



Columbia
Sportswear Company™

 Columbia



MOUNTAIN
HARD
WEAR 

prAna



Columbia
Sportswear Company™

FORWARD-LOOKING STATEMENTS

This presentation does not constitute an offer or invitation for the sale or purchase of securities and has been prepared solely for informational purposes.

This presentation contains forward-looking statements within the meaning of the federal securities laws regarding Columbia Sportswear Company's business opportunities and anticipated results of operations. Forward-looking statements generally relate to future events or our future financial or operating performance. In some cases, you can identify forward-looking statements because they contain words such as "may," "might," "will," "would," "should," "expect," "plan," "anticipate," "could," "intend," "target," "project," "contemplate," "believe," "estimate," "predict," "likely," "potential" or "continue" or the negative of these words or other similar terms or expressions that concern our expectations, strategy, plans or intentions. Unless the context indicates otherwise, the terms "we," "us," "our," "the Company," and "Columbia" refer to Columbia Sportswear Company, together with its wholly owned subsidiaries and entities in which it maintains a controlling financial interest.

The Company's expectations, beliefs and projections are expressed in good faith and are believed to have a reasonable basis; however, each forward-looking statement involves a number of risks and uncertainties, including those set forth in this document, those described in the Company's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q under the heading "Risk Factors," and those that have been or may be described in other reports filed by the Company, including reports on Form 8-K. Potential risks and uncertainties include those relating to the impact of the COVID-19 pandemic on our operations; economic conditions, including inflationary pressures; supply chain disruptions, constraints and expenses; labor shortages; changes in consumer behavior and confidence; as well as geopolitical tensions. The Company cautions that forward-looking statements are inherently less reliable than historical information.

New risks and uncertainties emerge from time to time and it is not possible for the Company to predict all risks and uncertainties that could have an impact on the forward-looking statements contained in this presentation. Nothing in this presentation should be regarded as a representation by any person that the forward-looking statements set forth herein will be achieved or that any of the contemplated results of such forward-looking statements will be achieved. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We do not undertake any duty to update any of the forward-looking statements after the date of this document to conform the forward-looking statements to actual results or to changes in our expectations.

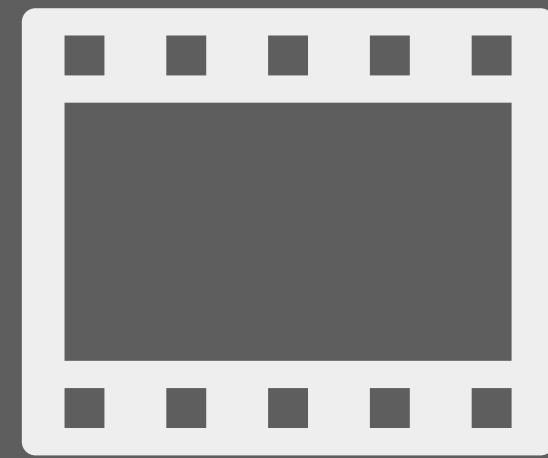
REFERENCES TO NON-GAAP FINANCIAL INFORMATION

Free cash flow is a non-GAAP financial measure. Free cash flow is calculated by reducing net cash flow provided by operating activities by capital expenditures. Management believes free cash flow provides investors with an important perspective on the cash available for shareholders and acquisitions after making the capital investments required to support ongoing business operations and long-term value creation. Free cash flow does not represent the residual cash flow available for discretionary expenditures as it excludes certain mandatory expenditures. Management uses free cash flow as a measure to assess both business performance and overall liquidity.

Non-GAAP financial measures, including free cash flow, should be viewed in addition to, and not in lieu of or superior to, our financial measures calculated in accordance with GAAP. The Company provides a reconciliation of non-GAAP measures to the most directly comparable financial measure calculated in accordance with GAAP in the back of this presentation in the “Free Cash Flow Reconciliation” slide. The non-GAAP financial measures and constant-currency information presented may not be comparable to similarly titled measures reported by other companies.

GLOSSARY OF PRESENTATION TERMINOLOGY

DTC	direct-to-consumer	“+” or “up”	increased	“\$##M”	in millions of U.S. dollars
DTC.com	DTC e-commerce	“-” or “down”	decreased	“\$##B”	in billions of U.S. dollars
DTC B&M	DTC brick & mortar	LSD%	low-single-digit percent	c.c.	constant-currency
y/y	year-over-year	MSD%	mid-single-digit percent	M&A	mergers & acquisitions
U.S.	United States	HSD%	high-single-digit percent	FX	foreign exchange
LAAP	Latin America and Asia Pacific	LDD%	low-double-digit percent	~	approximately
EMEA	Europe, Middle East and Africa	low-20%	low-twenties percent	H1	first half
SG&A	selling, general & administrative	mid-30%	mid-thirties percent	Q1	first quarter
EPS	earnings per share	high-40%	high-forties percent		
bps	basis points				



THE HISTORY OF CSC VIDEO

**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**



TIM BOYLE

CHAIRMAN, PRESIDENT & CHIEF EXECUTIVE OFFICER



Columbia
Sportswear Company™



Columbia



SOREL

MOUNTAIN
HARD
WEAR 

prAna

GLOBAL ADDRESSABLE MARKET

OUTDOOR **\$40B**

Outdoor Source: Euromonitor, NPD, public company filings, Columbia Sportswear Company estimates

GLOBAL ADDRESSABLE MARKET

ACTIVWEAR
OUTDOOR **\$40B** **\$160B**

Activewear Source: Fortune Business, MarketWatch, public company filings, Columbia Sportswear Company estimates (excludes athletic brands)

GLOBAL ADDRESSABLE MARKET

ACTIVWEAR

OUTDOOR **\$40B** **\$160B**

**TOTAL APPAREL
& FOOTWEAR**

\$1.5T

Total Apparel & Footwear Source: Statista





 Columbia



MOUNTAIN
HARD
WEAR





prAna



Columbia



SOREL

MOUNTAIN
HARD
WEAR 

prAna

STRATEGIC PRIORITIES

ACCELERATE PROFITABLE GROWTH

**CREATE
ICONIC
PRODUCTS**

**DRIVE
BRAND
ENGAGEMENT**

**ENHANCE
CONSUMER
EXPERIENCES**

**AMPLIFY
MARKETPLACE
EXCELLENCE**

EMPOWER TALENT THAT IS DRIVEN BY OUR CORE VALUES



CREATE ICONIC PRODUCTS

DIFFERENTIATED, FUNCTIONAL AND INNOVATIVE



DRIVE BRAND ENGAGEMENT

INCREASED, FOCUSED DEMAND CREATION INVESTMENTS



ENHANCE CONSUMER EXPERIENCES

INVEST IN CAPABILITIES TO DELIGHT AND RETAIN CONSUMERS



AMPLIFY MARKETPLACE EXCELLENCE

DIGITALLY LED, OMNI-CHANNEL, GLOBAL



EMPOWER TALENT THAT IS DRIVEN BY OUR CORE VALUES

THROUGH A DIVERSE AND INCLUSIVE WORKFORCE

CORE VALUES

**COMPETE
TO WIN**

**RELENTLESS
IMPROVEMENT**

**CULTURE
OF HONESTY,
RESPECT & TRUST**

**DO THE
RIGHT THING**



**DO THE
RIGHT THING**



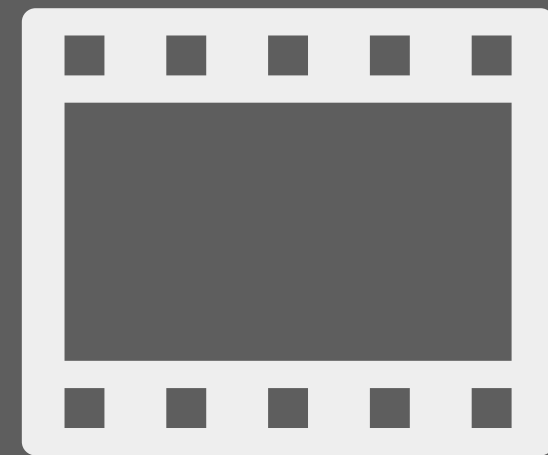
2022 – 2025 NET SALES GROWTH

3 YEAR CAGR

9% TO **11%**



Columbia
Sportswear Company™



COLUMBIA BRAND MISSION VIDEO


**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**

JOE BOYLE

EXECUTIVE VICE PRESIDENT, COLUMBIA BRAND PRESIDENT





 Columbia
PFG





MISSION

UNLOCK THE OUTDOORS FOR EVERYONE

VISION

**TO BE THE #1
OUTDOOR BRAND
IN THE WORLD**

COLUMBIA BRAND CUMULATIVE NET SALES GAIN

2023 TO 2025

> \$700M



 Columbia

ICONIC PRODUCT





Capital One
VENTURE



Capital One

VENTURE X









THERMAL REFLECTIVE
OMNI-HEAT



OMNI-HEAT
INFINITY



A group of four young adults, two men and two women, are standing on the stone steps of a building with a stone facade. They are dressed in outdoor or athletic gear. From left to right: a woman in a blue jacket and yellow beanie, a man in a yellow and blue puffer jacket, a man in a green hoodie and tan pants, and a woman in a green and blue patterned jacket and dark pants. They appear to be in conversation. The text 'INSPIRE THE NEXT GENERATION' is overlaid in large white letters across the center of the image.

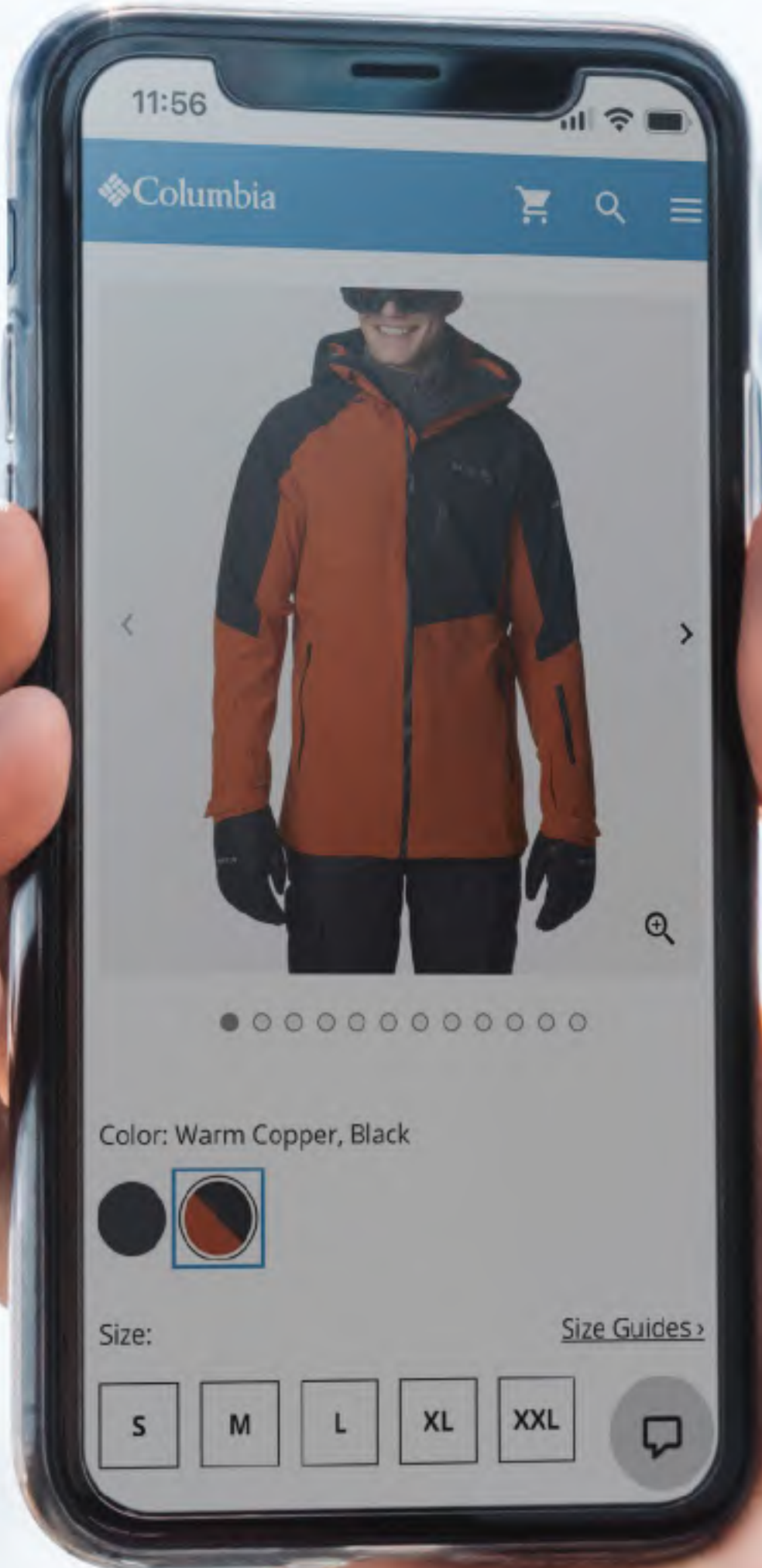
**INSPIRE THE
NEXT GENERATION**





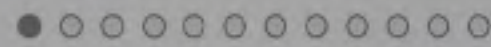
**UNLOCK THE
MARKETPLACE
OF THE FUTURE**





11:56

Columbia



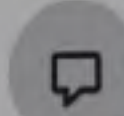
Color: Warm Copper, Black



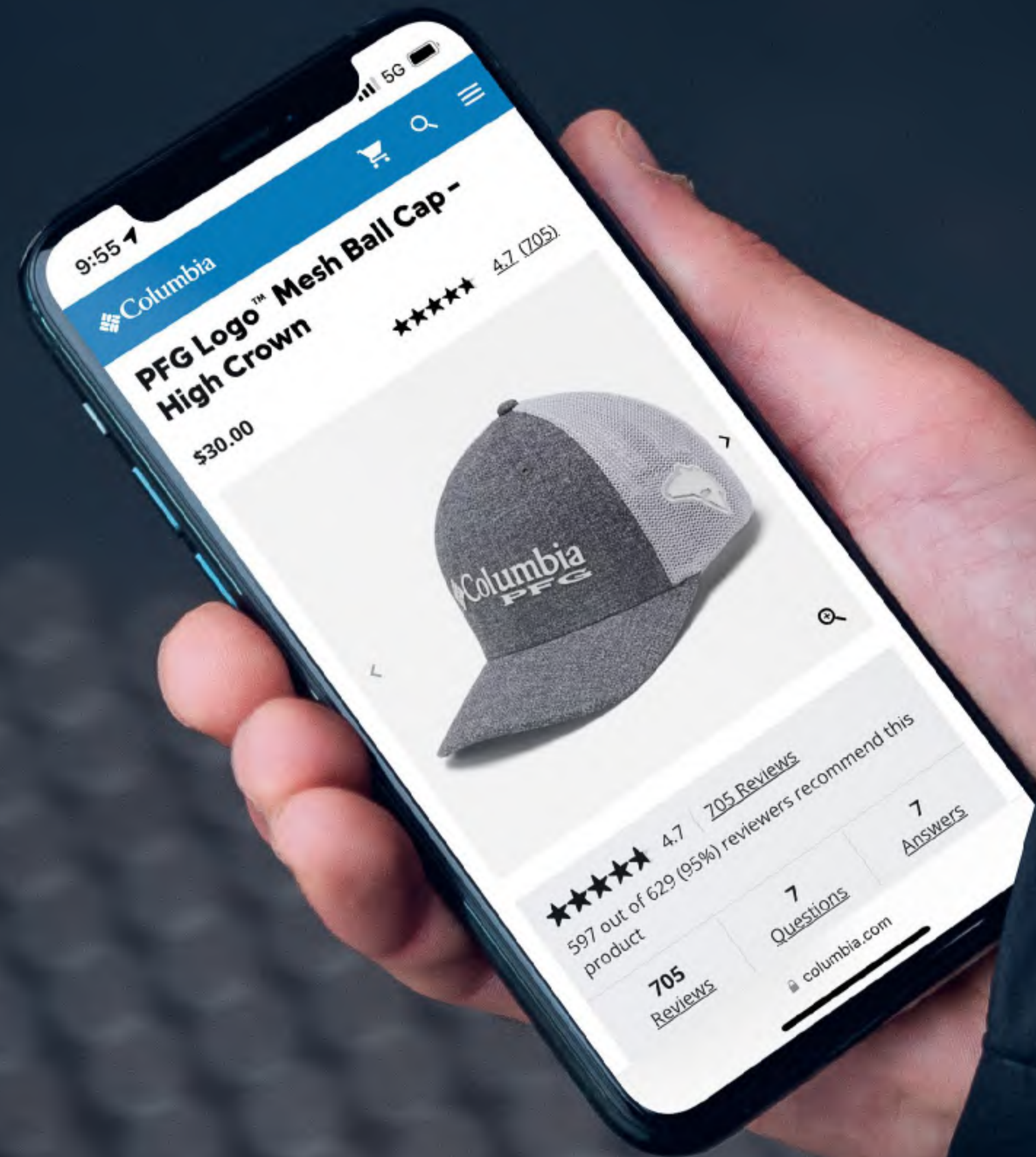
Size:

[Size Guides >](#)

- S
- M
- L
- XL
- XXL







9:55

Columbia

PFG Logo™ Mesh Ball Cap - High Crown

★★★★★ 4.7 (705)

\$30.00



★★★★★ 4.7 [705 Reviews](#)
597 out of 629 (95%) reviewers recommend this product

[705 Reviews](#)

[7 Questions](#)

[7 Answers](#)

[columbia.com](#)



**“IT’S PERFECT.
NOW MAKE IT BETTER.”**



A person is captured mid-air, jumping from a rocky cliff into a clear, blue-green lake. The scene is set in a lush, forested area with tall evergreen trees. The sky is a clear, pale blue. The overall atmosphere is one of adventure and nature.

