

RYAN SHADRIN
VICE PRESIDENT, RETAIL AND DIGITAL COMMERCE



2014-2019 DTC REVENUE GROWTH

+\$570M

\$1.1B

\$575M

5-year CAGR: 15%

2014*

33%

2019

37%

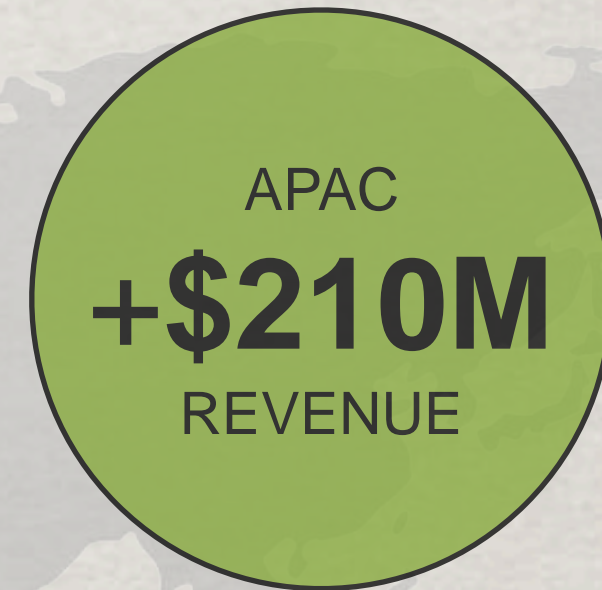
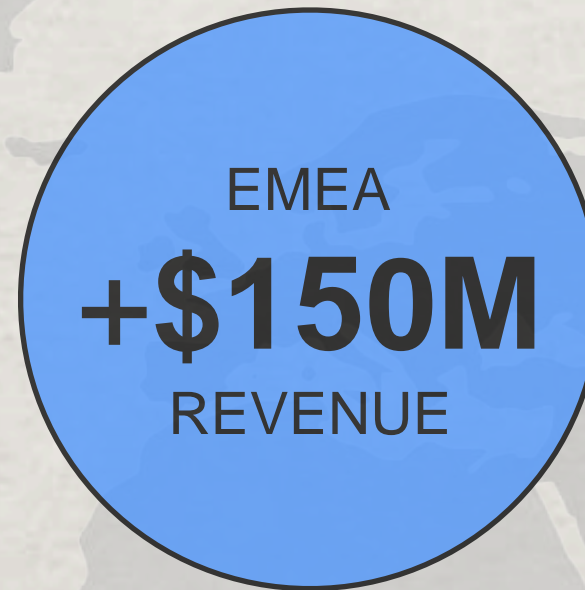
% OF TOTAL REVENUES

*** Based on current outlook**



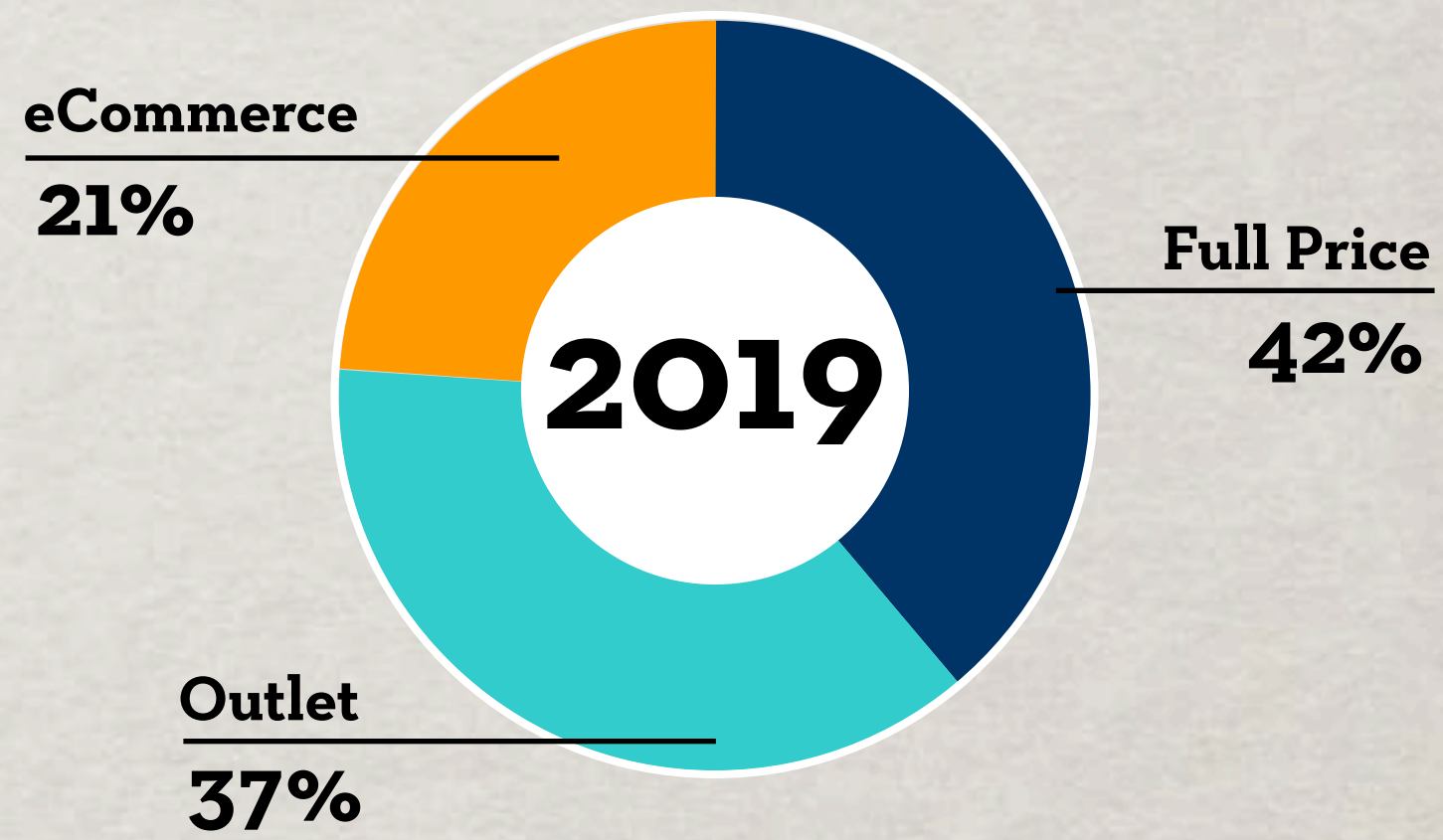
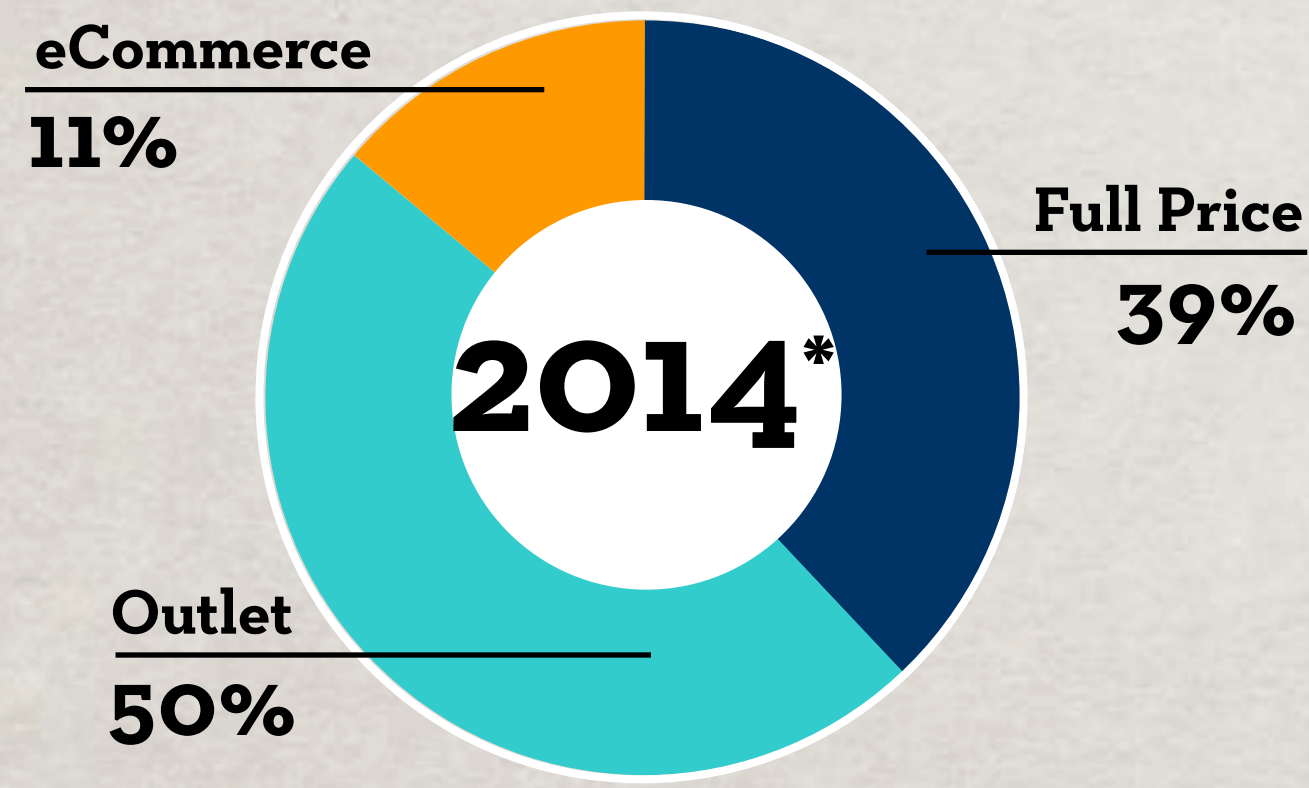
2019 DTC REVENUE GROWTH BY REGION

