- DTC sales accelerating (+44% in 2013), driven by new stores, improving comps and E-Commerce
- Drive retail profitability through optimized operating model and enhanced consumer experience
- Launching UGG E-Commerce sites in Italy and Germany in Q3
- Entered agreement to acquire distribution rights for the UGG brand in Germany
- Broadening merchandise assortment with focus on increasing transitional/seasonally relevant product

SHIBUYA CONCEPT STORE



UGG
AUSTRALIA



APAC: '13 PROGRESS AND '14 INITIATIVES

- Fastest growing region led by China and Japan
- DTC sales accelerating (+40% in 2013), driven by new stores, improving comps and E-Commerce
- UGG retail the major driver of recent success with up to 20 openings planned in 2014
- Organizational investments yielding positive returns
- Significant untapped opportunities across brands and channels
- Leverage partner retail to expand into white space / underpenetrated markets

SIGNIFICANT GROWTH OPPORTUNITY



Outdoor / Lifestyle
Brand

Key Competitors:




Active Lifestyle /
Casuals Brand

Key Competitors:





Running Brand

Key Competitors:




TEVA

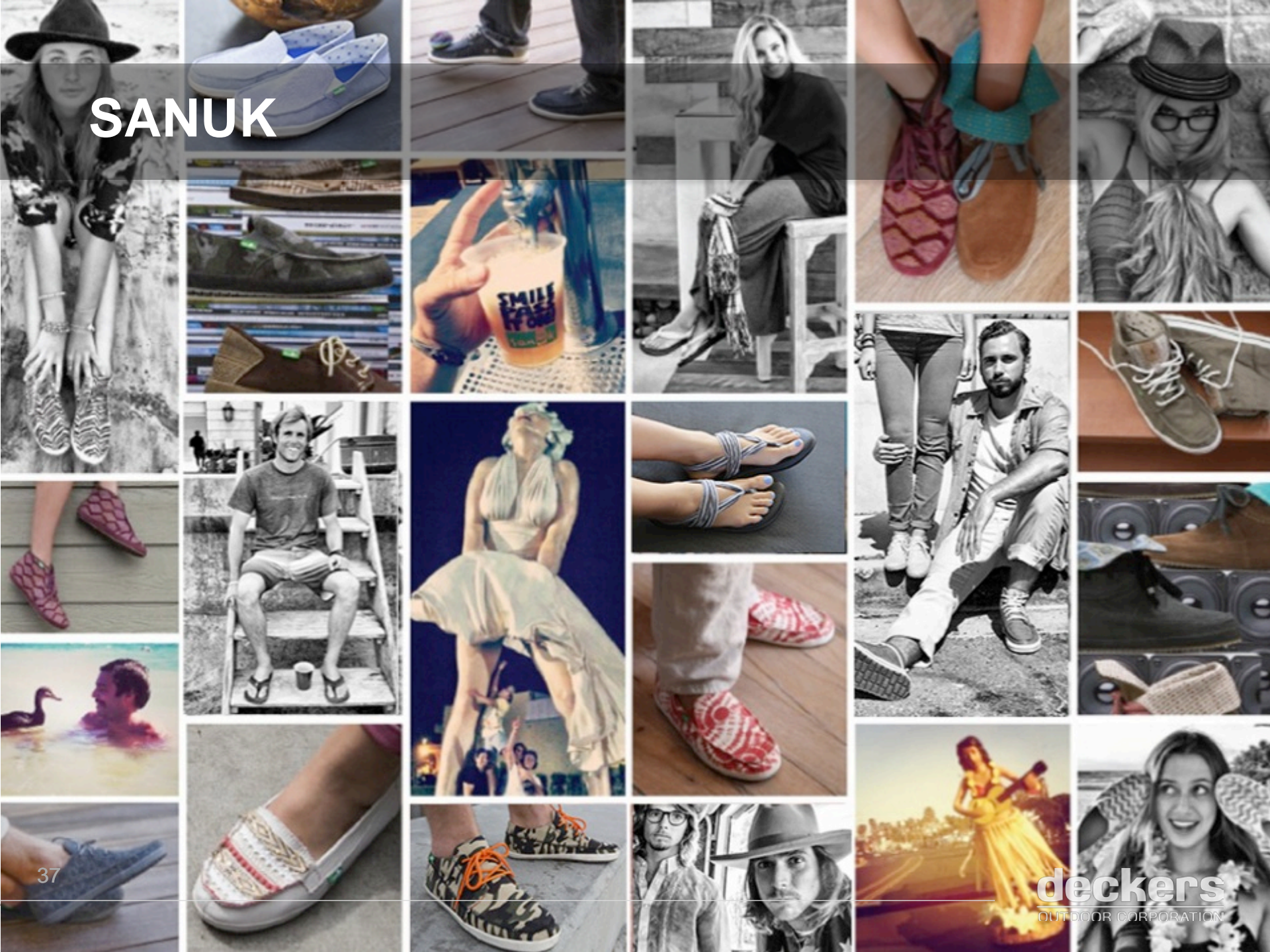


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OUTDOOR CORPORATION

GROWTH STRATEGY: TEVA