PRI SHUMATE

SVP, CHIEF MARKETING OFFICER

LEADERSHIP STRATEGY • EDITORS' PICK

How Columbia Sportswear Became America's Most Trusted Brand

Jena McGregor Forbes Staff
Tom in charge of Forbes' leadership, careers, and workplace coverage.

Dec 16, 2022, 10:00am EST




Columbia Sportswear CEO Tim Boyle (by Neil Dacosta for Forbes) NEIL DACOSTA FOR FORBES

Some outdoor clothing brands wear their heart on their sleeve, so to speak, such as Patagonia suing the Trump administration to protect public lands or REI closing stores on Black Friday to encourage people to spend time outside. And then there's Columbia Sportswear, a stalwart retail staple with a third-generation CEO who's let himself be the brunt of jokes in the company's ads and takes pride in







 Columbia



EVERYTHING MATTERS



Home

Greater Rewards



Get An Extra 20% Off Sale Items

Save even more on sale gear and make getting outside easier than ever.

[LOG IN](#)

[JOIN NOW](#)



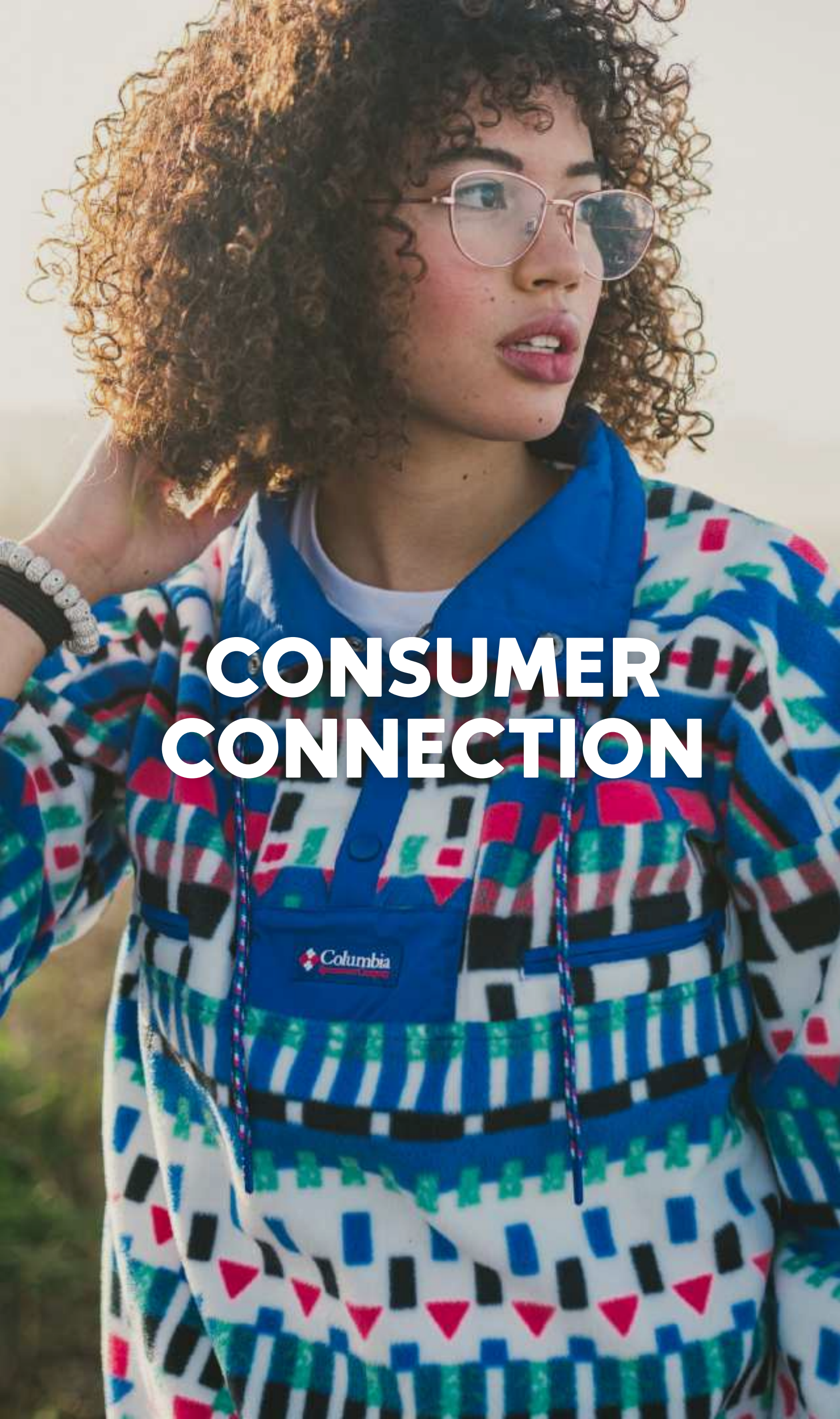
2310 Bay

Ranger

YAMAHA

A couple is riding a motorcycle on a bridge. The driver is wearing a white helmet and a yellow jacket, while the passenger is wearing a black helmet and a plaid shirt. The bridge has green metal railings and a wooden lattice pattern. The background shows a building with a striped awning. The text "FUTURE PROOFING THE BRAND" is overlaid in large white letters.

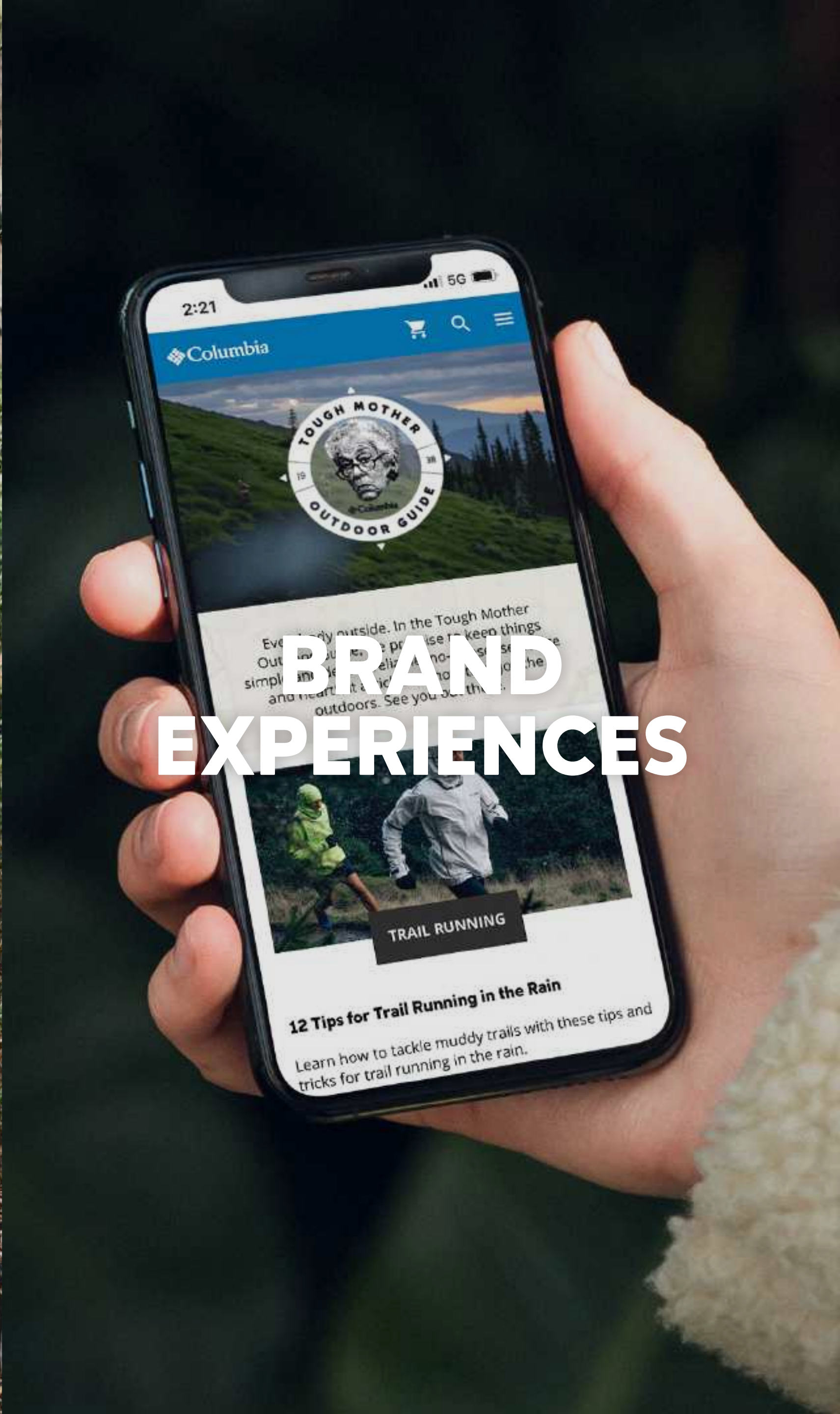
FUTURE PROOFING THE BRAND



CONSUMER CONNECTION



GTM BY ACTIVITY



BRAND EXPERIENCES





DEEPEN CONNECTION



**YOUNGER,
MORE DIVERSE**










CELEBRATE PRODUCT



 "WAS THIS PARKA
DESIGNED *by*
DR. JEKYLL *or*
 MRS.
HYDE?"

-TIM BOYLE, PRESIDENT, COLUMBIA SPORTSWEAR



As the original Interchange System™ parka, the Bugaboo was a product of my mother's mood swings. She calmly suggested a revolutionary idea—a parka that changes personalities as fast as

you-know-who. Then Mrs. Hyde emerged. And she wasn't satisfied until the MTR™ fleece liner zipped effortlessly into the shell—every time. And the seams were double stitched, sealed and reinforced.

Then, and only then, were we allowed another glimpse of her placid self. Small wonder the Bugaboo Parka™ has been knocked off more than any design in

history. But, as a friendly aside to our competitors, I'd be a bit hesitant to bring out the beast in Mother Boyle.