2014-2019 CAGR



2019 DTC REVENUE PERCENTAGE BY CONCEPT

2014-2019 CAGR

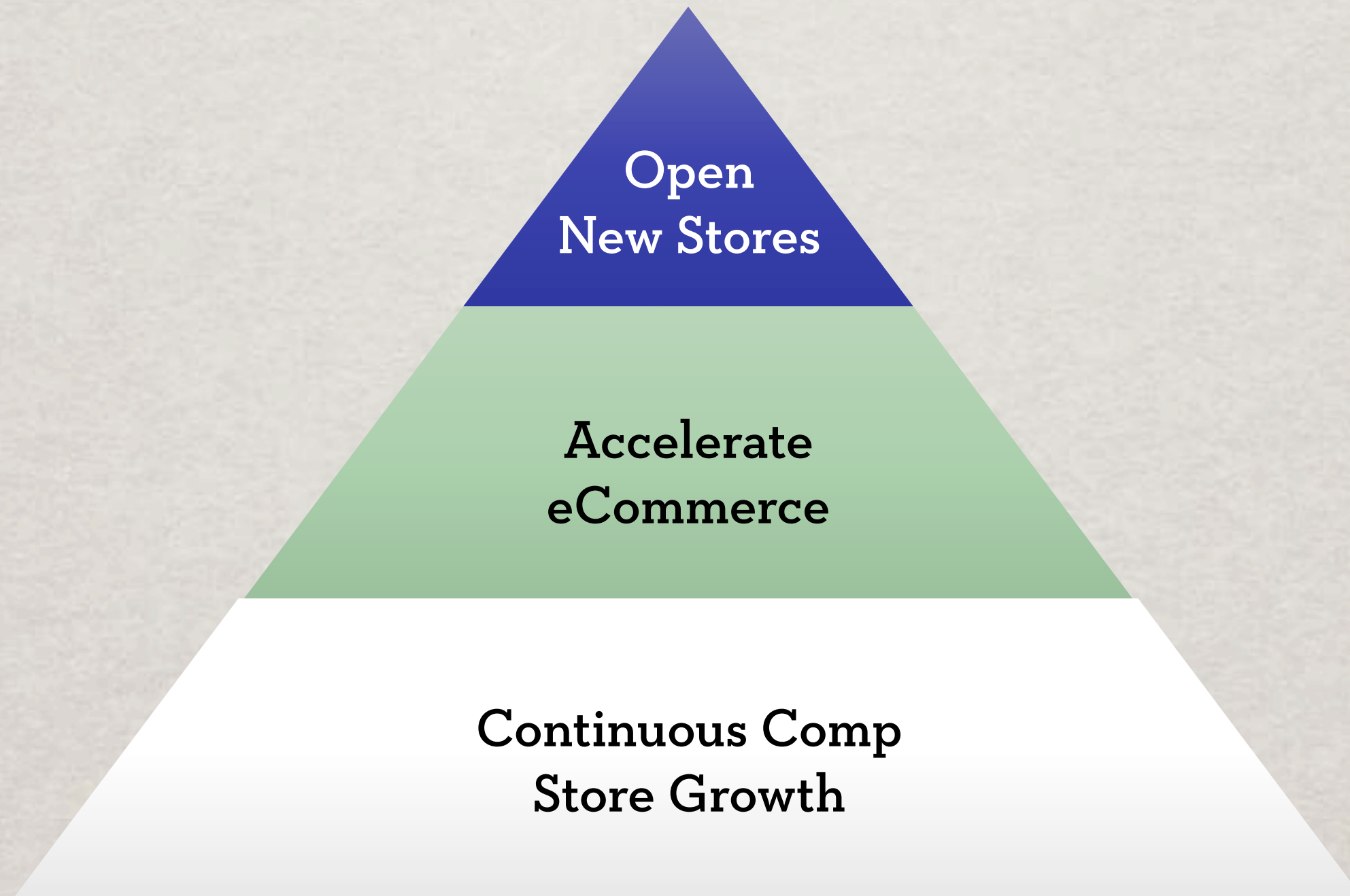


	<div>Full Price</div>	<div>Outlet</div>	<div>eCommerce</div>
5-Year CAGR	16%	8%	31%