- Appointed industry veteran Jeff Bua as **new brand President**
- **Strengthening core product** strategy through the Originals sandal collection, Fundamentals a new casual collection and a focus to women
- Originals highlighted as a **key fashion item** in many media outlets including Good Morning America, LA Times and Vogue; featured in Urban Outfitters, Opening Ceremony and Woolrich
- Developing **new performance collection** to grow opportunity with sporting goods and athletic specialty retailers
- TEVA consumers embrace spontaneity:
Just strap it on and go – anywhere – anytime

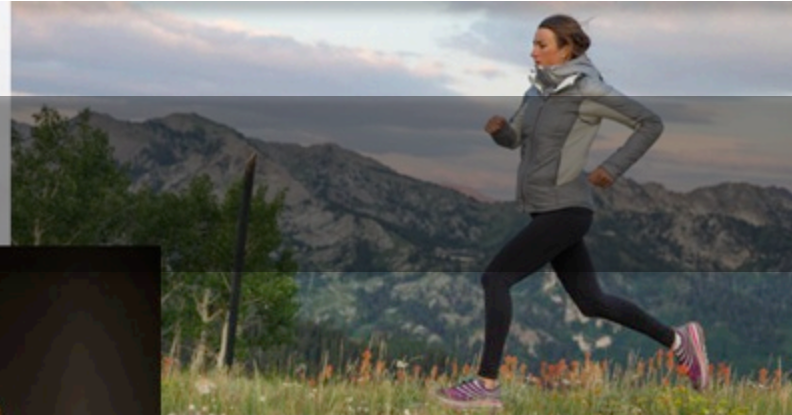
SANUK



GROWTH STRATEGY: SANUK

- Leverage **strength and authenticity** in Action Sports Surf to expand in **new frontiers** and speak to **new audiences**
- The **Sandal and Casual** categories are established and **building each season**: initial sell through encouraging for women's Yoga Sling sandal and men's Commodore shoe.
- Focus on age 25 to 39 demographic through targeted **comprehensive marketing campaign and evolved product**
- **Robust distribution strategy** with key account drivers including: Zumiez, Journey's, Nordstrom, DSW and Zappos
- Utilize retail, social and online channels to **build brand awareness**