 **Columbia**
Sportswear Company

For the latest style news go to www.columbia.com or call 1-800-424-6772



Columbia
montrail

Outdoor



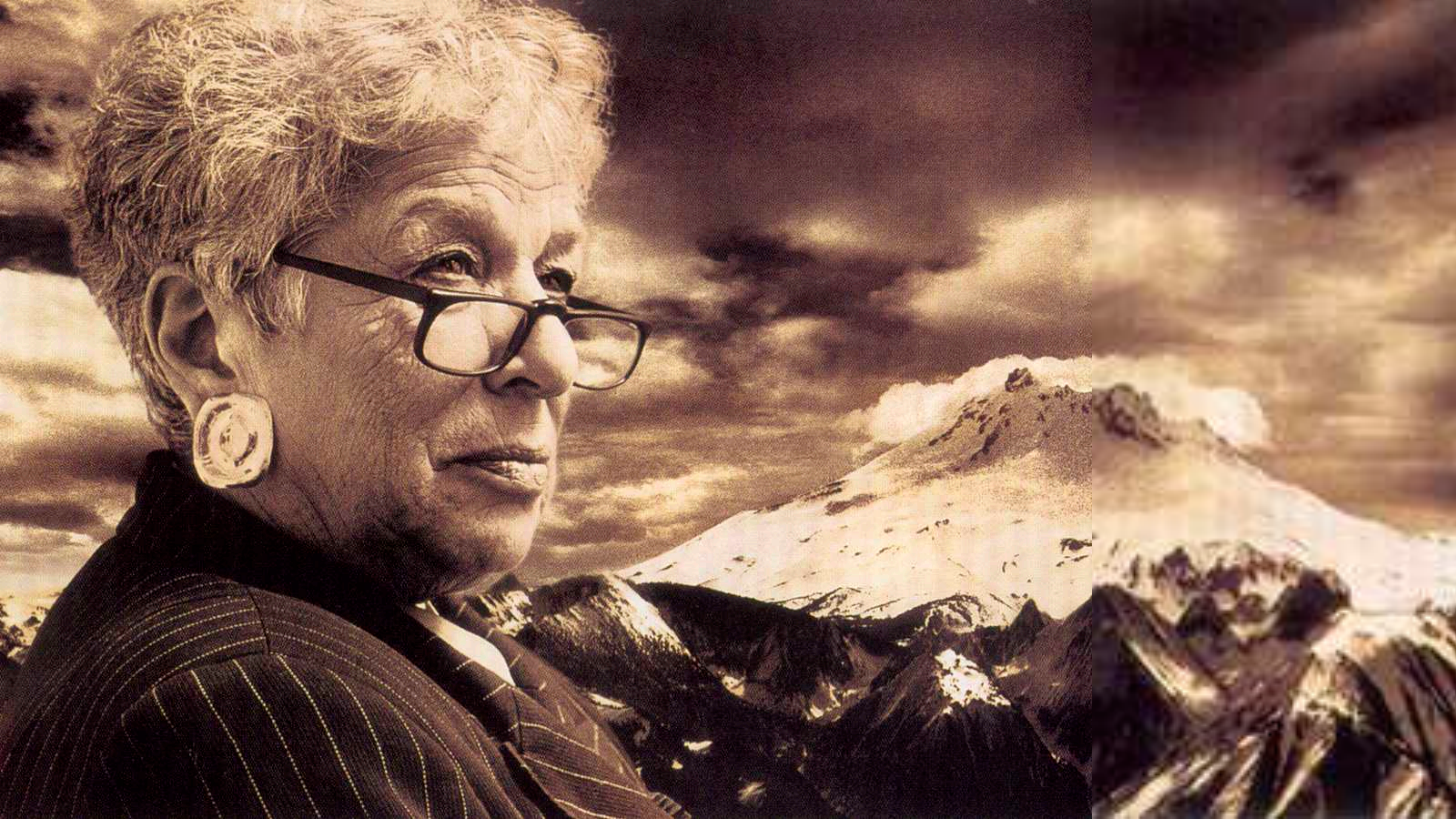




CELEBRATE PEOPLE









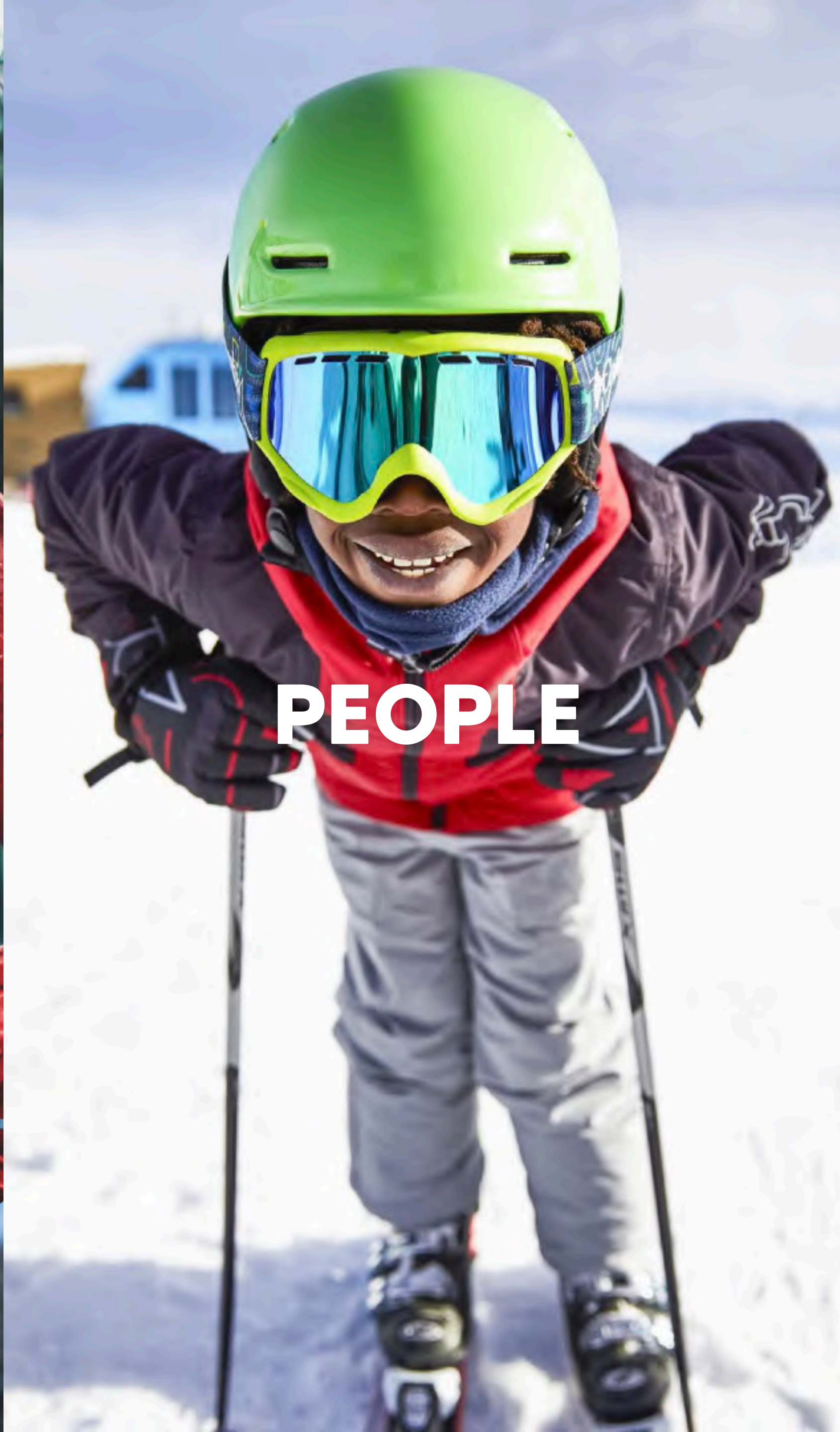


CELEBRATE PLACES

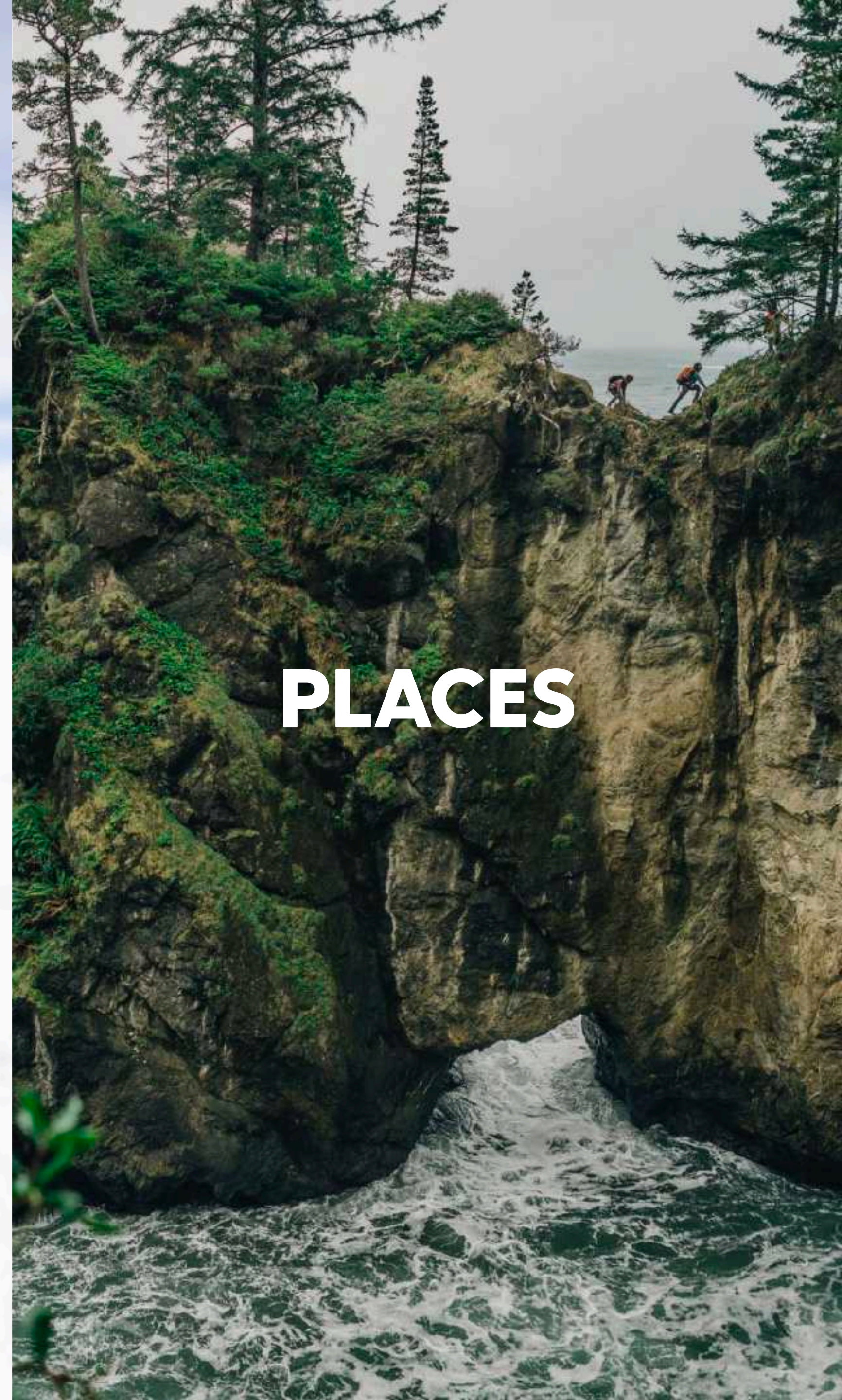




PRODUCT



PEOPLE



PLACES



GTM BY ACTIVITY







INNOVATIONS

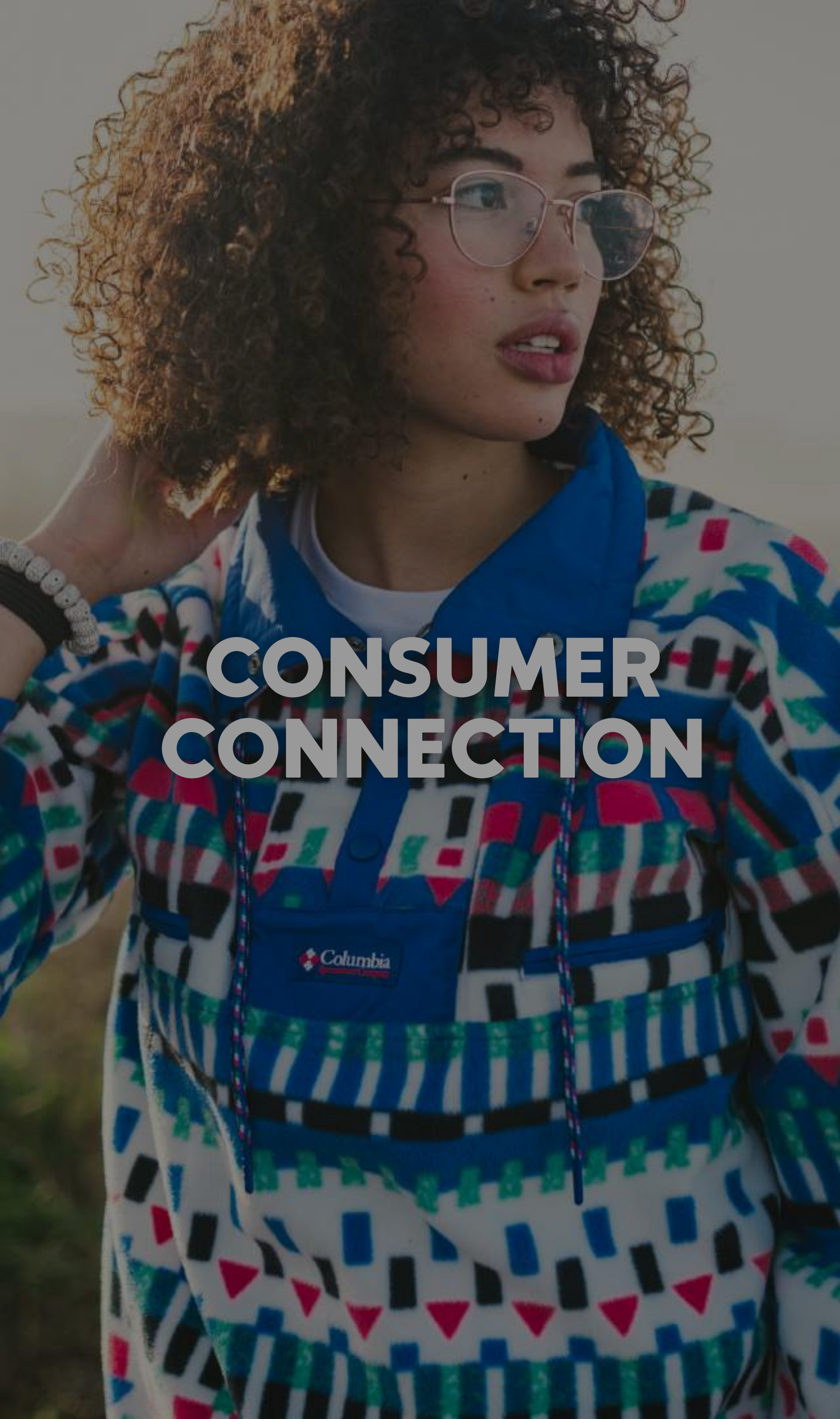
BRAND STORY TELLING

TOUGH MOTHER OUTDOOR GUIDE

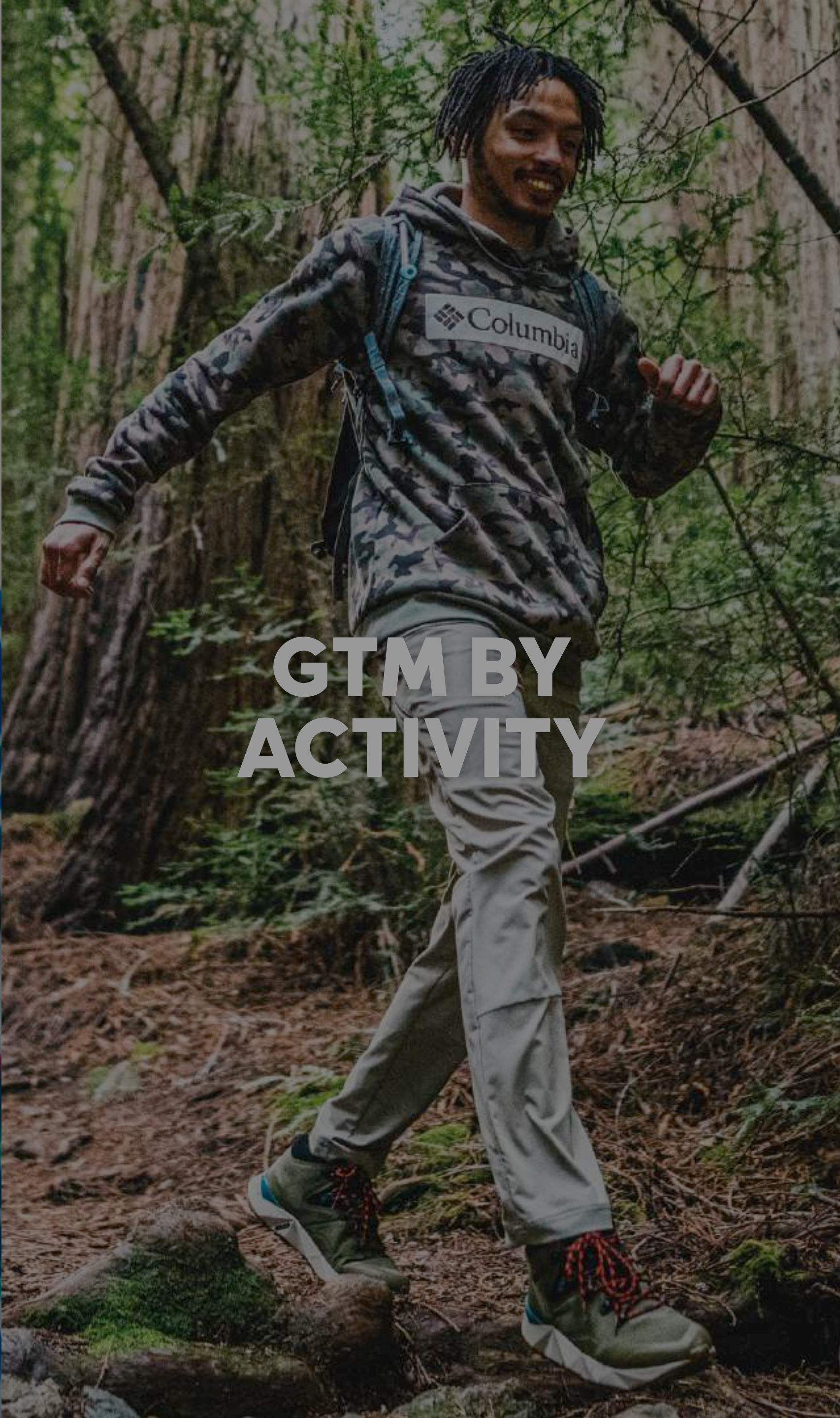


BALANCE

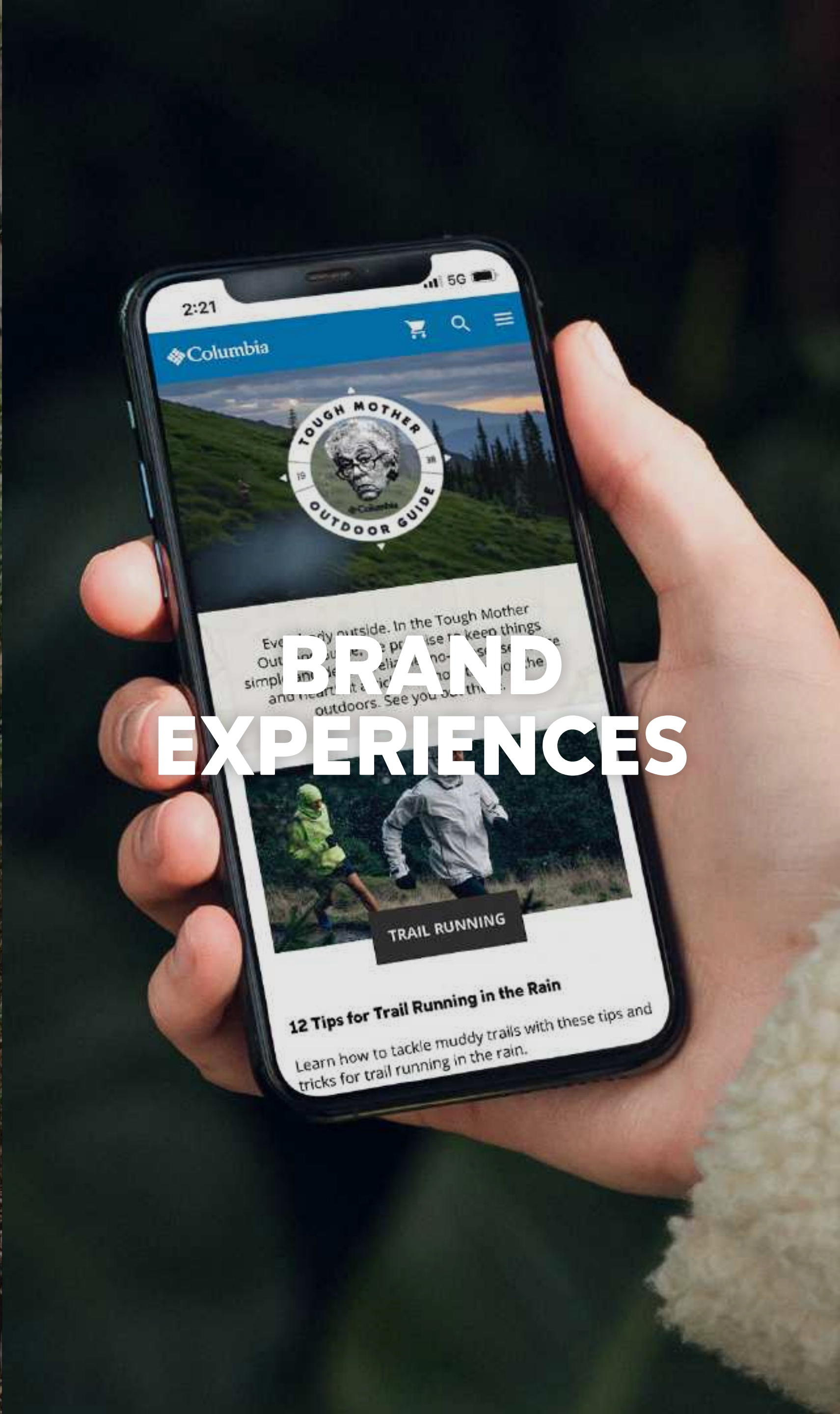




CONSUMER CONNECTION



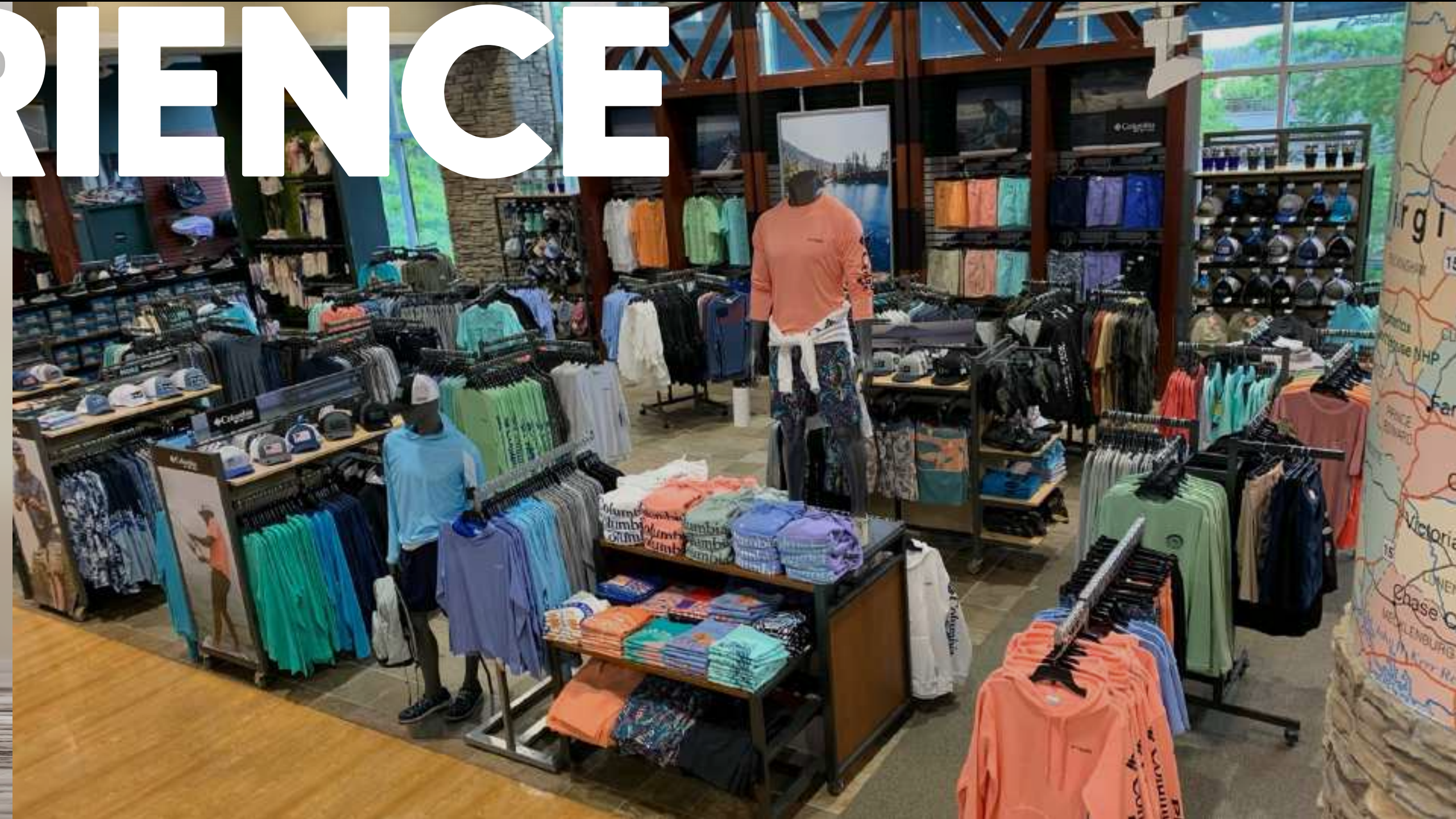
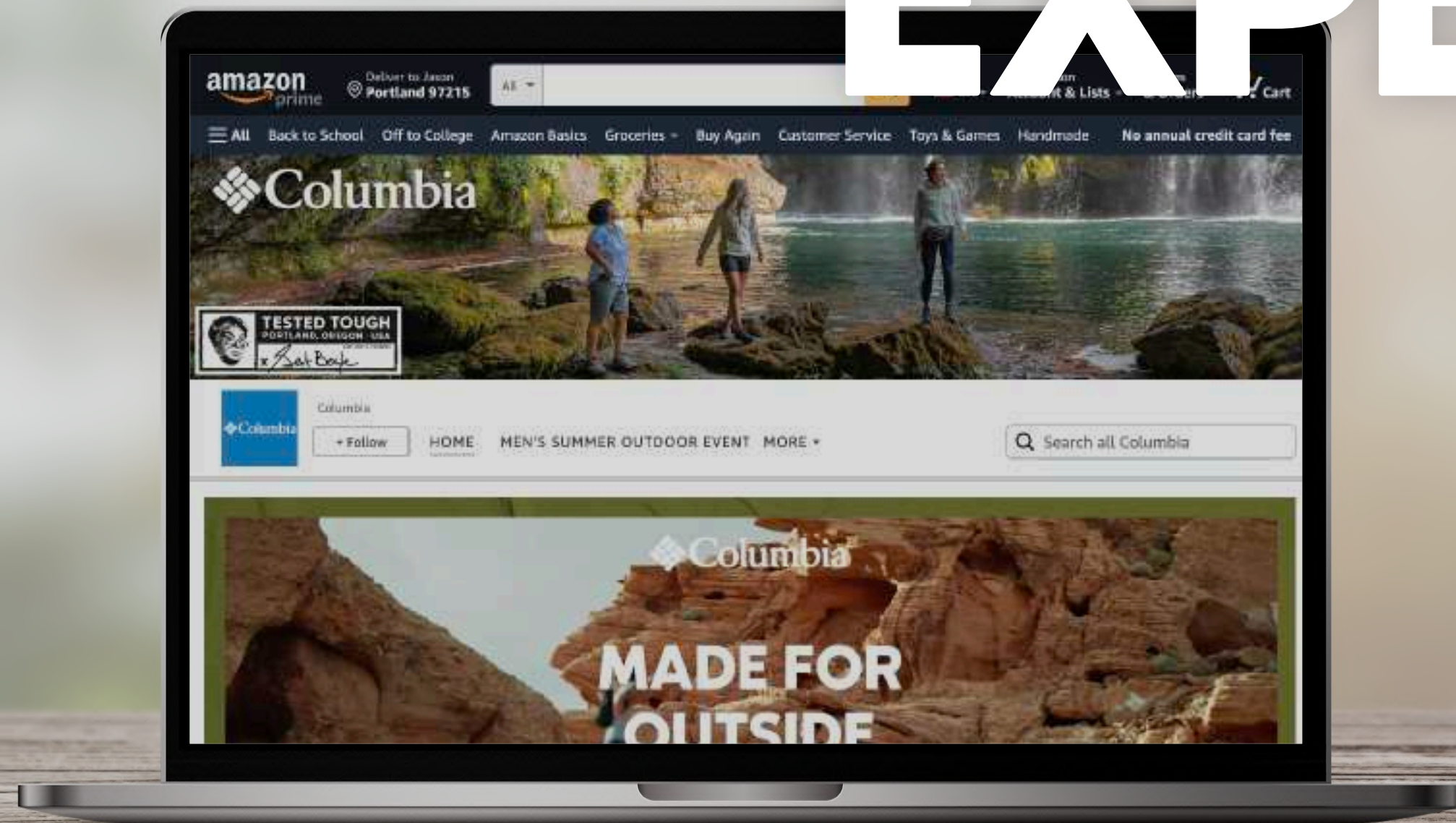
GTM BY ACTIVITY

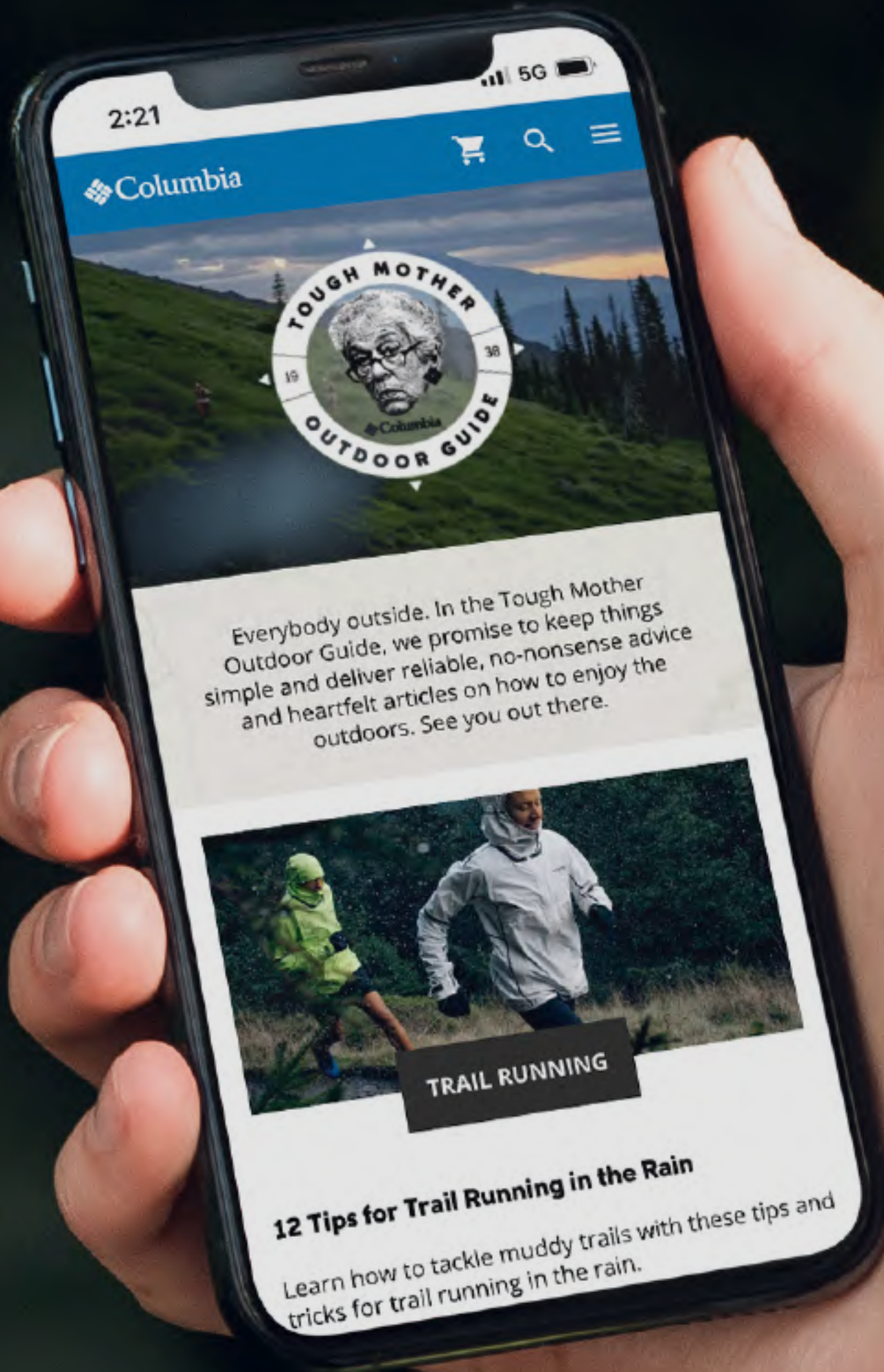


BRAND EXPERIENCES



BRAND EXPERIENCE





2:21

5G

Columbia



Everybody outside. In the Tough Mother Outdoor Guide, we promise to keep things simple and deliver reliable, no-nonsense advice and heartfelt articles on how to enjoy the outdoors. See you out there.



TRAIL RUNNING