* Based on current outlook



KEY GLOBAL DTC GROWTH STRATEGIES

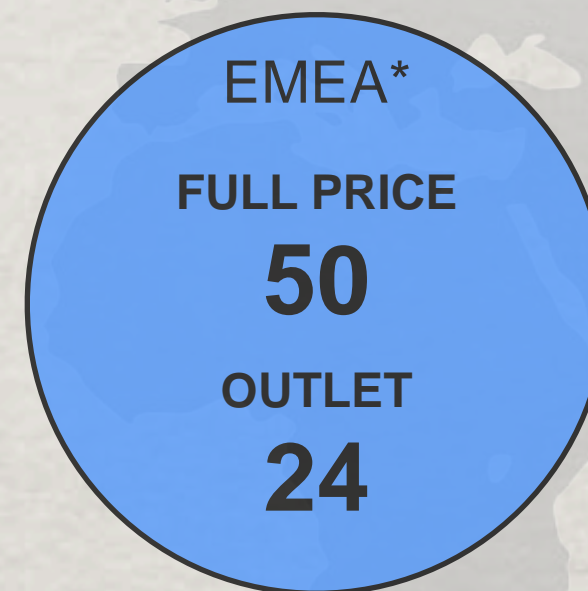


OPEN NEW STORES

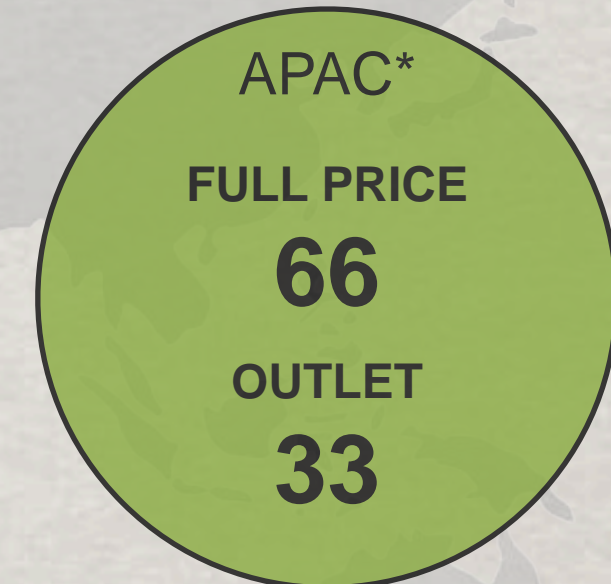
2014 DOOR COUNT BY REGION & CONCEPT



% OF TOTAL COUNT
25%



% OF TOTAL COUNT
32%



% OF TOTAL COUNT
43%

* Based on current outlook



OPEN NEW STORES

DISCIPLINED PROCESS

**INFORMED SITE
SELECTION**



OPEN NEW STORES

2014-2019 NET DOOR COUNT GROWTH

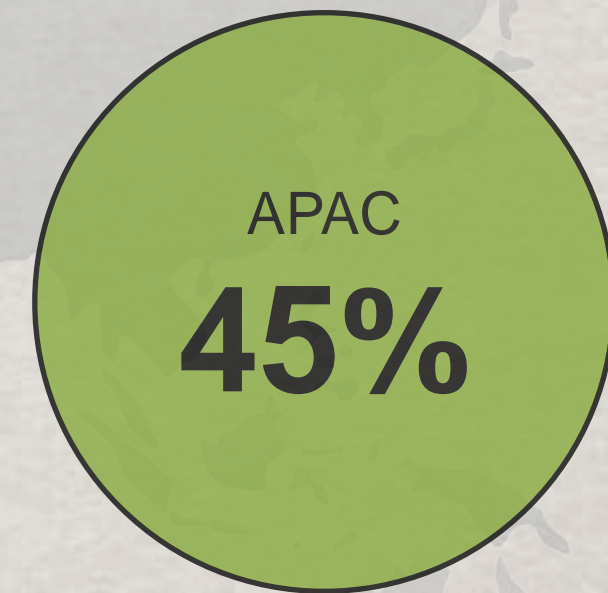
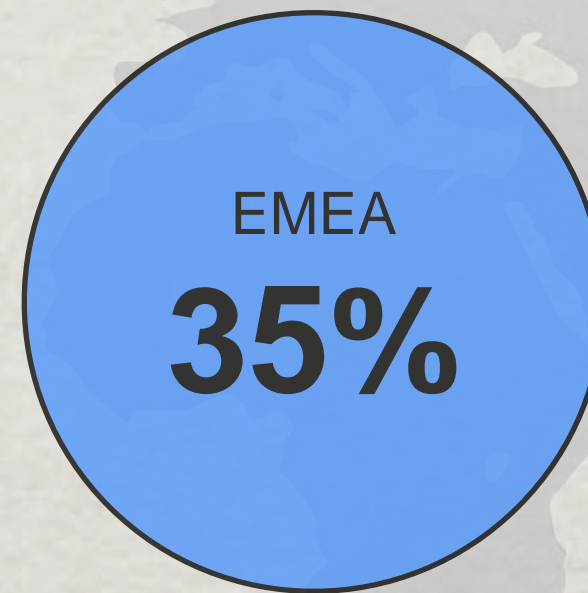


