

**PATRIK FRISK**

**COALITION PRESIDENT, OUTDOOR AMERICAS  
PRESIDENT, TIMBERLAND**





EST. 1973

Timberland® 

**BEST THEN. BETTER NOW.**



EST. 1973

**Timberland®**



**BEST THEN. BETTER NOW.**





# 2006-2011 REVENUE





# 2006-2011 OPERATING MARGIN





# THE TASK AT HAND





# **BUILDING A BETTER BRAND**

## **POST-ACQUISITION: SLOW DOWN TO SPEED UP**

**Articulate  
Clear  
Vision**

**Implement  
Optimal  
Structure**

**Establish  
Right  
Processes**

**Amplify  
Culture &  
Values**





# **BUILDING A BETTER BRAND**

## **POST-ACQUISITION: SLOW DOWN TO SPEED UP**

**Articulate  
Clear  
Vision**

**TO BE THE LARGEST,  
MOST SUSTAINABLE  
OUTDOOR LIFESTYLE  
BRAND ON EARTH**





# **BUILDING A BETTER BRAND**

## **POST-ACQUISITION: SLOW DOWN TO SPEED UP**





# **BUILDING A BETTER BRAND**

**POST-ACQUISITION: SLOW DOWN TO SPEED UP**





# BUILDING A BETTER BRAND

## POST-ACQUISITION: SLOW DOWN TO SPEED UP

**Amplify  
Culture &  
Values**

### HUMANITY

We balance commerce and compassion  
in the places where we live and work.

### EXCELLENCE

We focus on setting high  
standards, achieving our goals,  
and always reaching to do better.

### HUMILITY

We aspire to be open, accessible,  
and inclusive, acting with respect  
towards others.

### INTEGRITY

We value honesty and try to do good.