12 Tips for Trail Running in the Rain

Learn how to tackle muddy trails with these tips and tricks for trail running in the rain.

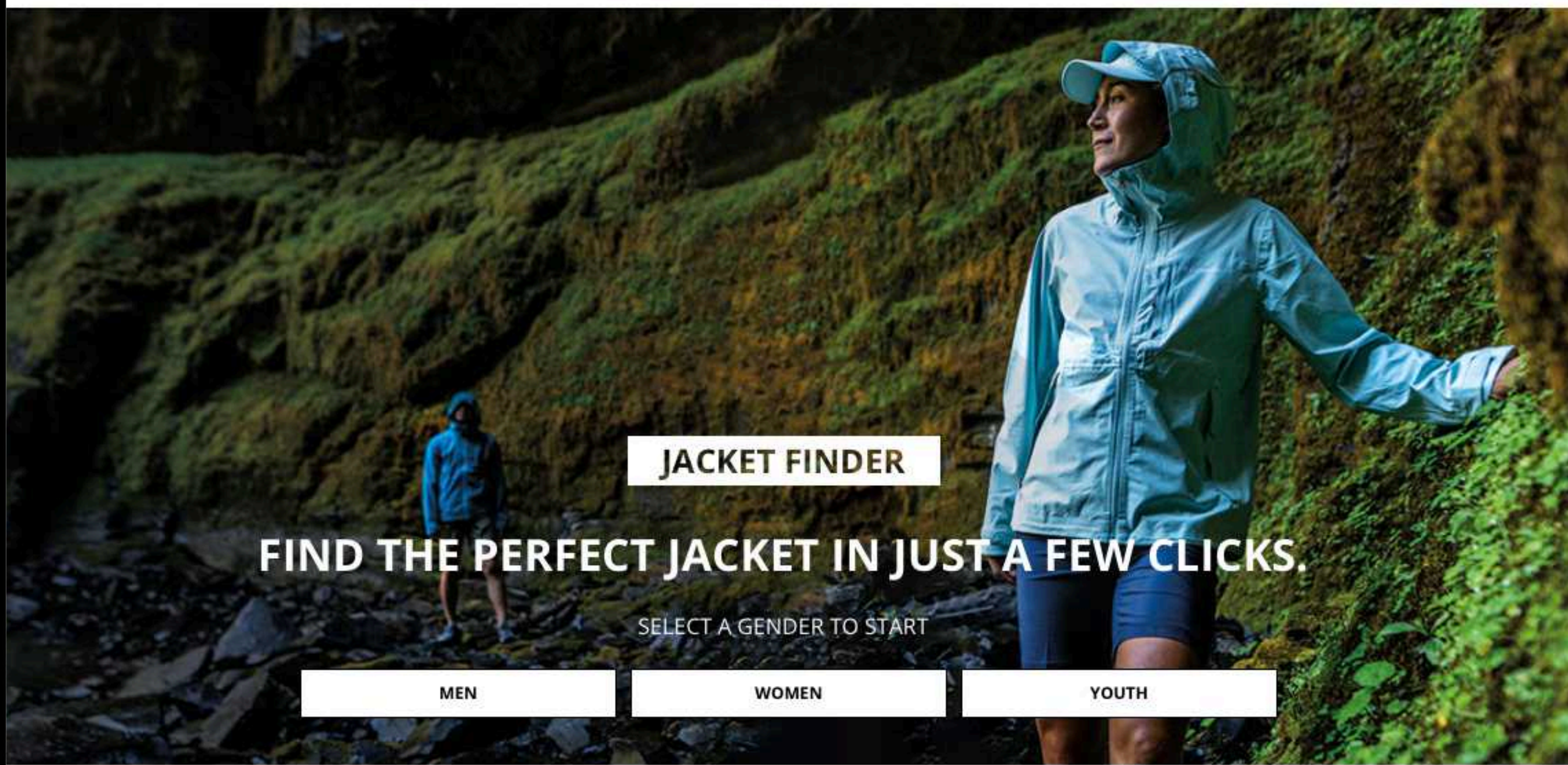


[Men](#) [Women](#) [Kids](#) [Footwear](#) [Accessories](#) [Clearance](#) [Explore](#)

Search



[Home](#) > [Men](#) > [Jackets](#)



JACKET FINDER

FIND THE PERFECT JACKET IN JUST A FEW CLICKS.

SELECT A GENDER TO START

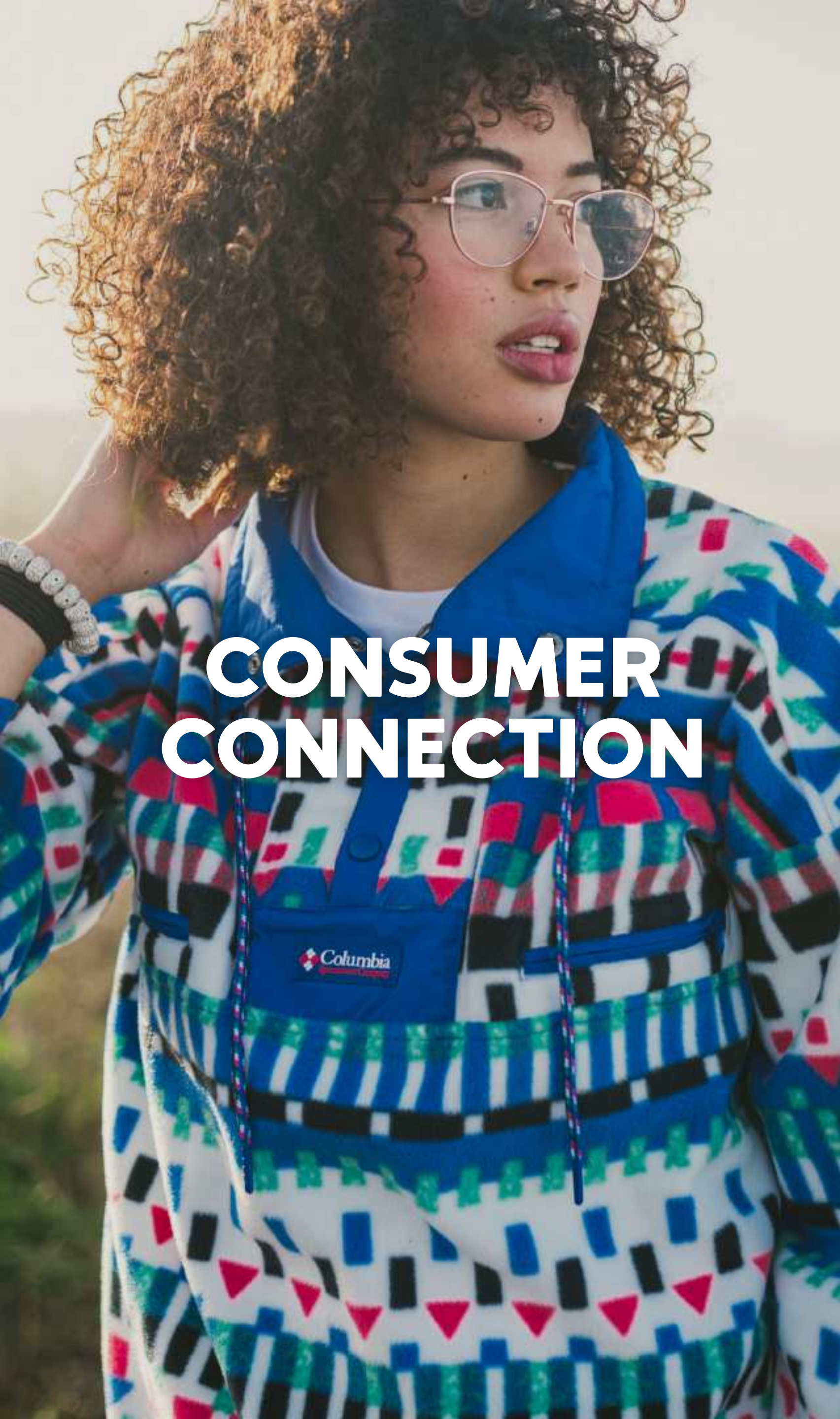
MEN

WOMEN

YOUTH

A group of hikers is shown on a rocky cliff at sunset. The scene is bathed in warm, golden light. In the foreground, a man in a blue t-shirt and dark shorts with a yellow shirt tied around his waist is walking. To his right, a woman in a blue and white jacket and dark pants is looking down. Further right, another woman in a grey t-shirt and orange shorts is walking, and a fourth person in a green shirt is partially visible on the far right. The background features a vast landscape with rolling hills and a body of water under a hazy sky.