* Based on current outlook



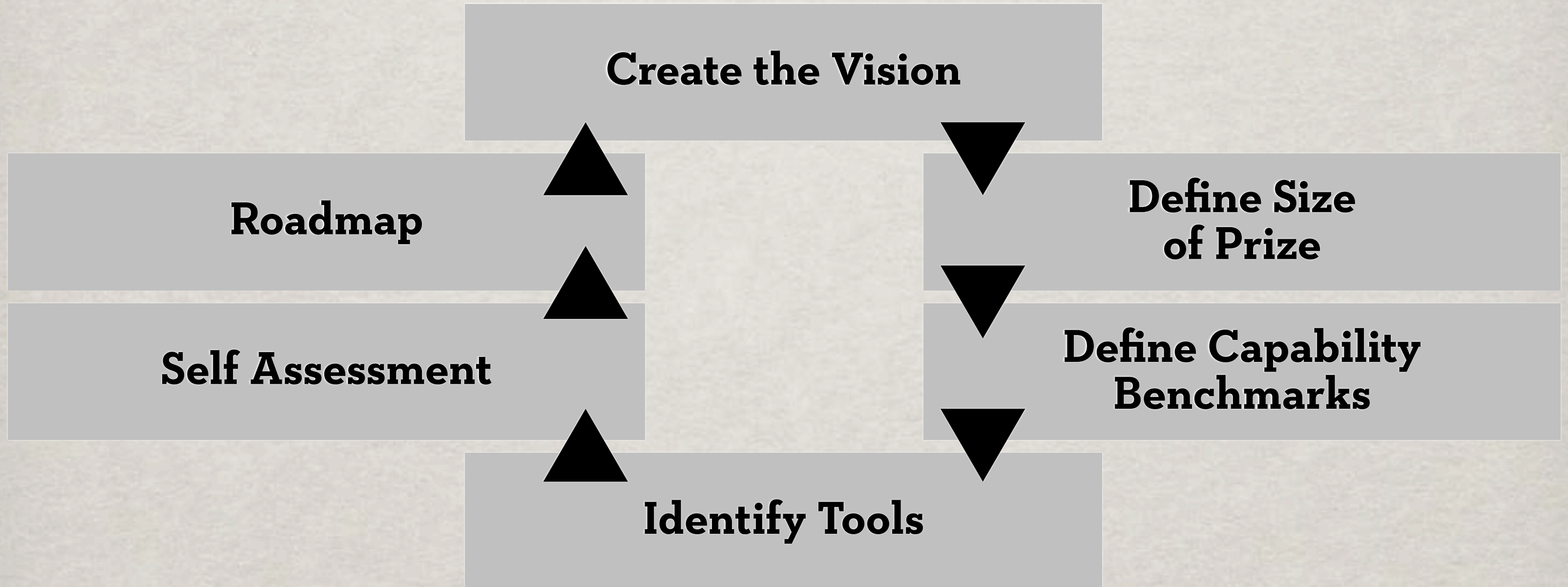
OPEN NEW STORES

2014-2019 PERCENTAGE OF NEW DOORS BY REGION



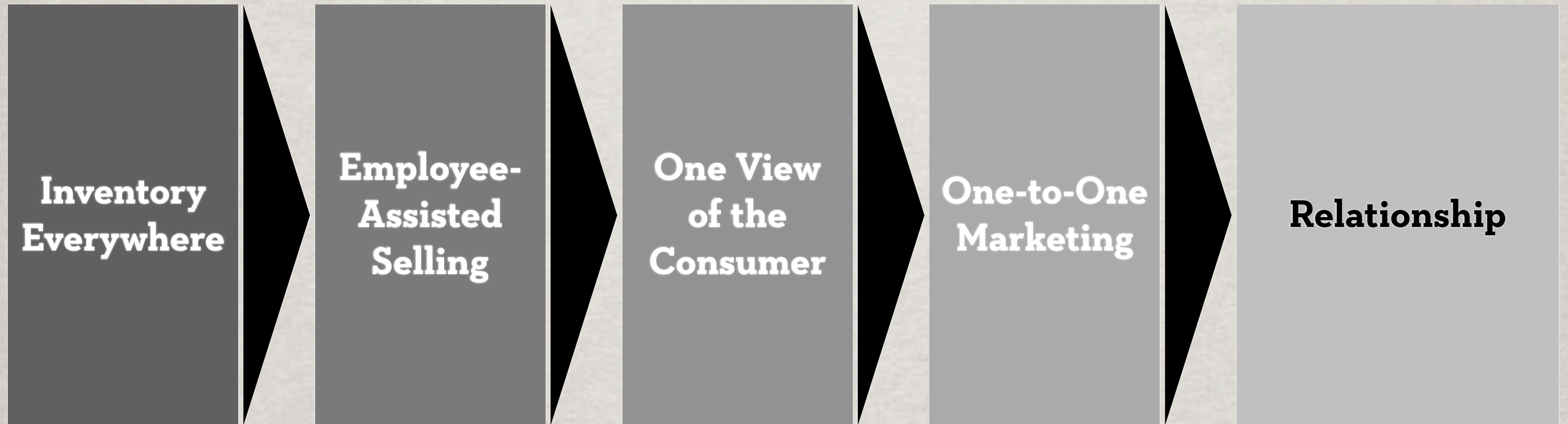
ACCELERATE eCOMMERCE

WINNING IN THE DIGITAL SPACE