# BUILDING A BETTER BRAND

## POST-ACQUISITION: SLOW DOWN TO SPEED UP

**Amplify  
Culture &  
Values**

### RESOURCE EFFICIENCY



*Water*



*Energy*



*Waste*

### SUSTAINABLE PRODUCTS



*Design*



*Materials*



*Chemistry*

### EMPLOYEE & COMMUNITY ENGAGEMENT



*Workers*



*Employees*



*Community*





# FOCUSED GROWTH STRATEGIES

**LEAD**  

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**in Innovation**

**SERVE**  

---

**Consumers Directly**

**CONNECT**  

---

**with Consumers**

**EXPAND**  

---

**Geographically**





# LEAD IN INNOVATION

## ONE, CONSISTENT PRODUCT STRATEGY



**STYLE**

**PERFORMANCE**

**GREEN**





# LEAD IN INNOVATION

## FOCUSED CATEGORY GROWTH





# CONNECT WITH CONSUMERS

## CONSUMER INSIGHTS TO DRIVE BRAND STRATEGY

**8 Countries**



**18,000 Consumers**





# CONNECT WITH CONSUMERS

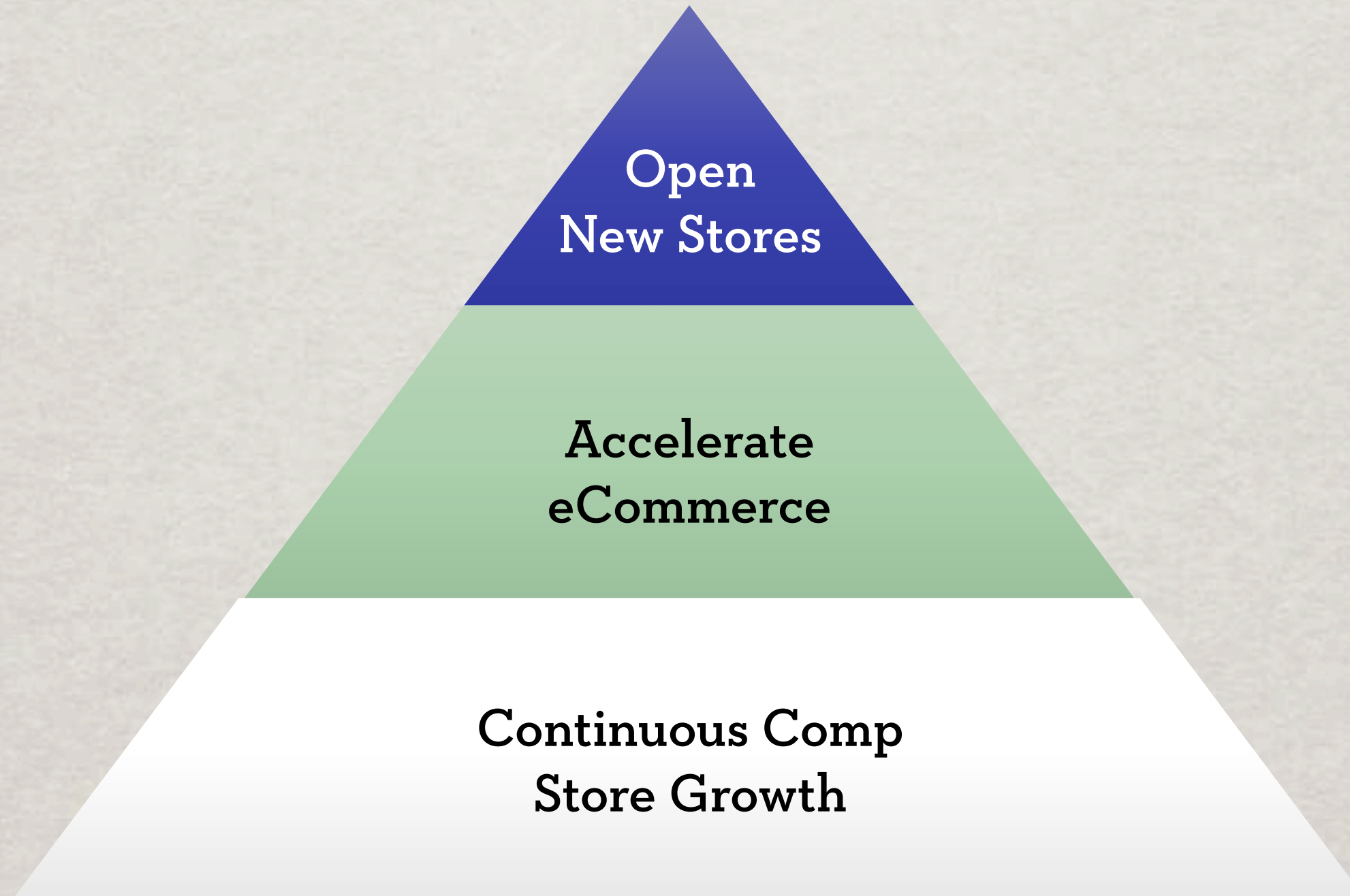
## REACHING THE “OUTDOOR LIFE STYLER”





# **SERVE CONSUMERS DIRECTLY**


## **POWERFUL GROWTH STRATEGY**





# EXPAND GEOGRAPHICALLY

## GLOBAL FOOTWEAR/APPAREL MARKET OPPORTUNITY



2014 Revenue<sup>1</sup>  
**\$1.7B**



Global FW/AP  
Market<sup>2</sup>  
**\$1.0T**



Relevant  
Market Size<sup>2</sup>  
**\$625B**



Outdoor Life  
Styler Spend<sup>3</sup>  
**\$36B**

<sup>1</sup> Based on current outlook. <sup>2</sup> Euromonitor 2012 & NPD 2012. <sup>3</sup> Rosetta 2013.