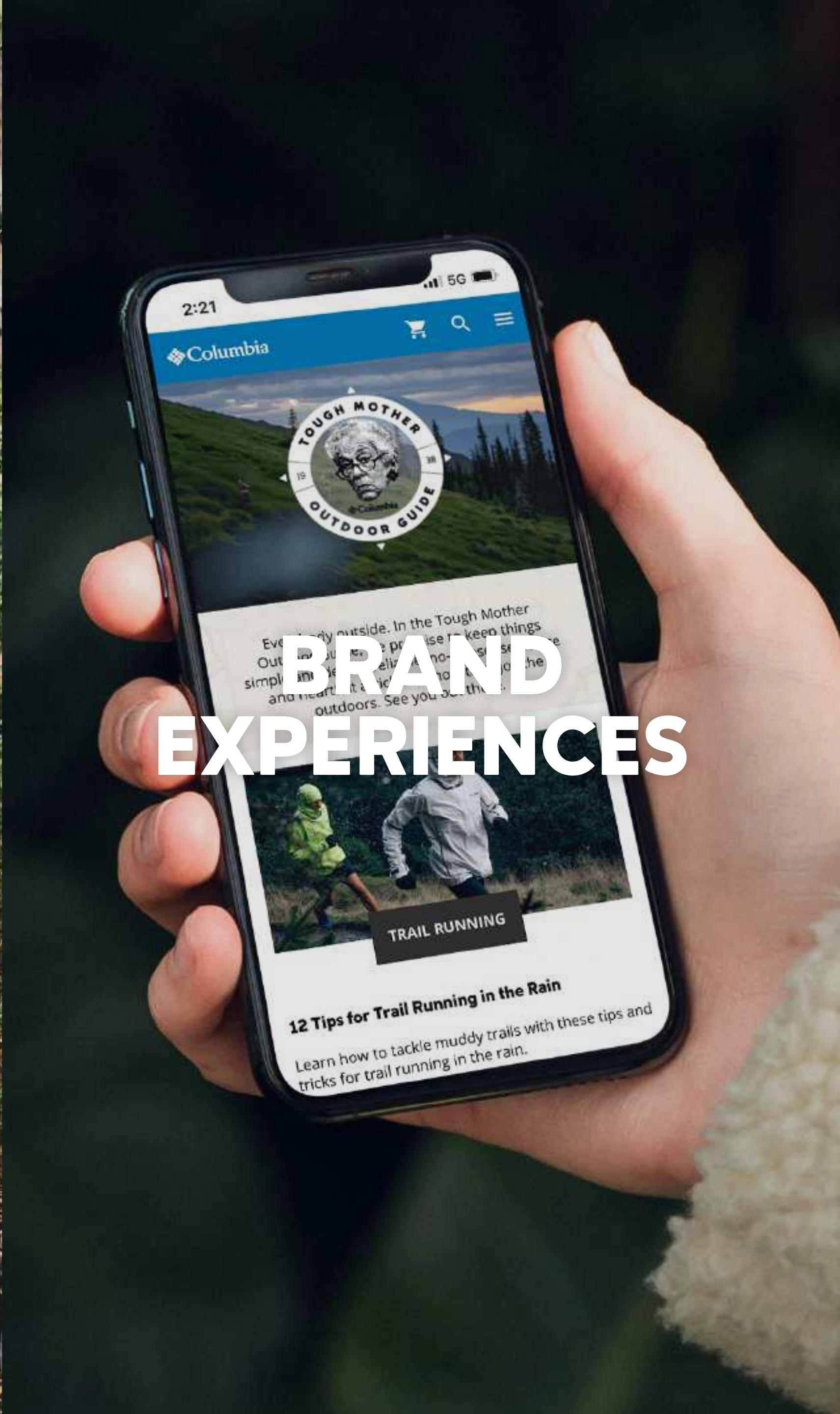
TRUSTED FRIEND



CONSUMER CONNECTION



GTM BY ACTIVITY



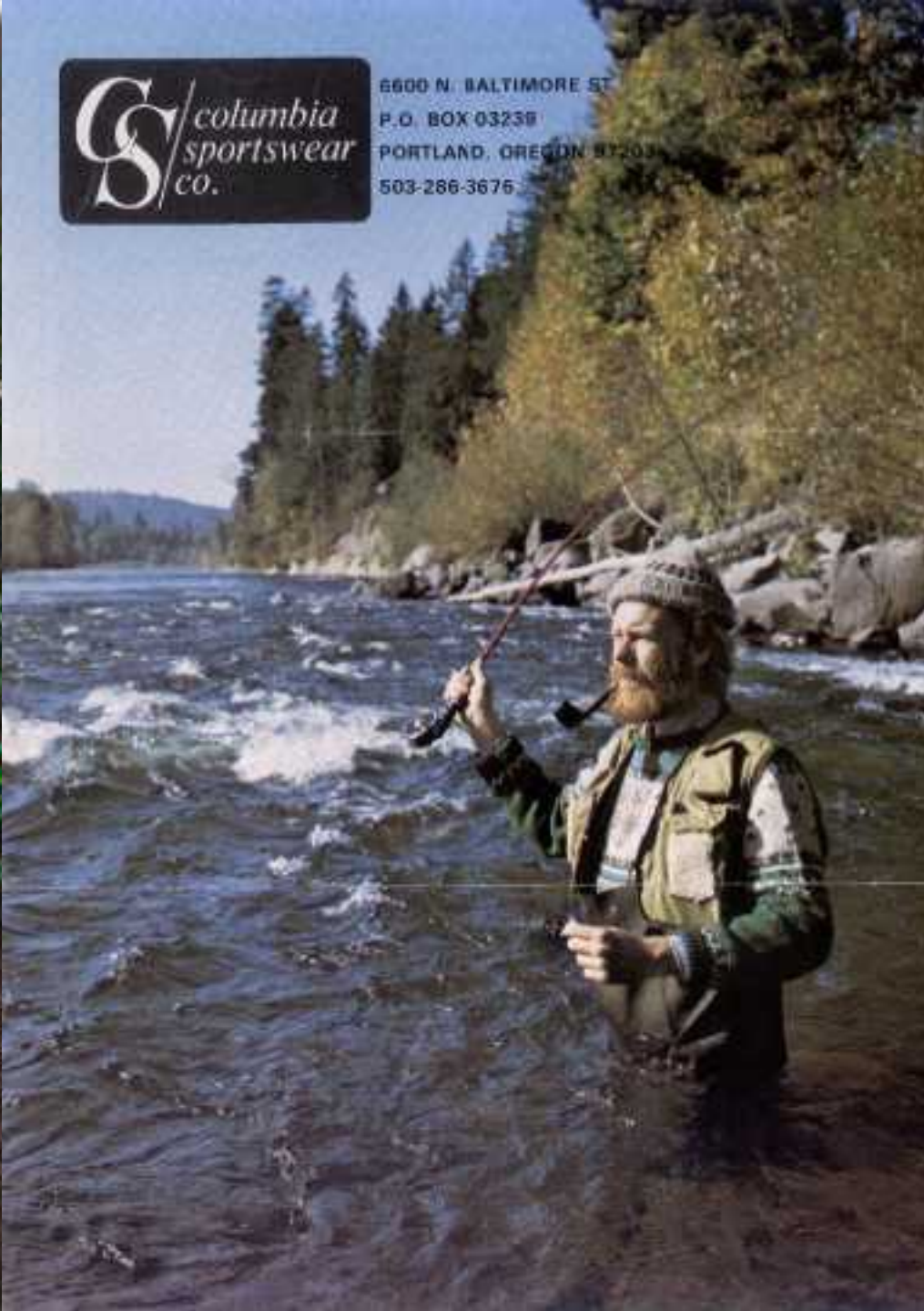
BRAND EXPERIENCES

hat

COLUMBIA HAT CO.

308 Hughes Building
PORTLAND 4, OREGON

Winter 1950-1951



CS / columbia
sportswear
co.

6600 N. BALTIMORE ST.
P.O. BOX 03239
PORTLAND, OREGON 97208
503-286-3676



FALL
&
WINTER
1959

COLUMBIA SPORTSWEAR Co.
320 HUGHES BUILDING • 111 S.W. FOURTH AVENUE
PORTLAND 4, OREGON

TELEPHONE CAPTOL 84551

Serving the West
Since 1911



INTRODUCING THE
GET-ME-THE-HELL-OUT-OF-
THIS-CUBICLE LOOK.

The "Sneaker Rider"™ is leather with a suede and a mesh upper - Milled EVA insole - Non-sinking rubber lug sole with "Grip-Ging" lugs - Treated nylon laces - For a better look, call 1-800-455-6153 or visit www.columbiaco.com.

"Great people are essential. They are not so plentiful."
- Thomas H. Dyer





DEAN RURAK

SVP, CHIEF PRODUCT OFFICER

A woman wearing a maroon quilted hooded jacket, a yellow knit beanie, and patterned gloves stands in a snowy forest. The background shows snow-covered evergreen trees. The text "SOLVING PROBLEMS" is overlaid in the center in a large, white, bold, sans-serif font.

SOLVING PROBLEMS

A man with a beard, wearing a green bucket hat, a plaid shirt, and a green vest, is standing in a river. He is holding a fishing rod and a net. The water is dark and rippling. The text "SOLVING PROBLEMS" is overlaid in large white letters.

SOLVING PROBLEMS

TIM BOYLE



“WHY MOTHER MADE US BUILD A HIGH-PRICED PARKA NO SERIOUS BIRD HUNTER WOULD BE SEEN IN.”



—Tim Boyle
As most of you know by now, my mother, Gert, has been characterized as ruling with an iron fist. While that's a little extreme, she is a tough cookie. One who can't leave well enough alone.
Case in point, our Super Quad Parka.

Instead of just settling back and enjoying the phenomenal success of our Quad Parka, she chose to find fault with it. And that wasn't easy. But she managed.

So what you see here is the latest result of Mother's nagging. A totally new look in camouflage that, I must admit, makes considerably more sense for marshes than splotchy leaf patterns. This vertical reed-like design was developed by none other than the North American Wildlife Foundation's biologists and ecologists at the Delta Waterfowl and Wetlands Research Center in Manitoba. It's a Columbia exclusive.

But there's more that makes this new Super Quad a standout besides the unique camo that makes it blend in.

The full-length outershell is Gore-Tex® and Cordura®/Supplex® with new Dryline® lining. The zip-out liner, a separate waist-length jacket in itself, is also of Gore-Tex®. It's reversible and insulated with Quallofil® for utmost warmth.

Other touches are typical Columbia. Radial Sleeves™ on both jackets assure free arm movement even when they're worn together. Vented outershell for cool hunting on wet/warm days. Oversized cargo pockets. Fleece-lined chest pockets. Detachable hood. Front and interior storm flaps.

It's not only the best, and probably most expensive, duck hunting parka you will find. It's also four parkas in one.

Made with a relentless attention to detail inspired by one tough mother.

 Columbia Sportswear Company


For color brochures bearing other Columbia products read \$10.00 at 1600 N. Billings, Dept. W14, Portland, OR 97223

Finally a camo parka that not only blends in but on her she's the industry's best. It's not only the best, and probably most expensive, duck hunting parka you will find. It's also four parkas in one. Made with a relentless attention to detail inspired by one tough mother.