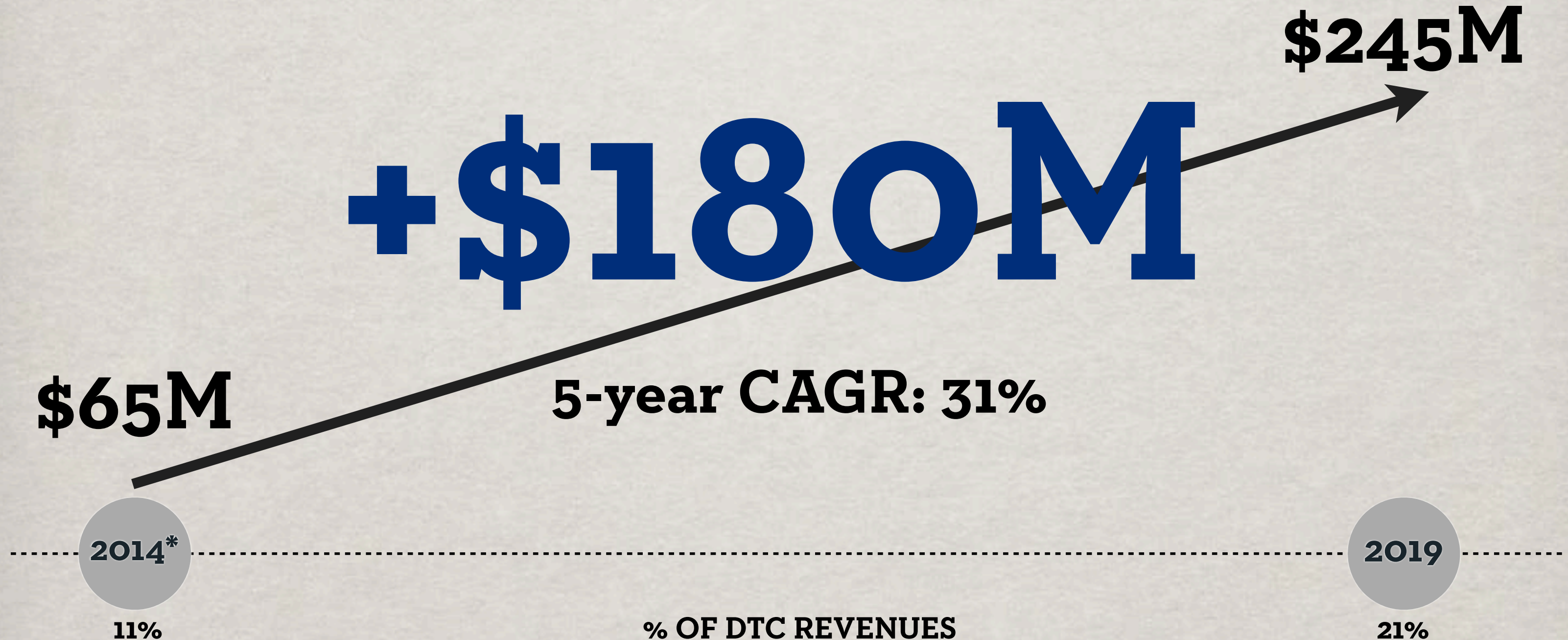
ACCELERATE eCOMMERCE

CONSUMER CENTRIC OMNI-CHANNEL



2014-2019 DTC REVENUE GROWTH

eCOMMERCE BUSINESS

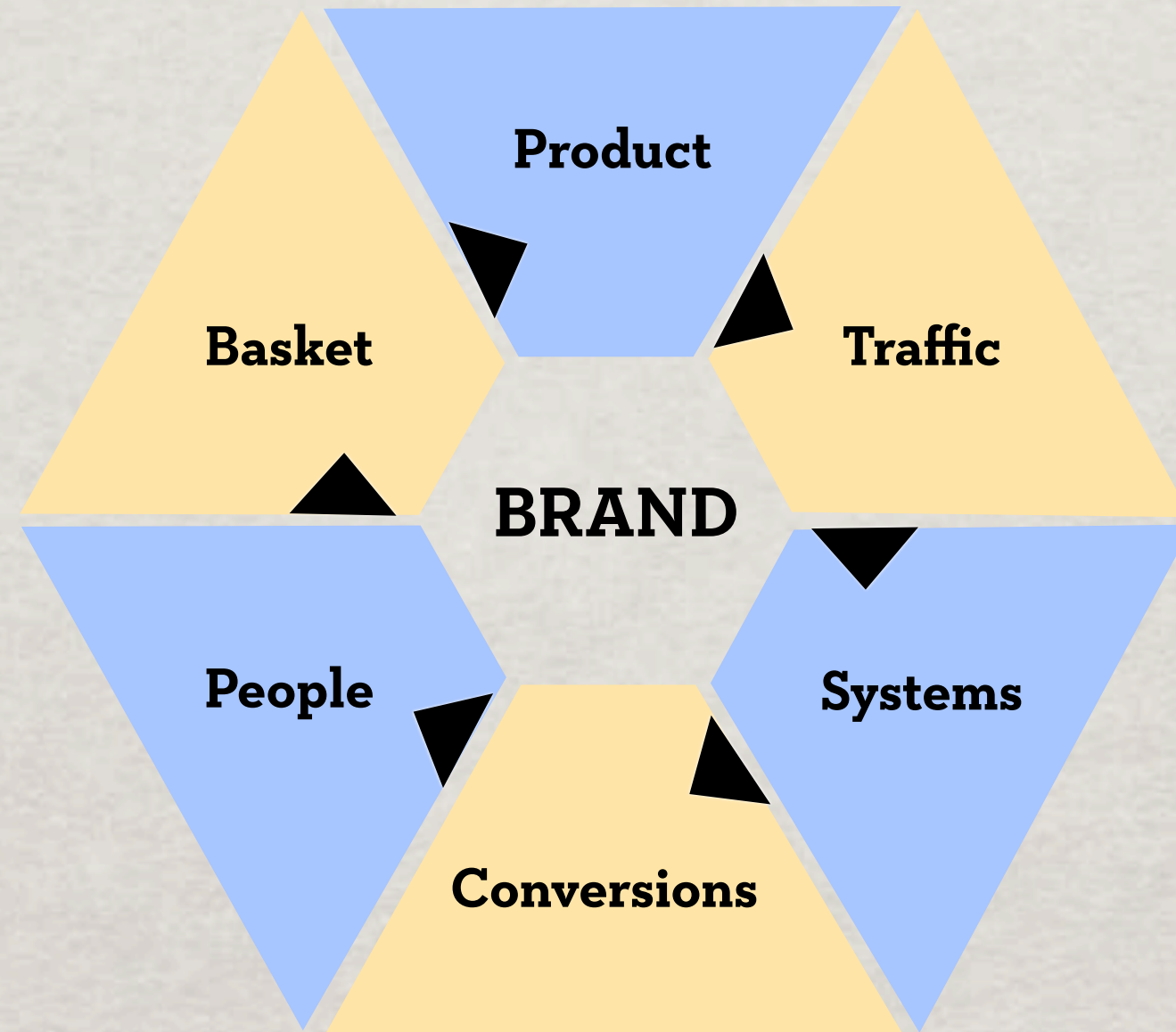


* Based on current outlook