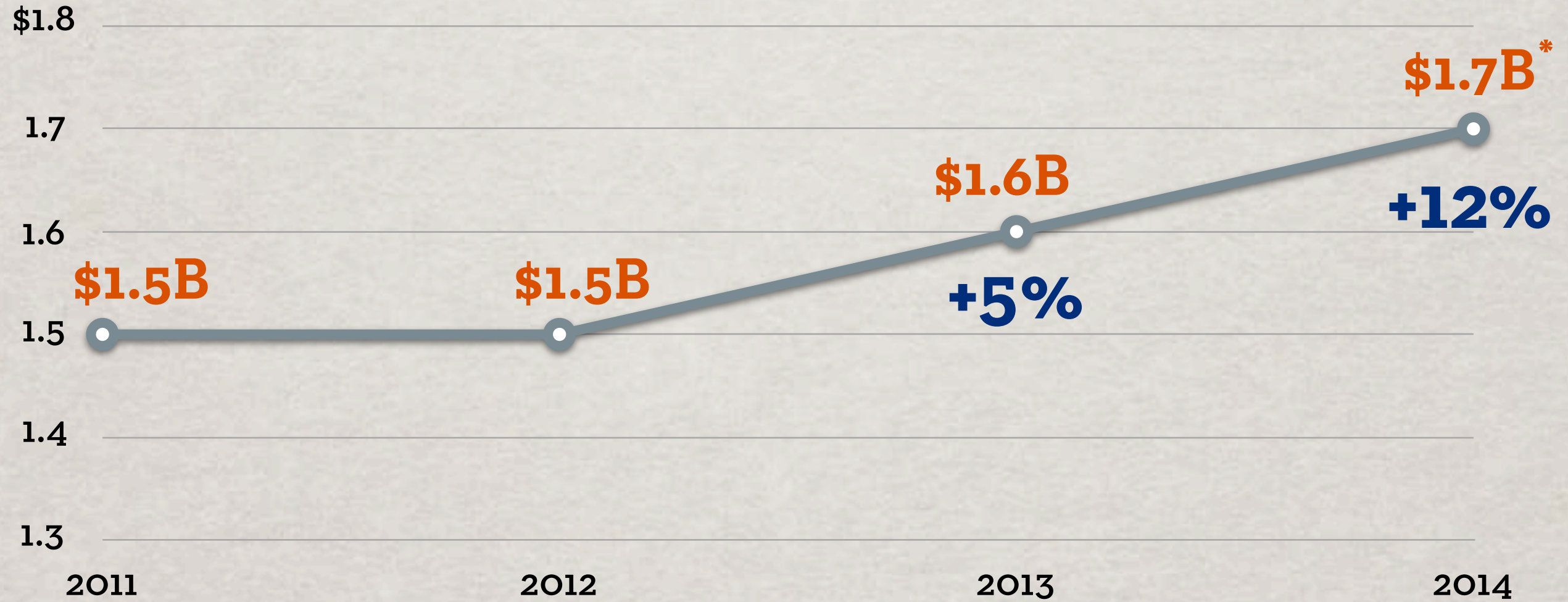


**SO HOW IS ALL OF THIS WORKING?**





# 2011-2014 REVENUE

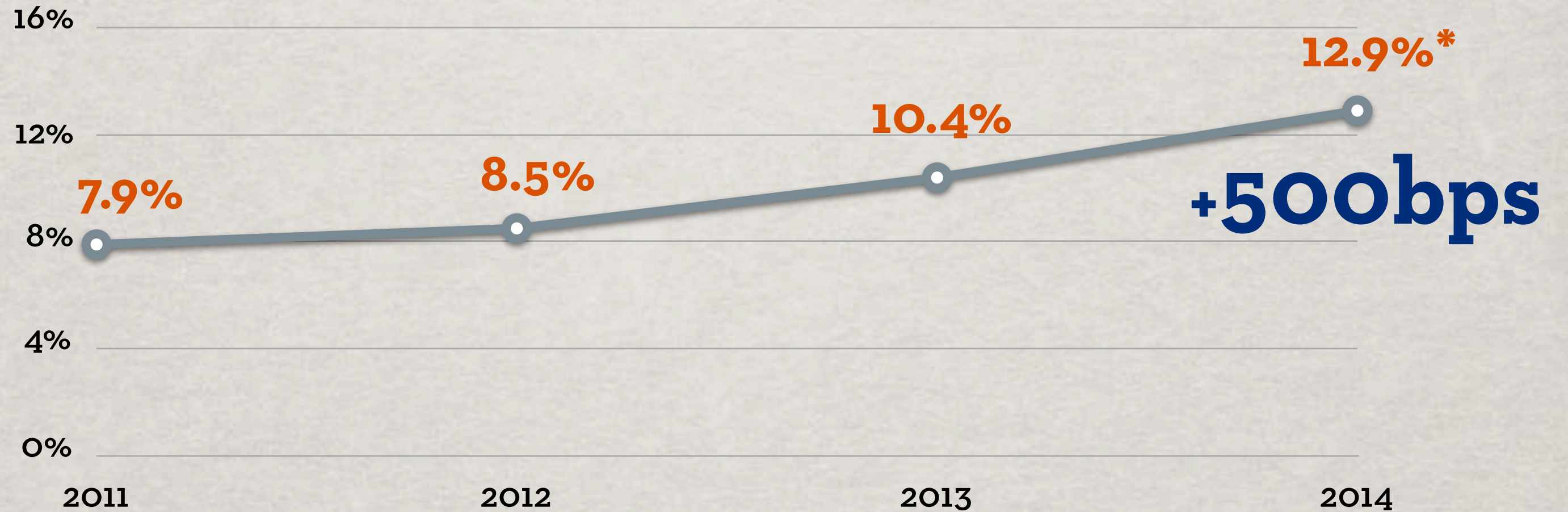


\*Based on current outlook





# 2011-2014 OPERATING MARGIN



\*Based on current outlook





**WHAT DOES 2019 LOOK LIKE?**





**Timberland®**



**\$3.1B**

**IN 2019**





# 2014 - 2019 REVENUE GROWTH

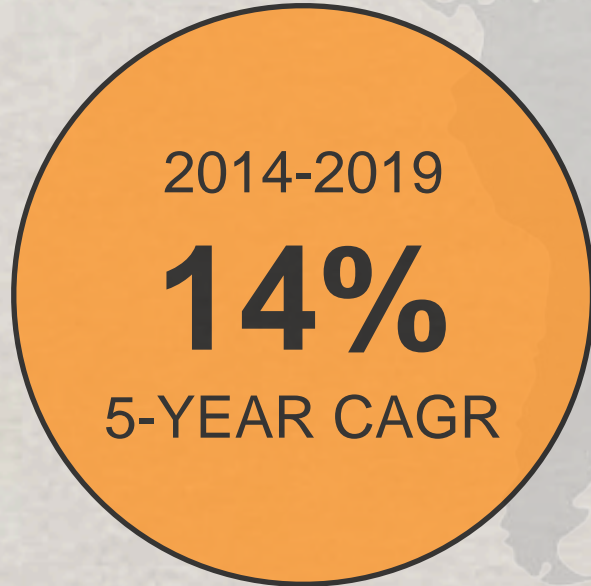
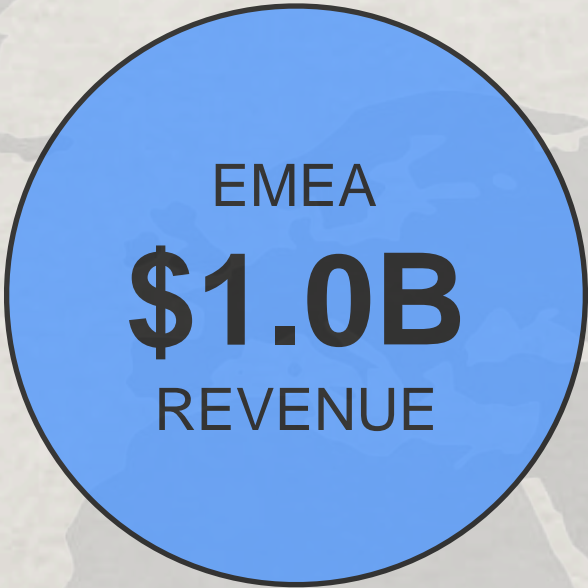


\* Based on current outlook