CORDURA SUPPLEX GORE-TEX QUALLOFIL

SOLVING PROBLEMS





Bugaboo

KITH



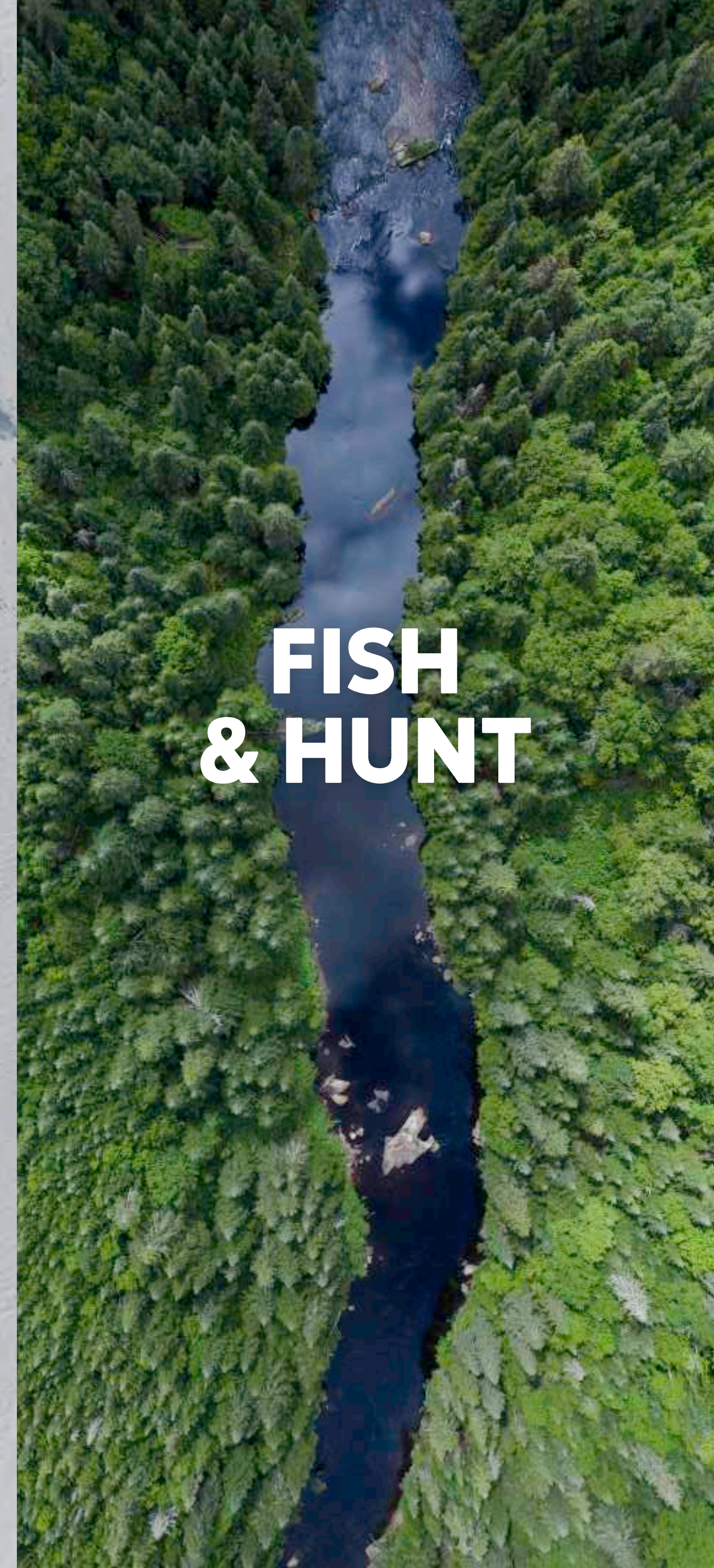
HIKE



**TRAIL
RUN**



SNOW



**FISH
& HUNT**

ACTIVITY AREAS



HIKE





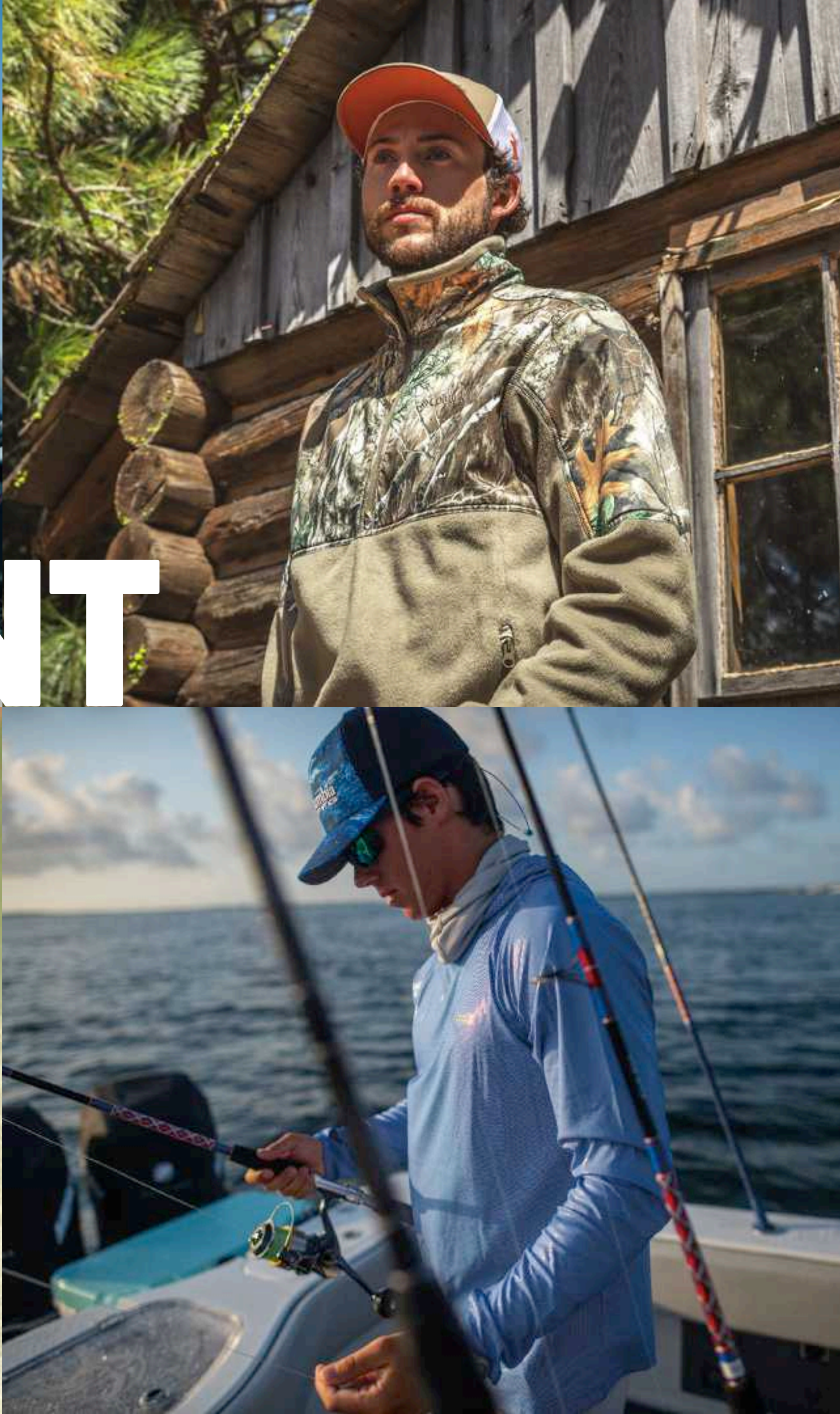
TRAIL RUN





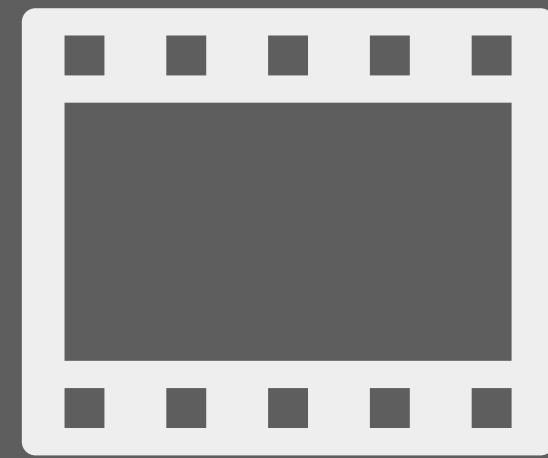
SNOW





FISH & HUNT





PFG FISHING PRODUCT AND INNOVATION VIDEO

**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**



WARM



DRY



COOL



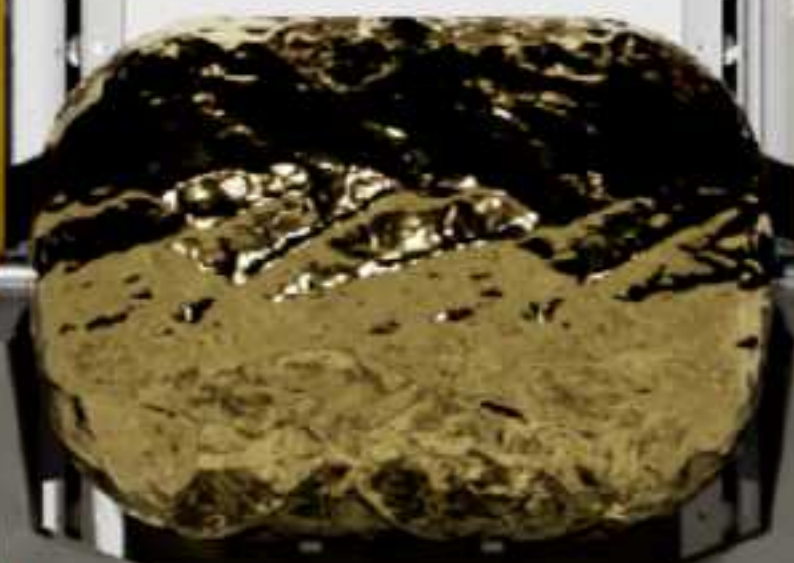
PROTECTED



HASKELL BECKHAM

SENIOR DIRECTOR OF INNOVATION





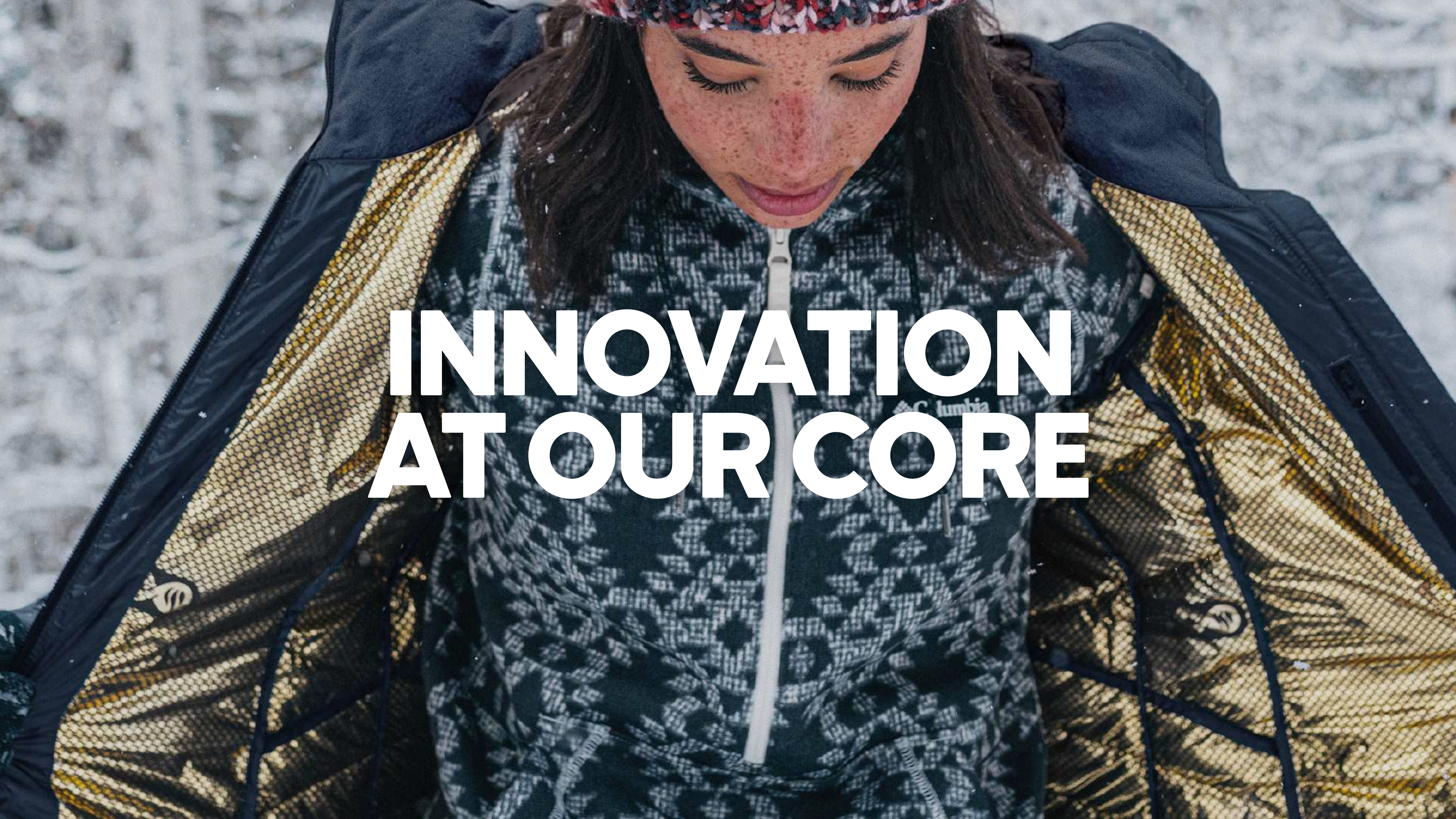

Columbia



 Columbia



 Columbia

A close-up photograph of a woman with freckles and long dark hair, wearing a colorful knit beanie. She is looking down and has her hands on her shoulders, adjusting a dark blue jacket. The jacket's interior lining is a gold mesh fabric. The background is a blurred, light-colored rocky or snowy surface.