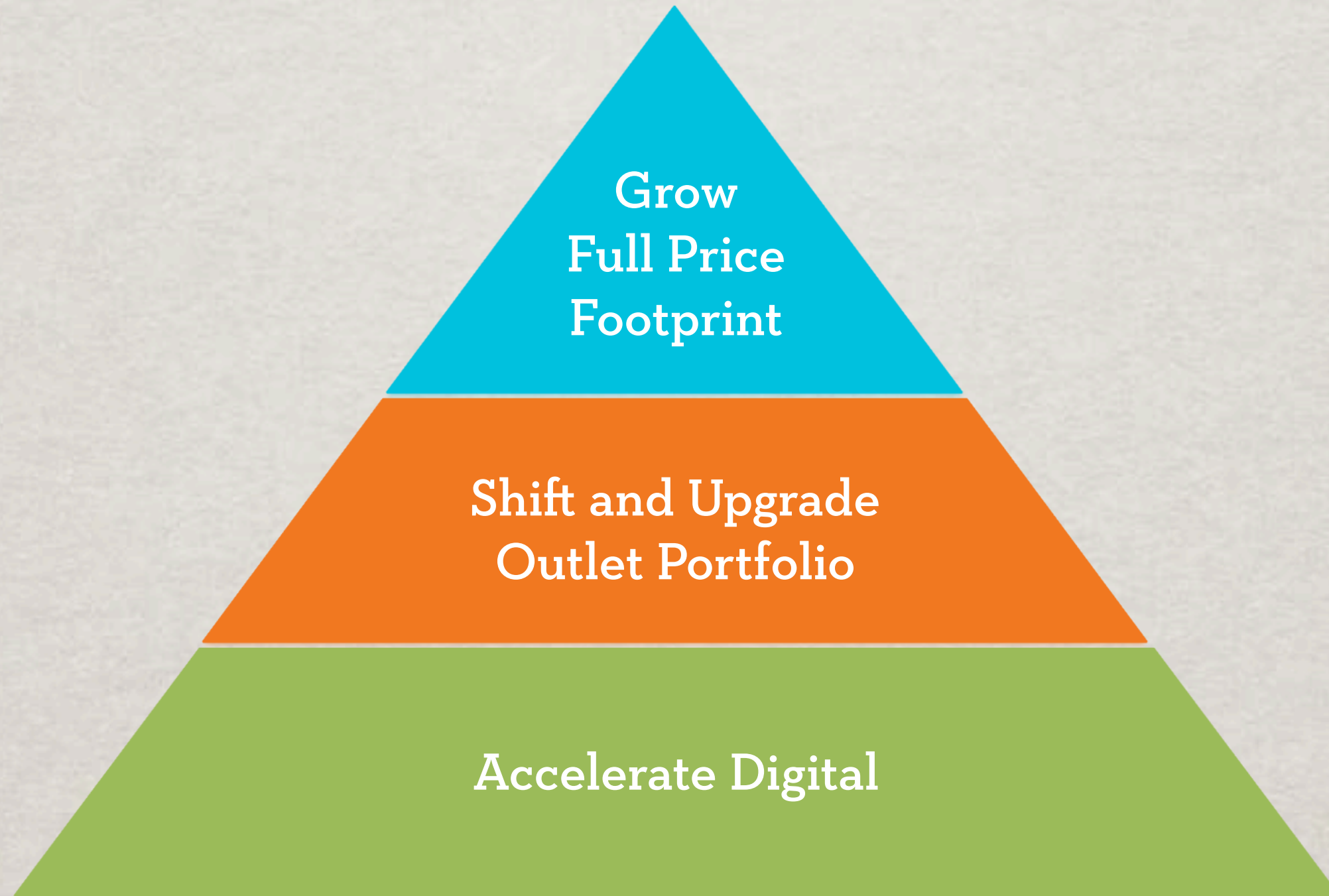


CONTINUOUS COMP STORE GROWTH

A RELENTLESS FOCUS



KEY AMERICAS DTC GROWTH STRATEGIES

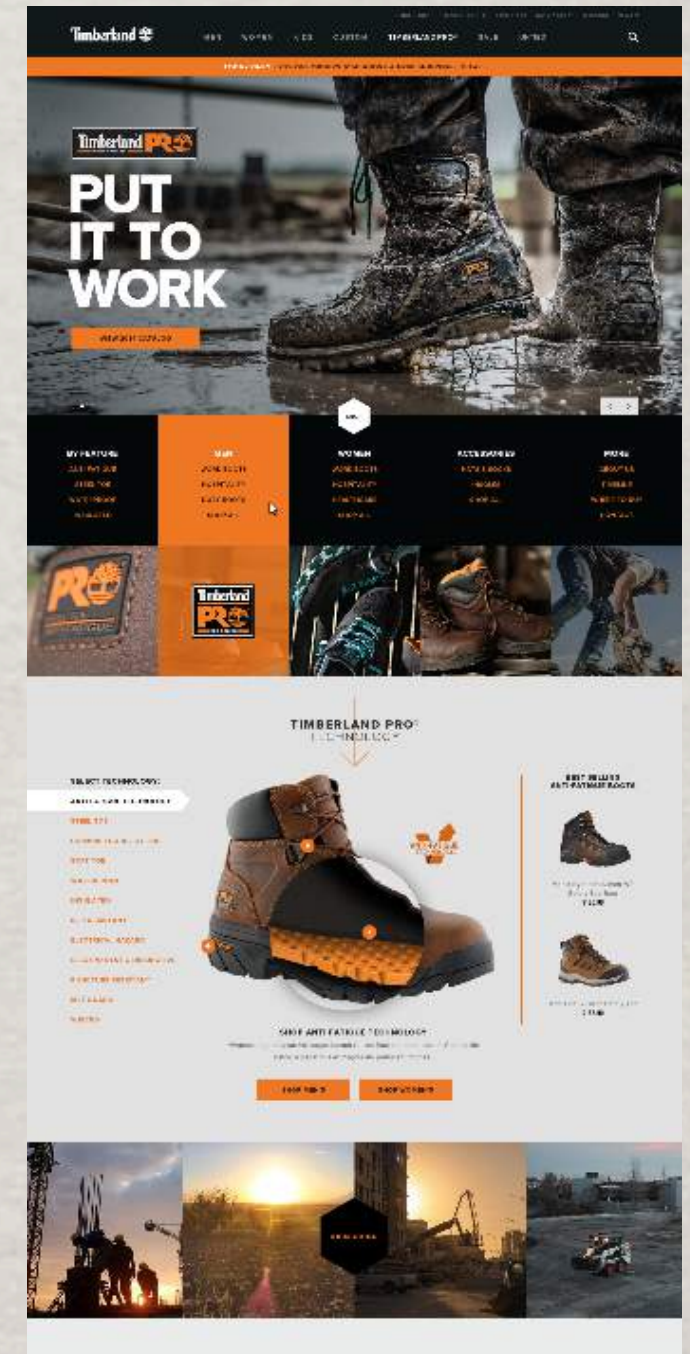
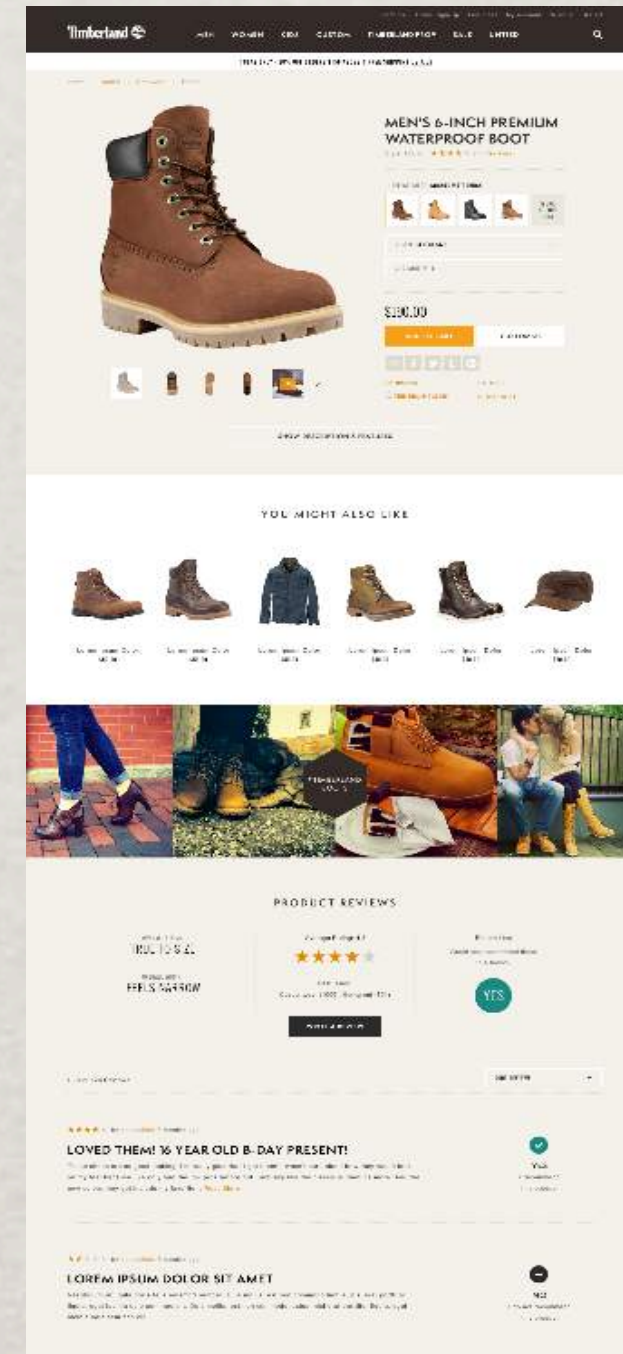