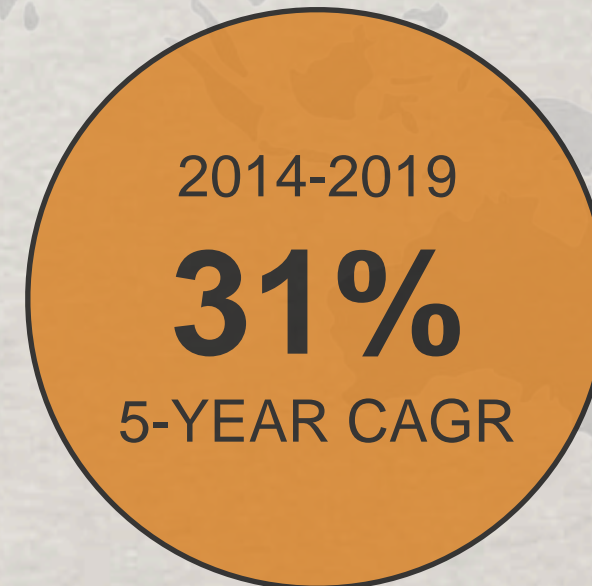
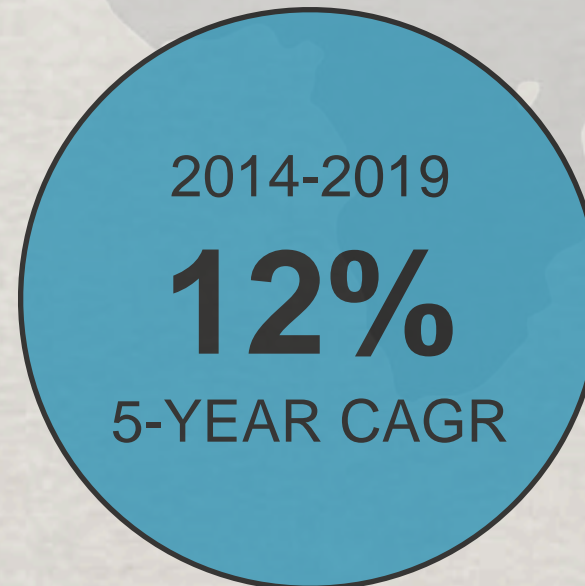


# 2019 REVENUE SIZE BY REGION





# 2019 REVENUE SIZE BY CHANNEL





# 2019 REVENUE SIZE BY PRODUCT CATEGORY



FOOTWEAR  
**\$2.5B**  
REVENUE

APPAREL  
**\$680M**  
REVENUE

2014-2019  
**12%**  
5-YEAR CAGR

2014-2019  
**14%**  
5-YEAR CAGR





# 2014-2019 OPERATING MARGIN EXPANSION



\* Based on current outlook





**Timberland®**



**\$3.1B**

**IN 2019**