**INNOVATION
AT OUR CORE**



1991



1997



2002



2007



2007



2009



2009



2009



2010



2011



2012



2013



2015



2016



2017



2018



2018



2020



2021



2021

ADAPT TRAX

2021



2021



2021



2022



2022



2022



2022



2023



VISIBLE INNOVATION



1991



1997



2002



2007



2007



2009



2009



2010



2010



2010



2010



2013



2013

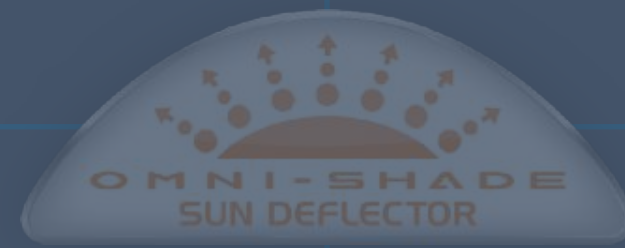


2016

90+ INDUSTRY AWARDS



2017



2018



2018



2020



2021



2021



2021



2021



2021



2022



2022



2022



2022



2023

240 PATENT FAMILIES



1991



1997



2002



2007



2007



2009



2009



2009



2010



2011



2012



2013



2014



EXTREME BREATHABLE WATERPROOF

2016



2017



2018



2018



2020



2021



2021



2021



2021



2021



EXTREME BREATHABLE WATERPROOF
2022



2022



2022



2022



2023

COLUMBIA INNOVATION CATEGORIES



WARM



DRY



COOL



PROTECTED

COLUMBIA INNOVATION CATEGORIES



WARM



DRY



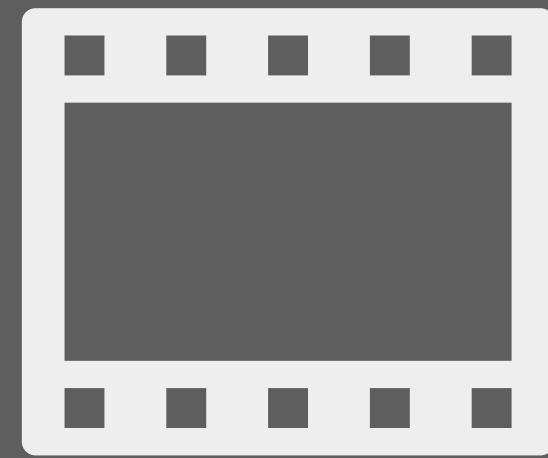
COOL



PROTECTED



SUSTAINABLE



CSC VALUES AND ESG EFFORTS VIDEO

**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**

COLUMBIA INNOVATION CATEGORIES



WARM



DRY



COOL



PROTECTED



SUSTAINABLE



WARM



2010



2018



2020



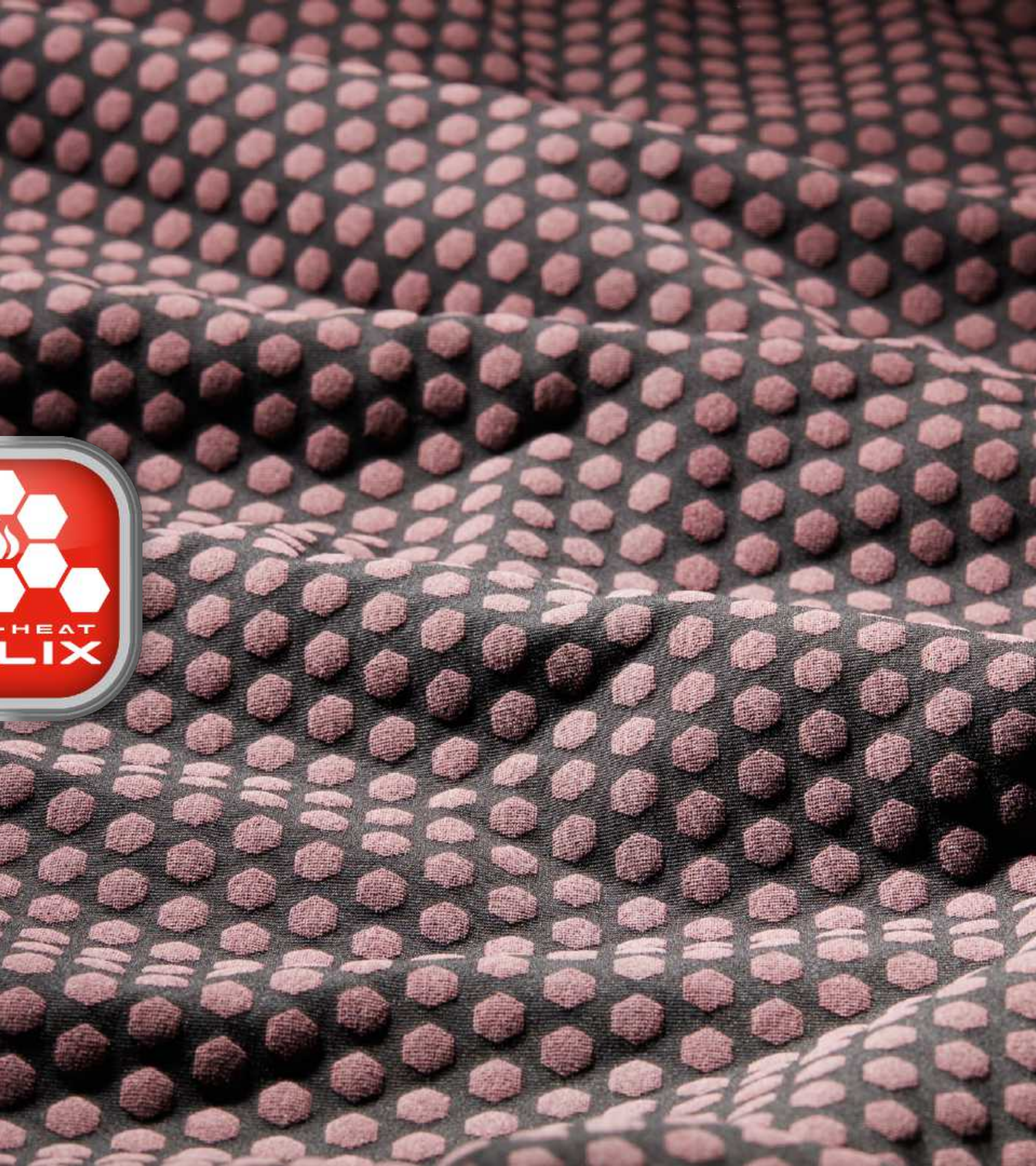
2021



2022

Ull Columbia



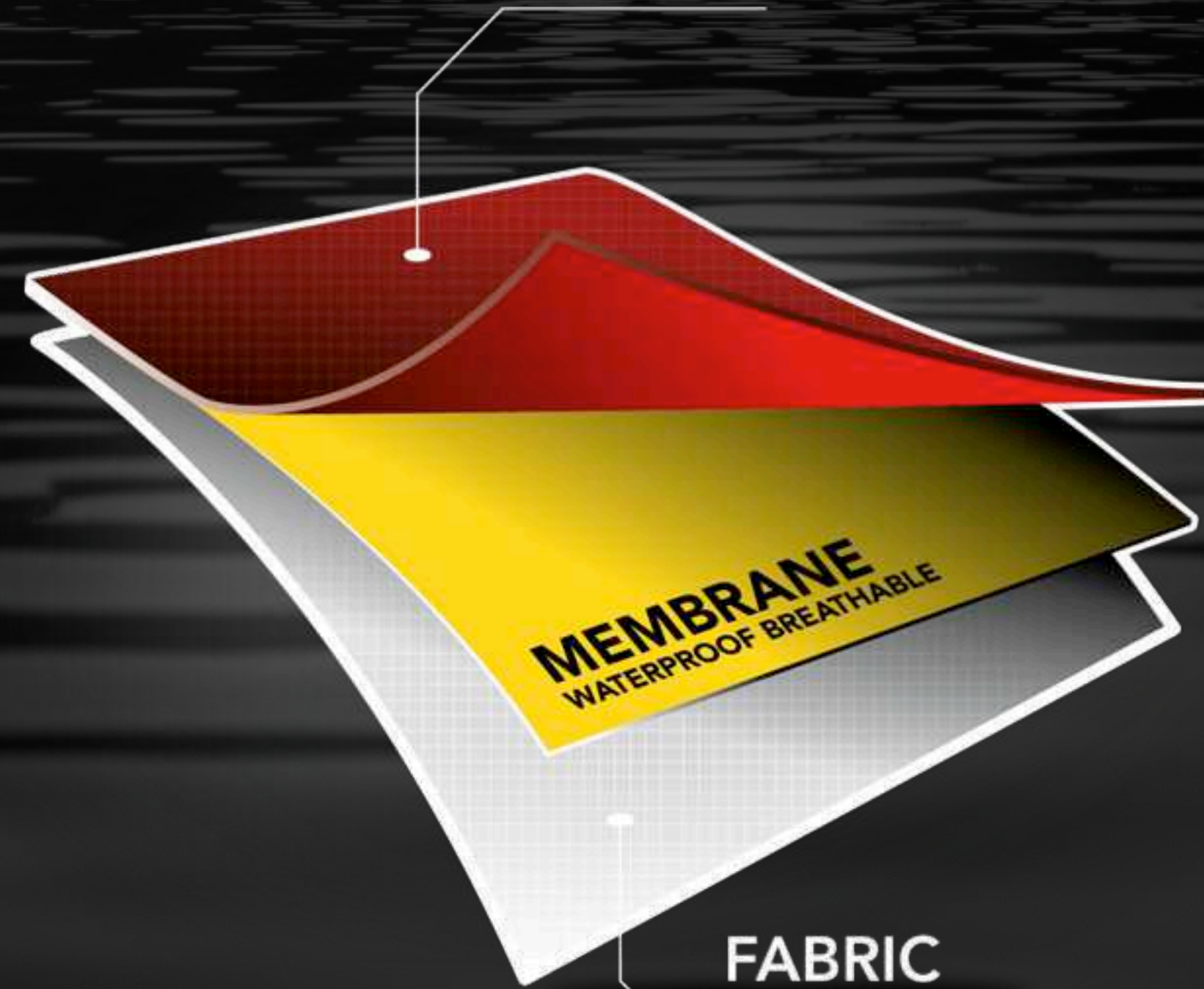




DRY



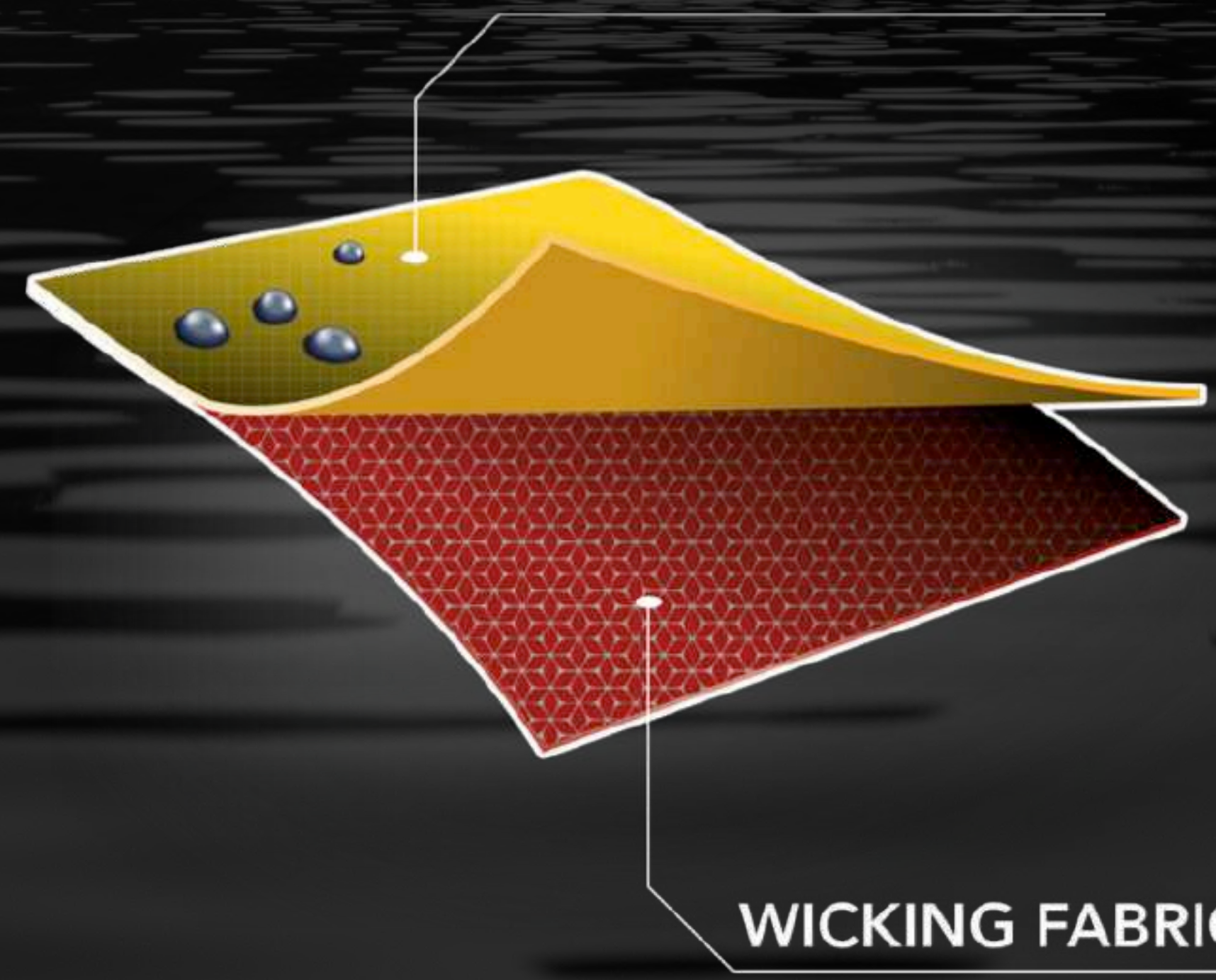
FABRIC



MEMBRANE
WATERPROOF BREATHABLE

FABRIC
OR NON BREATHABLE WEAR BARRIER

**WATERPROOF
BREATHABLE MEMBRANE**



WICKING FABRIC



**EXTREME
BREATHABLE
WATERPROOF**



EXTREME
BREATHABLE
WATERPROOF



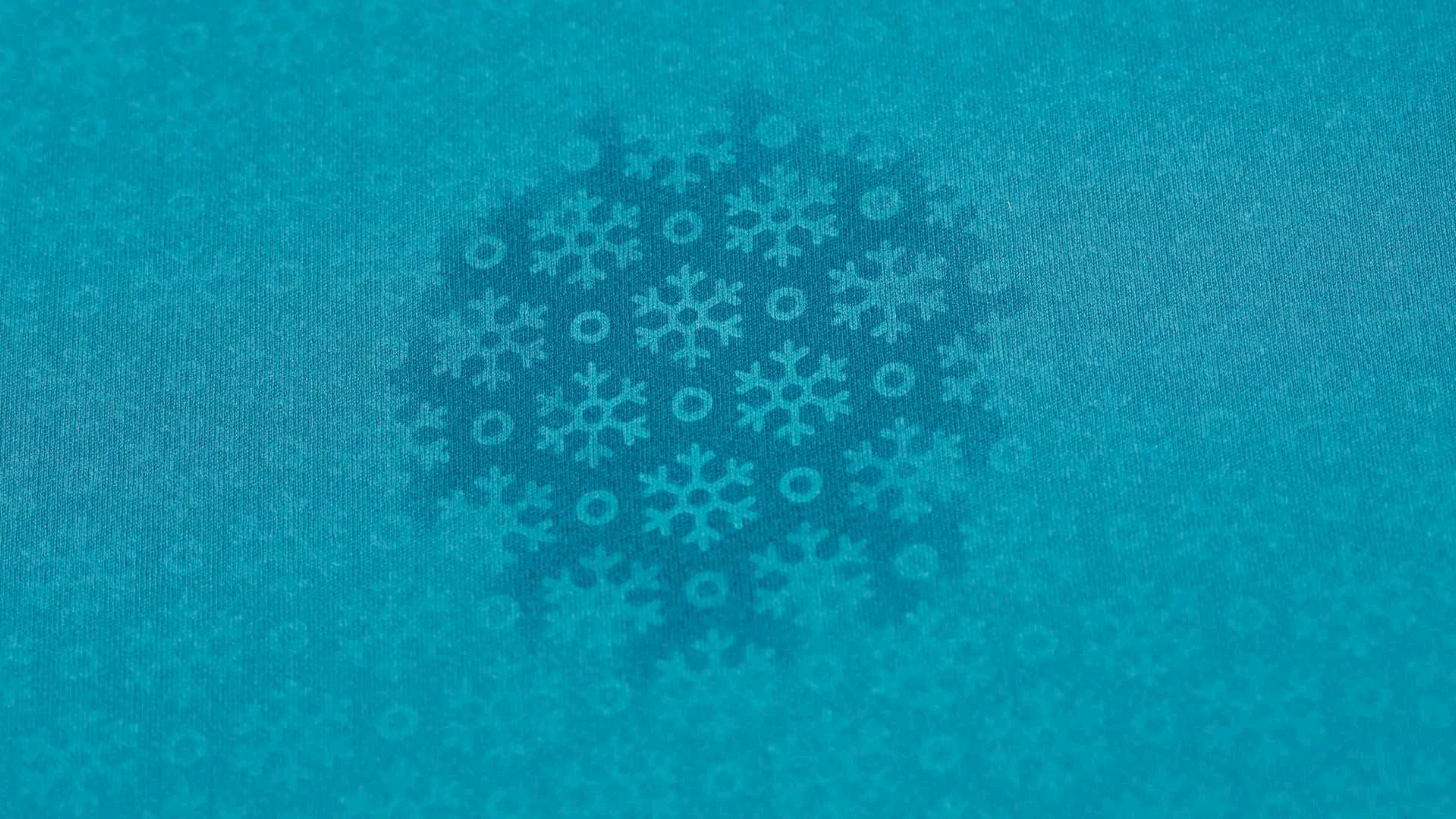