ACCELERATE DIGITAL

CASE STUDY: DIGITAL AT THE CENTER

Timberland.com

Relaunch -
Spring 2015



ACCELERATE DIGITAL

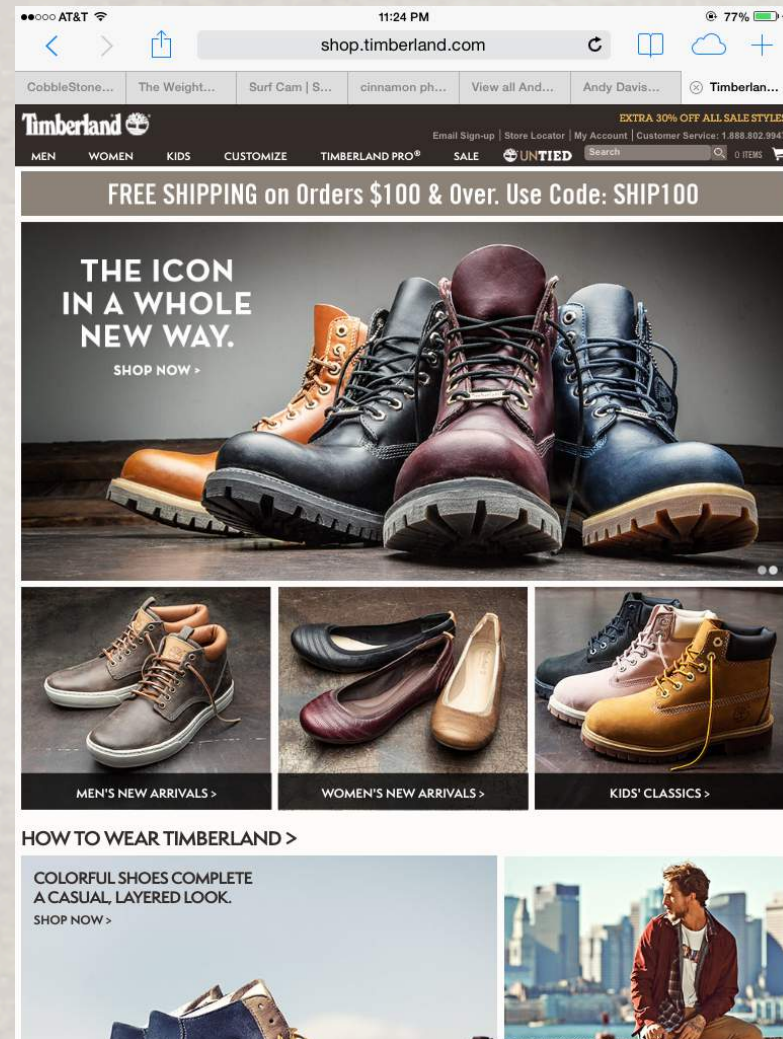
CASE STUDY: DIGITAL AT THE CENTER

Interactive Touch Screen DYO Kiosks

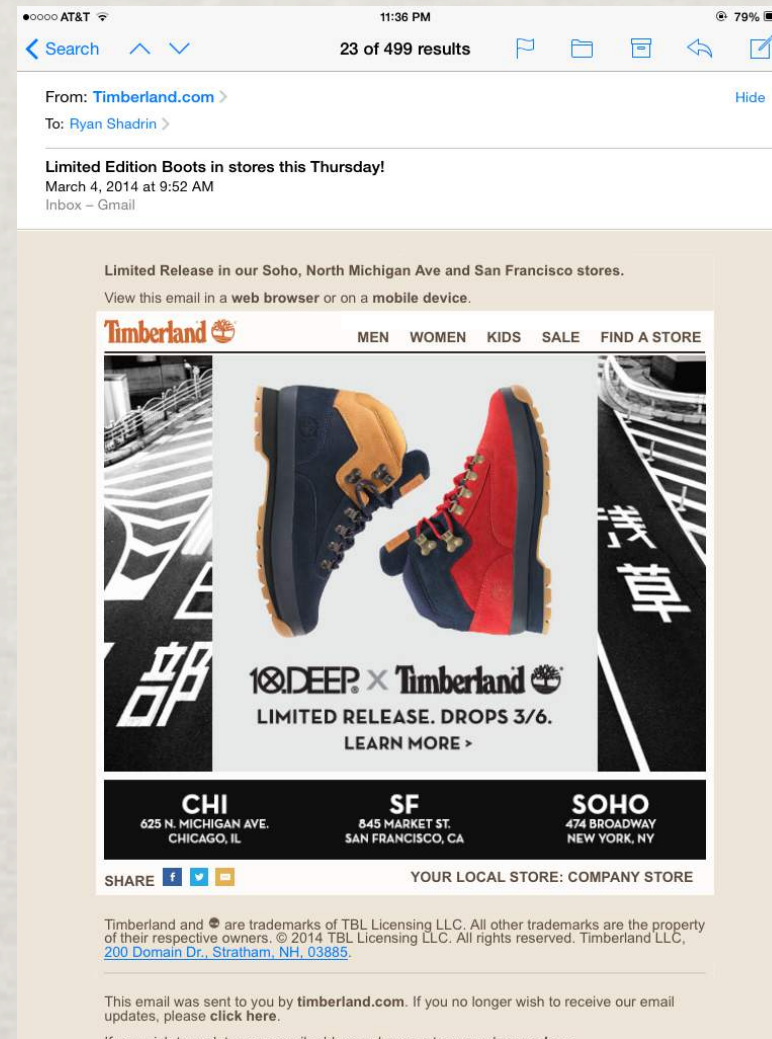


ACCELERATE DIGITAL

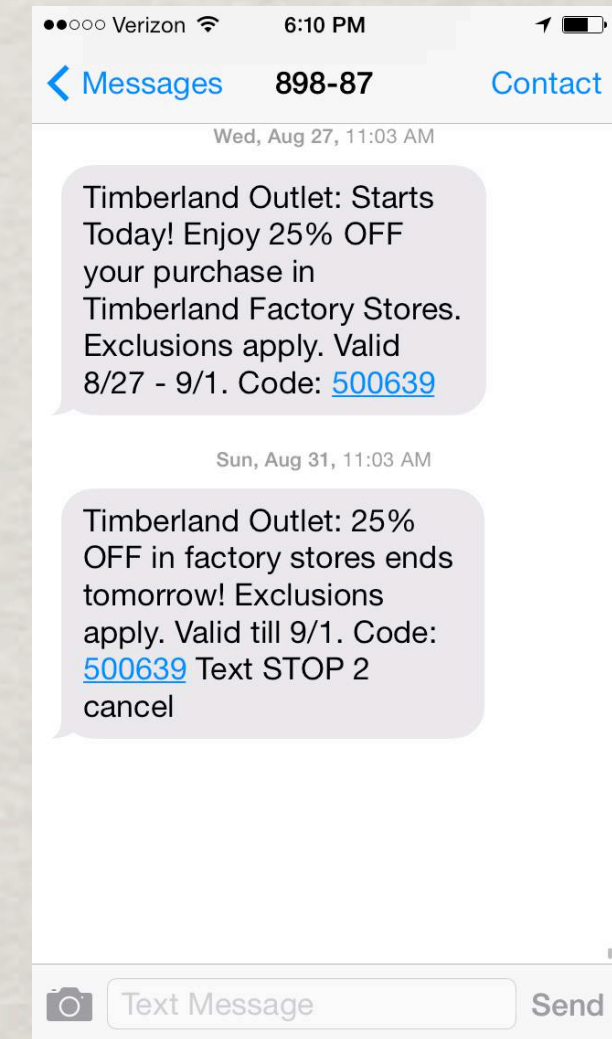
CASE STUDY: DIGITAL AT THE CENTER



**Tablet-enabled
enterprise selling, mobile
checkout, and CRM**



**Customer segmentation
allows for personalized