HOKA ONE ONE

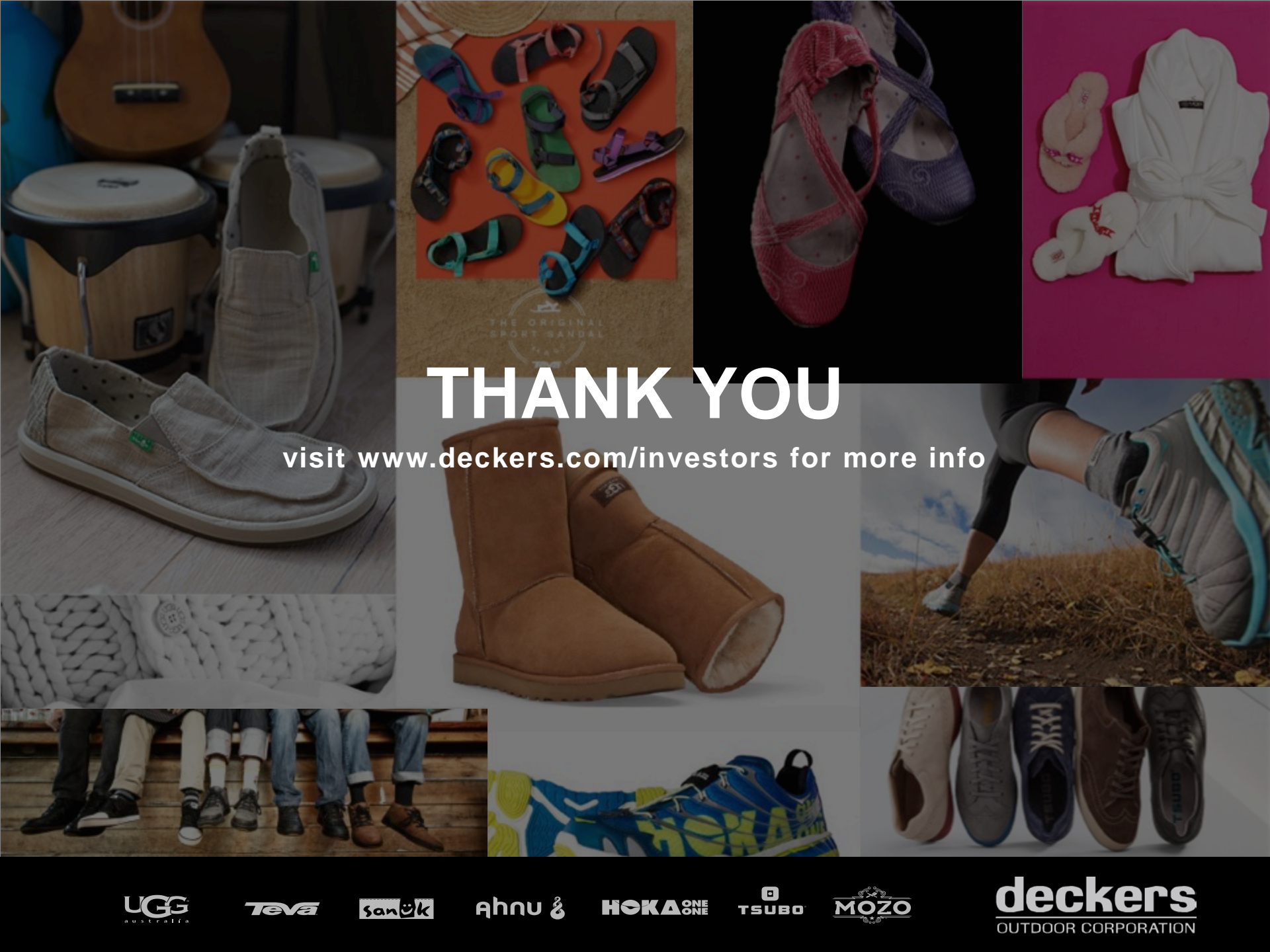


GROWTH STRATEGY: HOKA ONE ONE

- Created **new category in specialty running**; the oversize running shoe
- **Leveraging authenticity** in ultra-marathon community and **attracting key influencers** to enter new segments
- Increasing visibility through numerous running/outdoor awards and through sponsorship of 2012 1500m Olympic Silver Medalist Leo Manzano
- E-Commerce site launched in 2014 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 our brands and Omni-channel strategy
- Leveraging our brands across multiple consumer segments
- Introducing innovation across our product lines
- Significant untapped international potential
- Business model generates strong margins and **significant free** cash flow



THANK YOU

visit www.deckers.com/investors for more info