email content**



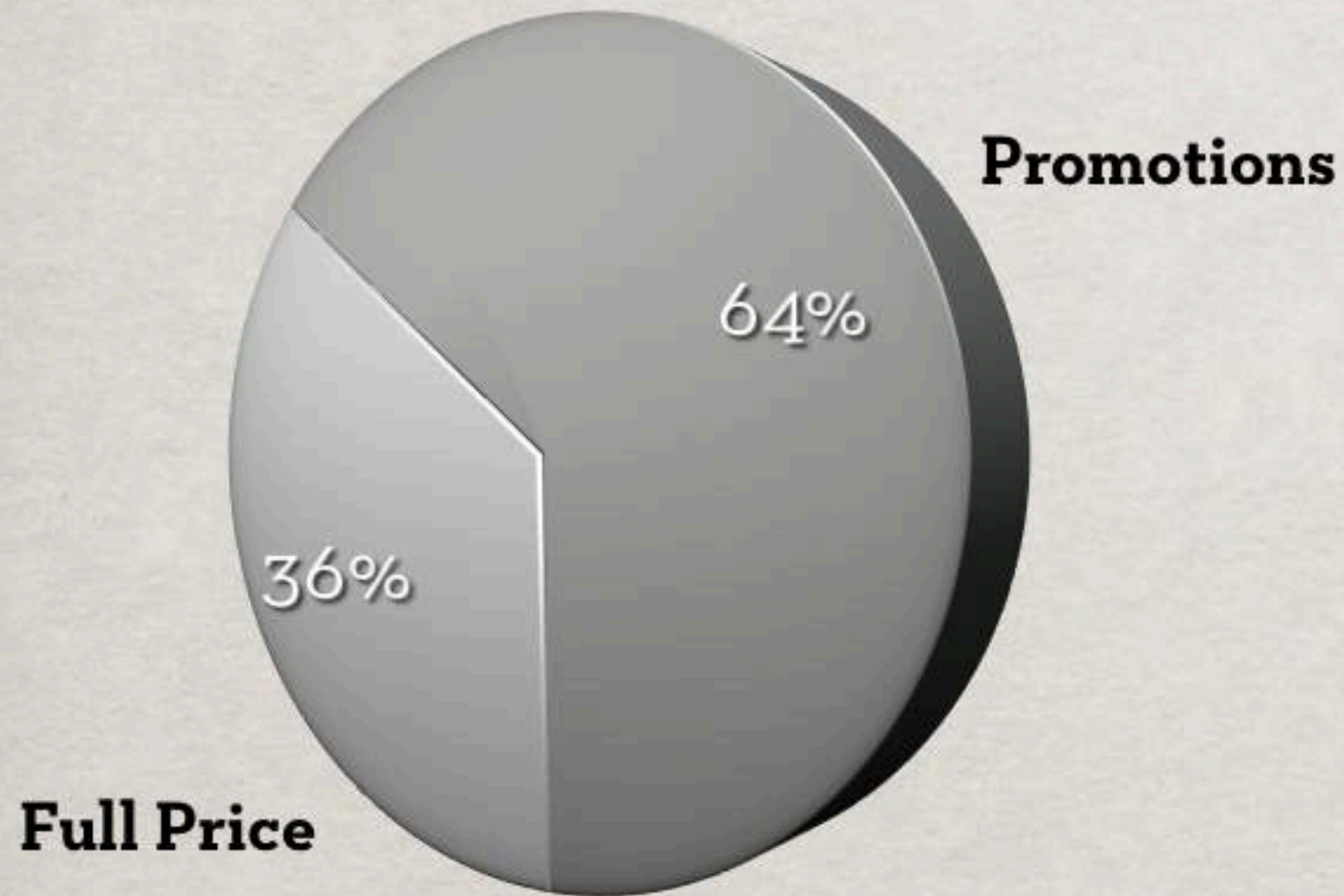
**SMS messaging
and Geotargeting
sales events**



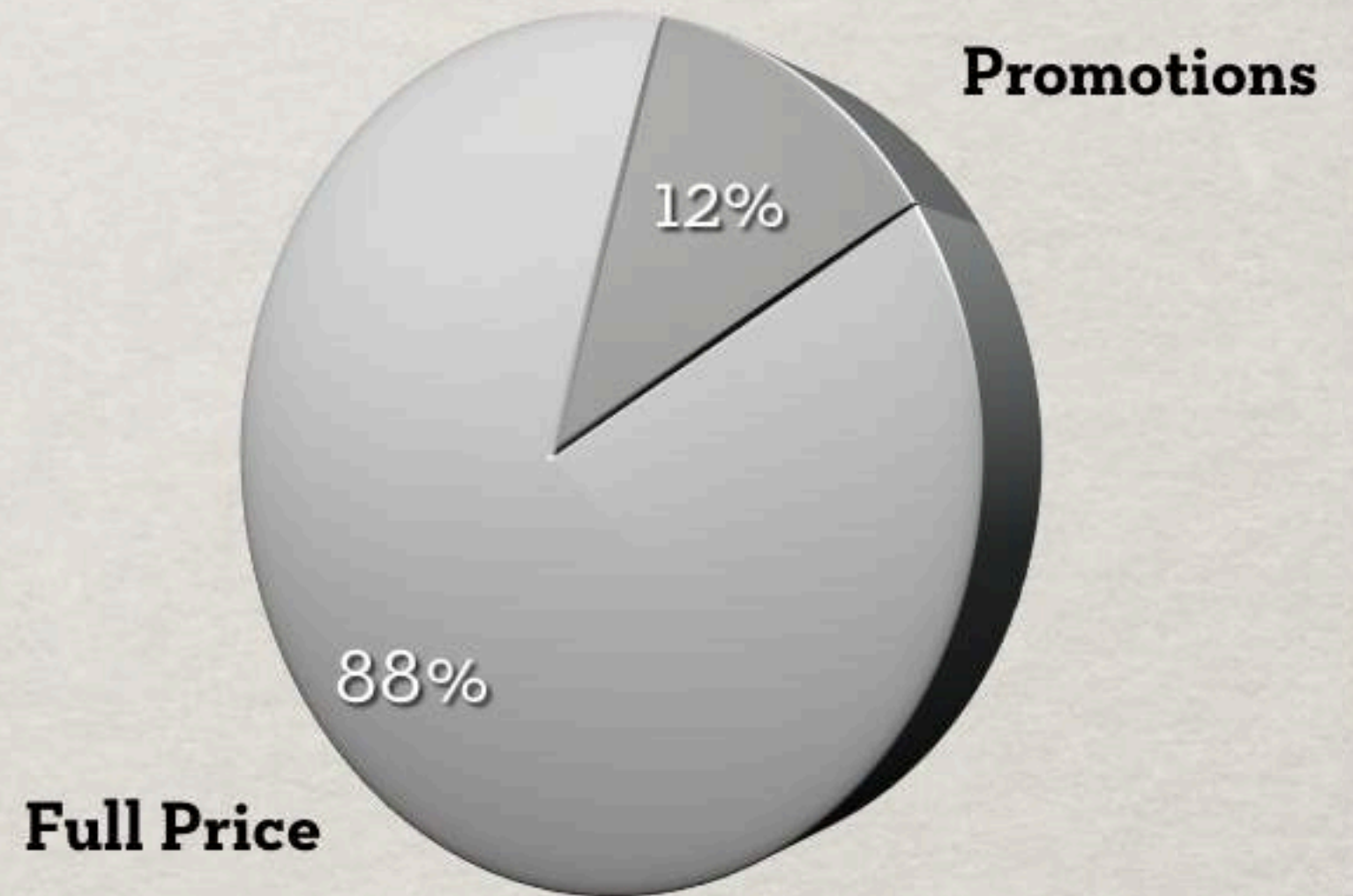
ACCELERATE DIGITAL

CASE STUDY: DIGITAL AT THE CENTER

2013



2014*



* Based on current outlook



REASONS TO BELIEVE

- 1 DIGITAL COMMERCE -
HUGE GLOBAL POTENTIAL
- 2 STRATEGIC 4-WALL EXPANSION
- 3 TECHNOLOGY INVESTMENTS DRIVE
OMNI-CHANNEL EXCELLENCE
- 4 CHANNEL MIX SHIFT DRIVES GROWTH,
BRAND STRENGTH (AMERICAS)





\$1.1B

2019 DTC REVENUE