EXTREME
BREATHABLE
WATERPROOF

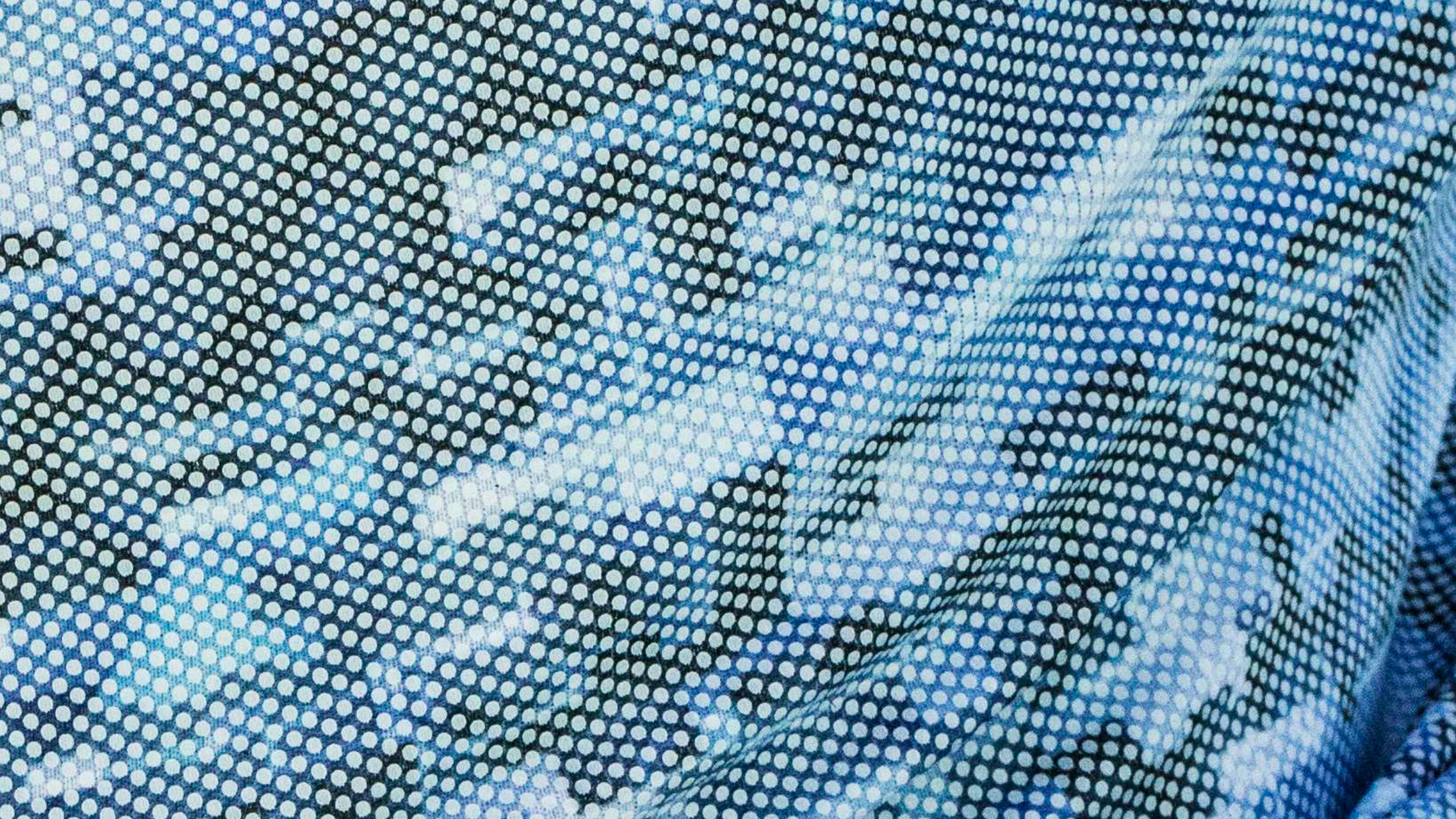
COOL











PROTECTED













1991



1997



2002



2007



2007



2009



2009



2009



2010



2011



2012



2013



2015



2016



2017



2018



2018



2020



2021



2021

ADAPT TRAX

2021



2021



2021



2022



2022



2022



2022



2023

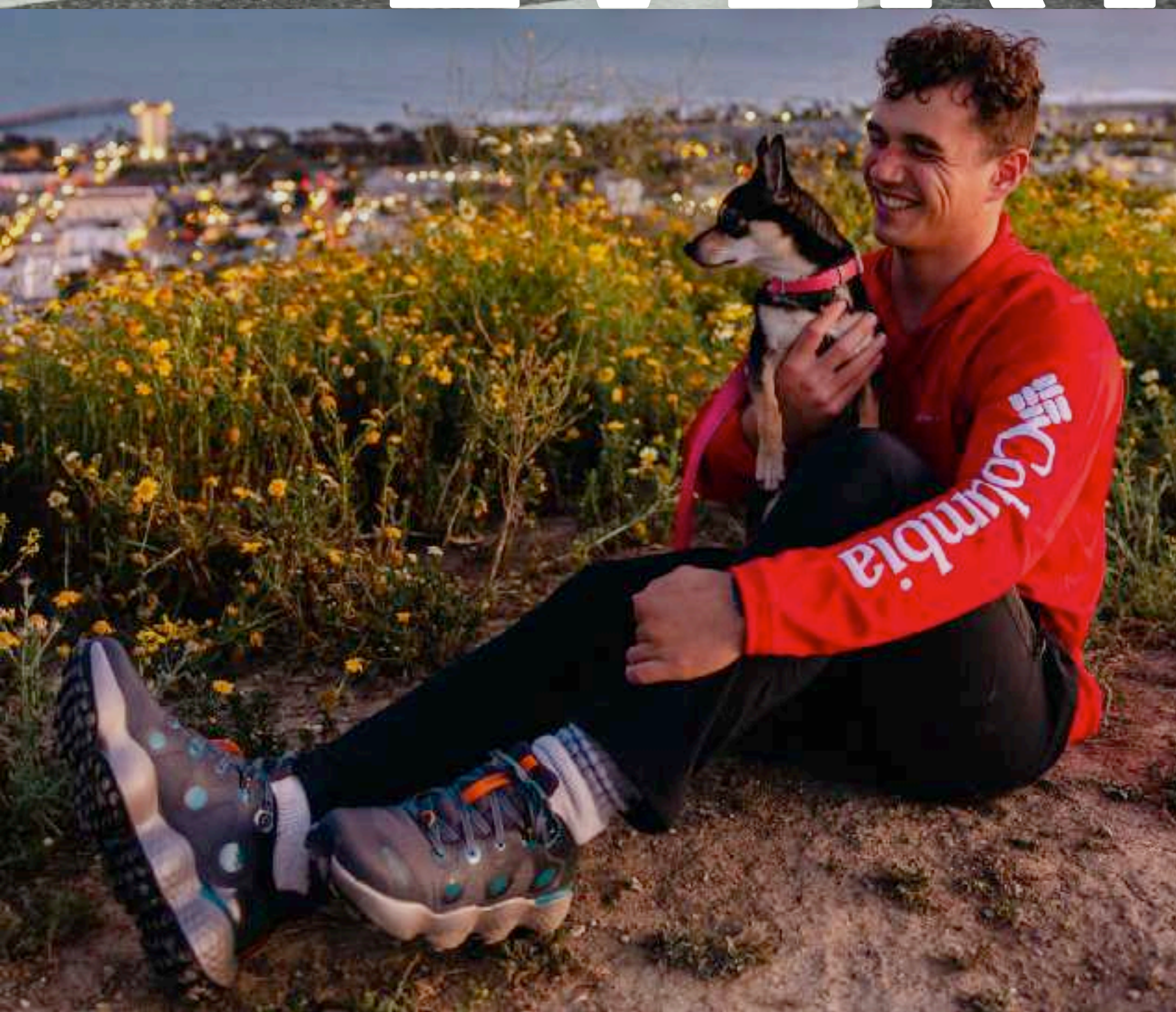


BOAT TO BAR



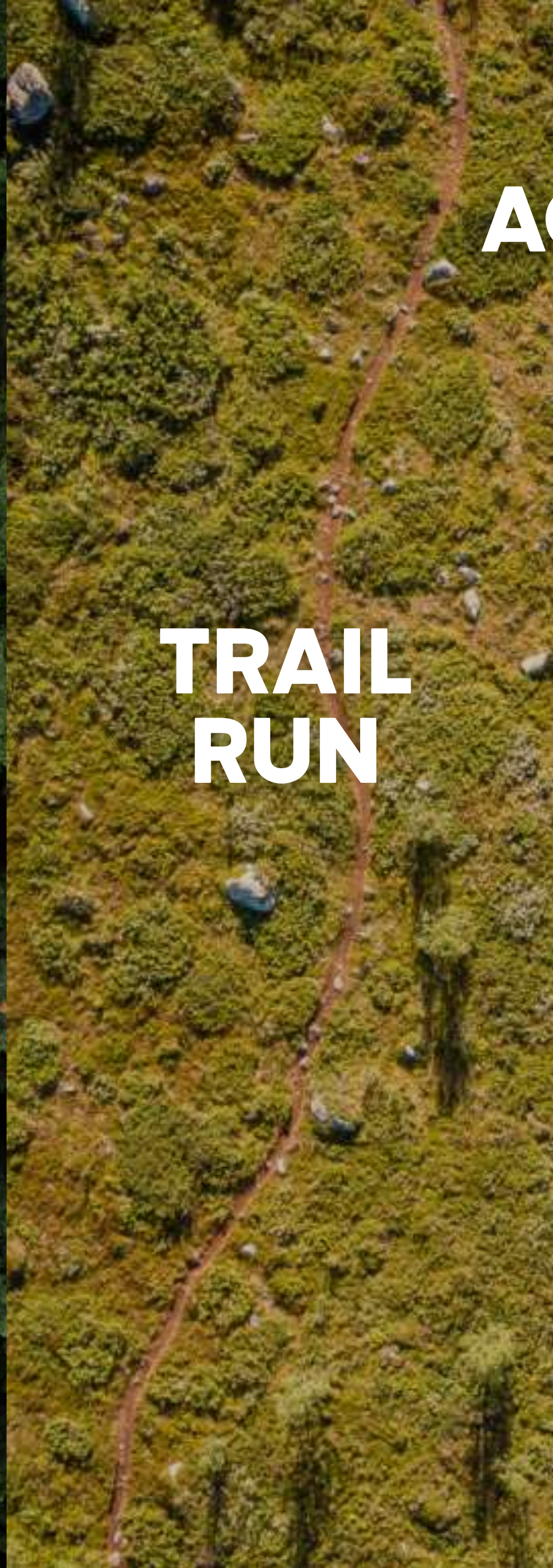


EVERYDAY OUTDOOR





HIKE



**TRAIL
RUN**



SNOW



**FISH
& HUNT**



**EVERYDAY
OUTDOOR**

ACTIVITY AREAS





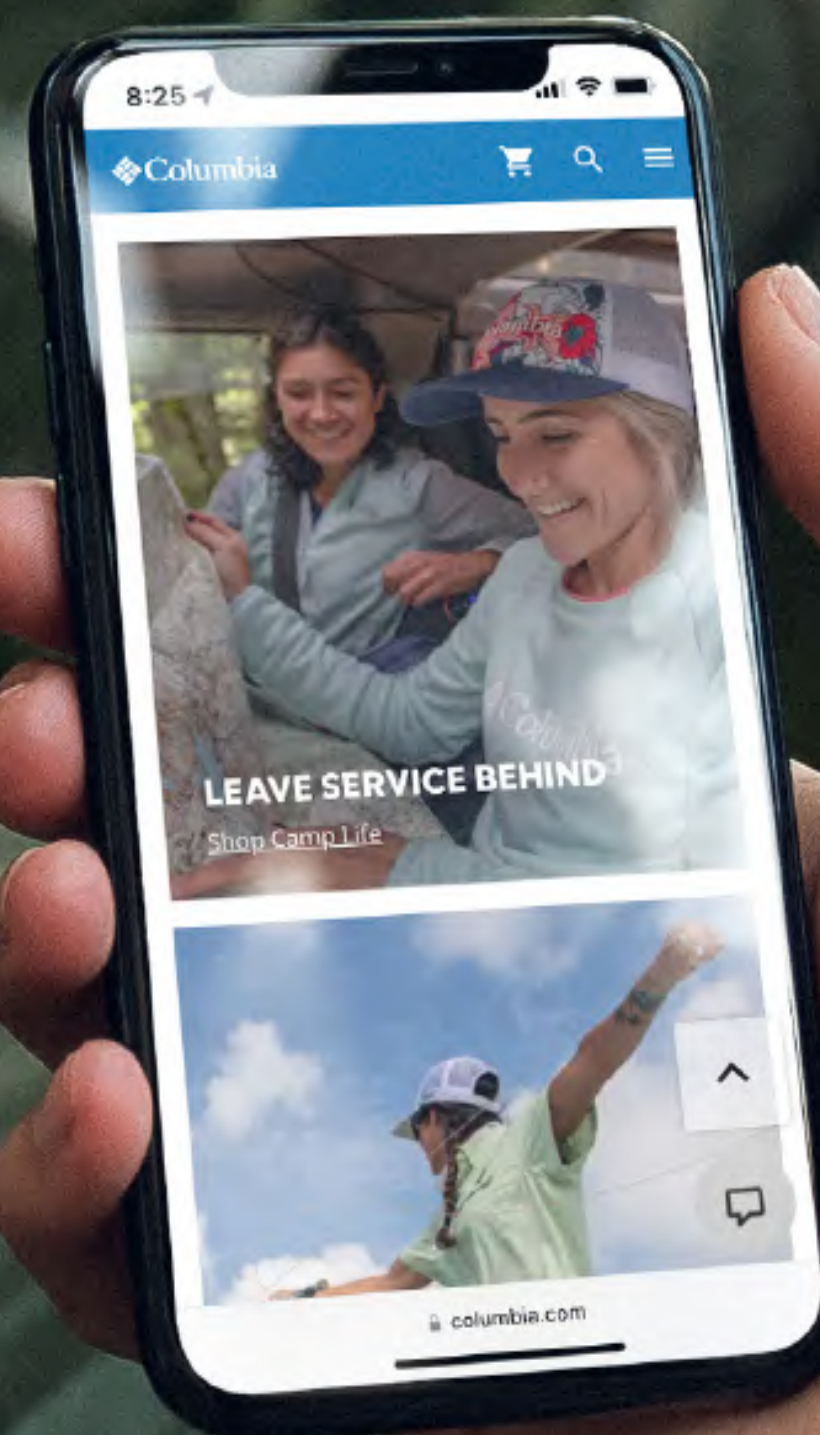
TIM SHEERIN

SVP, GLOBAL WHOLESAL

MARKETPLACE

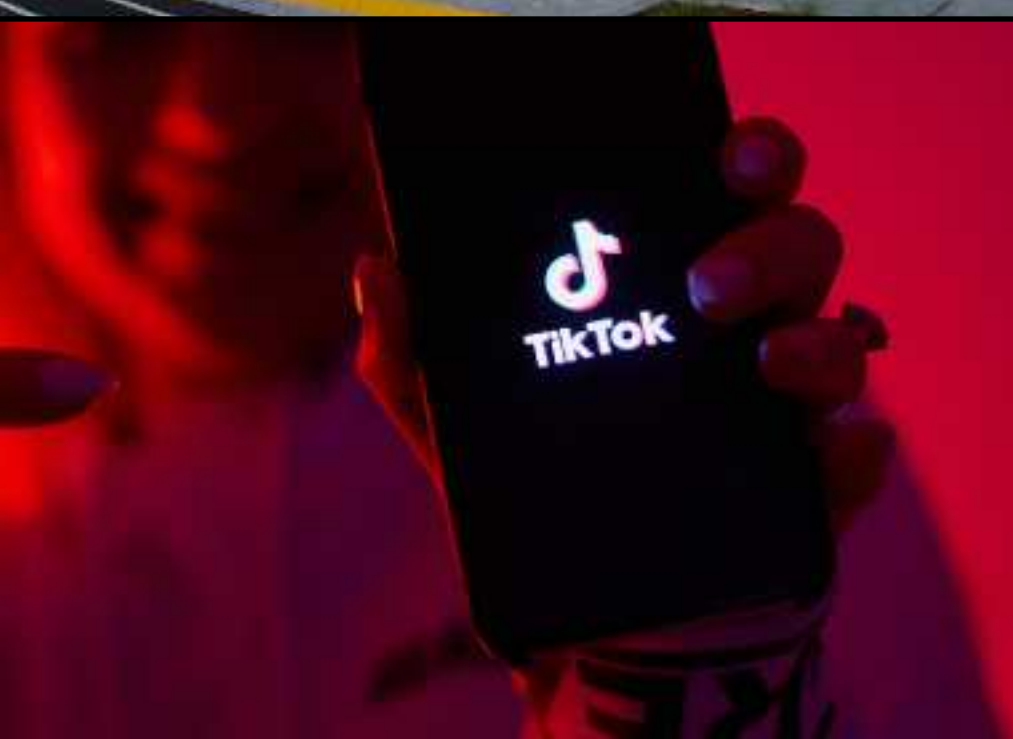


MARKETPLACE OF THE FUTURE



A group of hikers is shown on a rocky ridge during sunset. The scene is bathed in warm, golden light. In the foreground on the left, a man in a blue t-shirt and dark shorts with a yellow jacket tied around his waist is walking. In the center, a woman in a blue and white jacket and dark pants is looking down. To the right, another woman in a grey t-shirt and orange shorts is walking, and a partial view of a man in a green shirt is visible on the far right. The background features a vast, hazy landscape with a body of water and distant hills under a clear sky.

**HUMBLE
ACCESSIBLE
DEMOCRATIC**






LEAD WITH COLUMBIA.COM



DEVELOP THE PARTNERSHIPS OF THE FUTURE

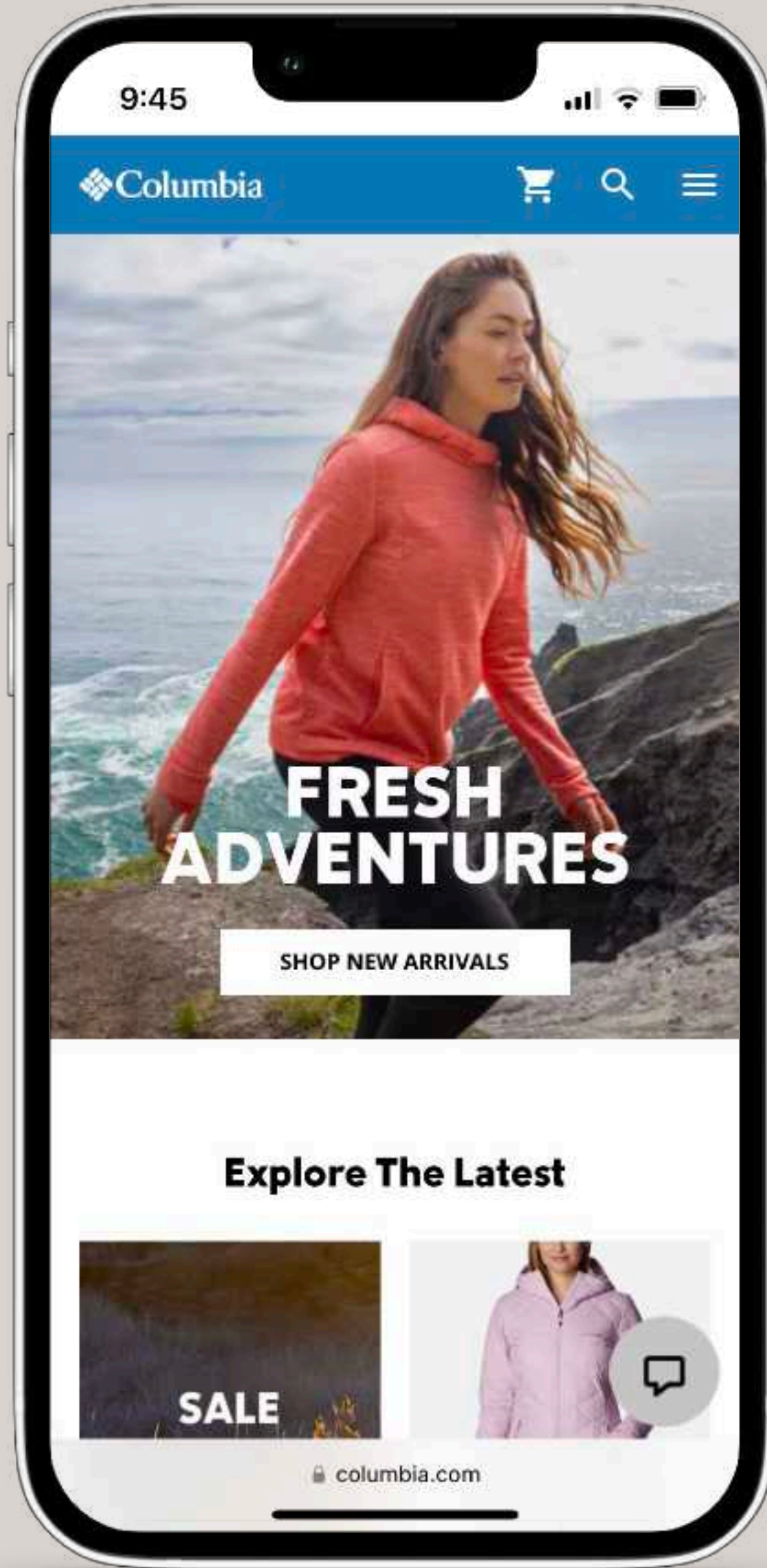
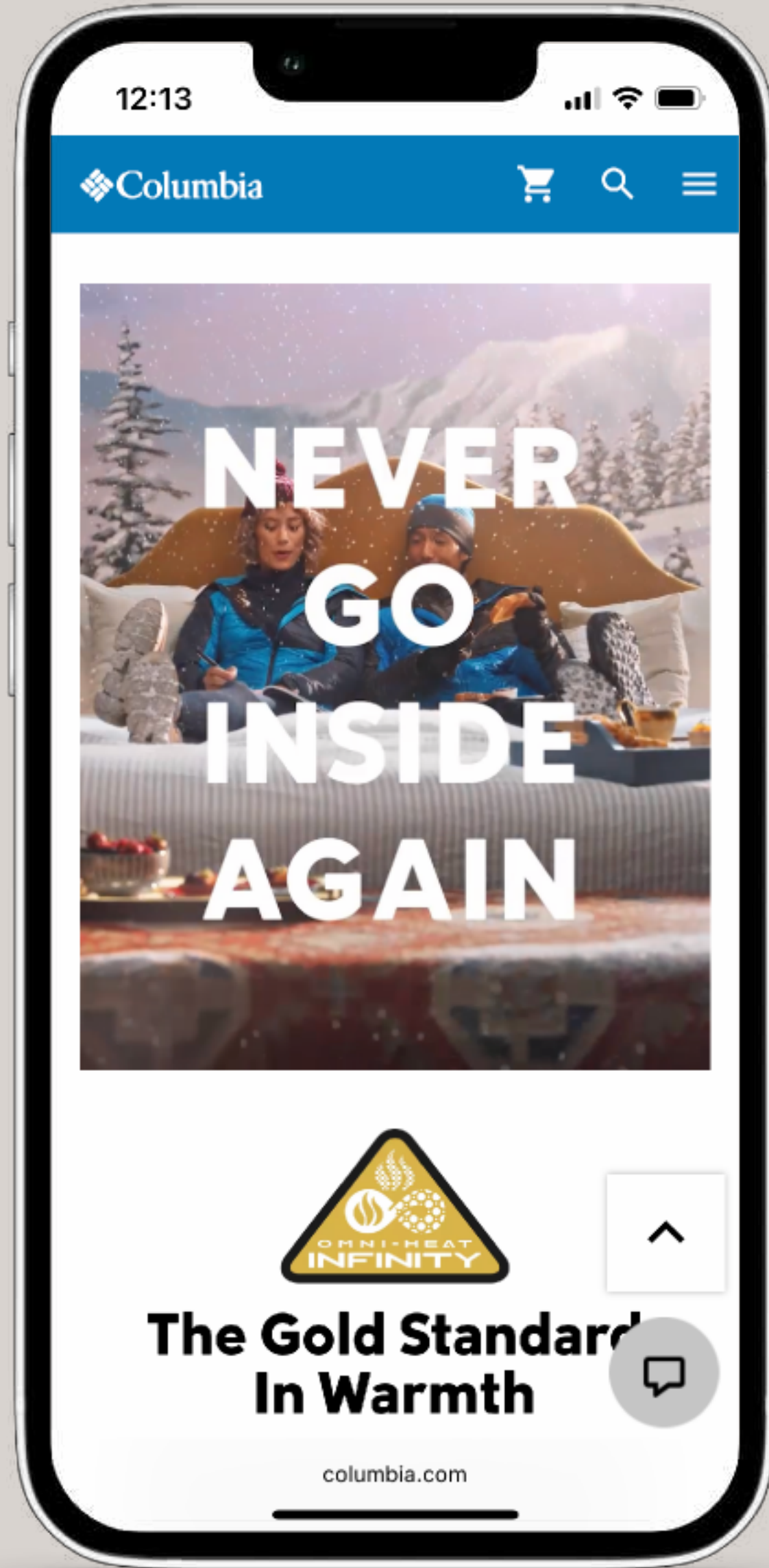


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Home

Greater Rewards



WE  OUR MEMBERS



DEVELOP THE PARTNERSHIPS OF THE FUTURE

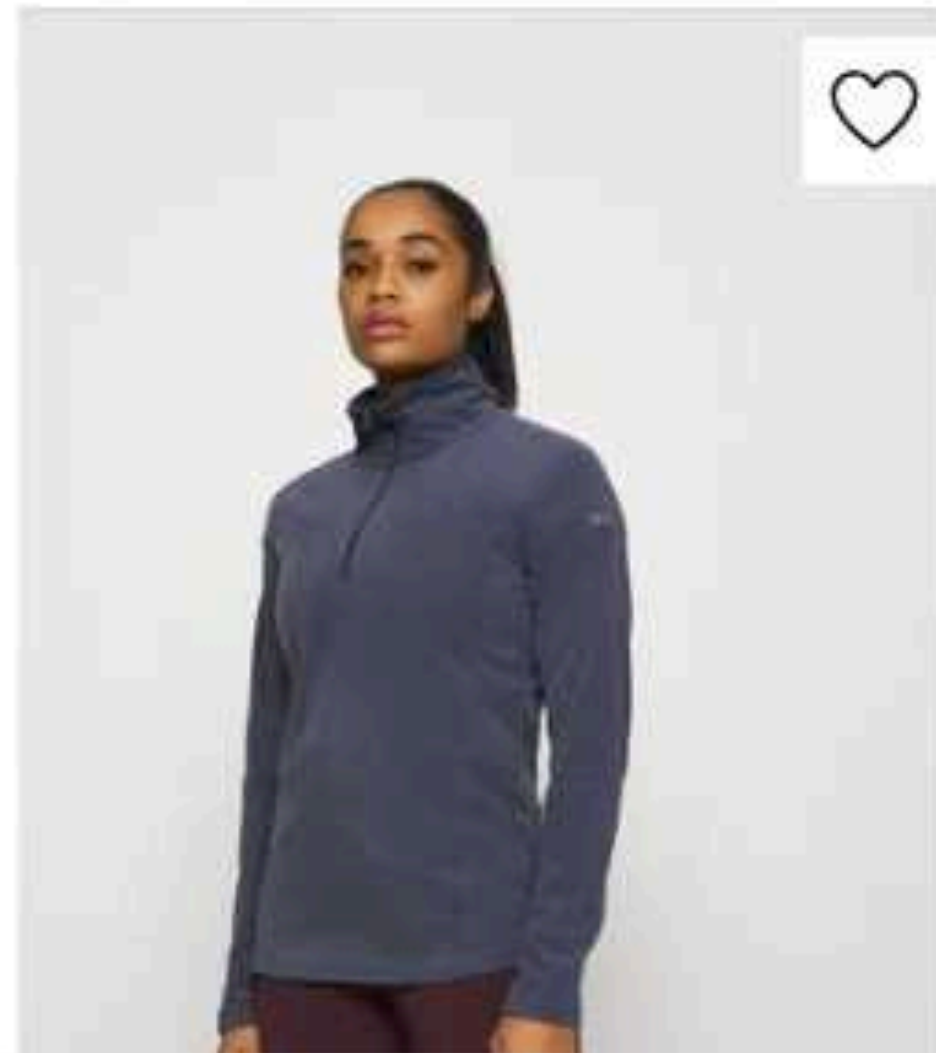
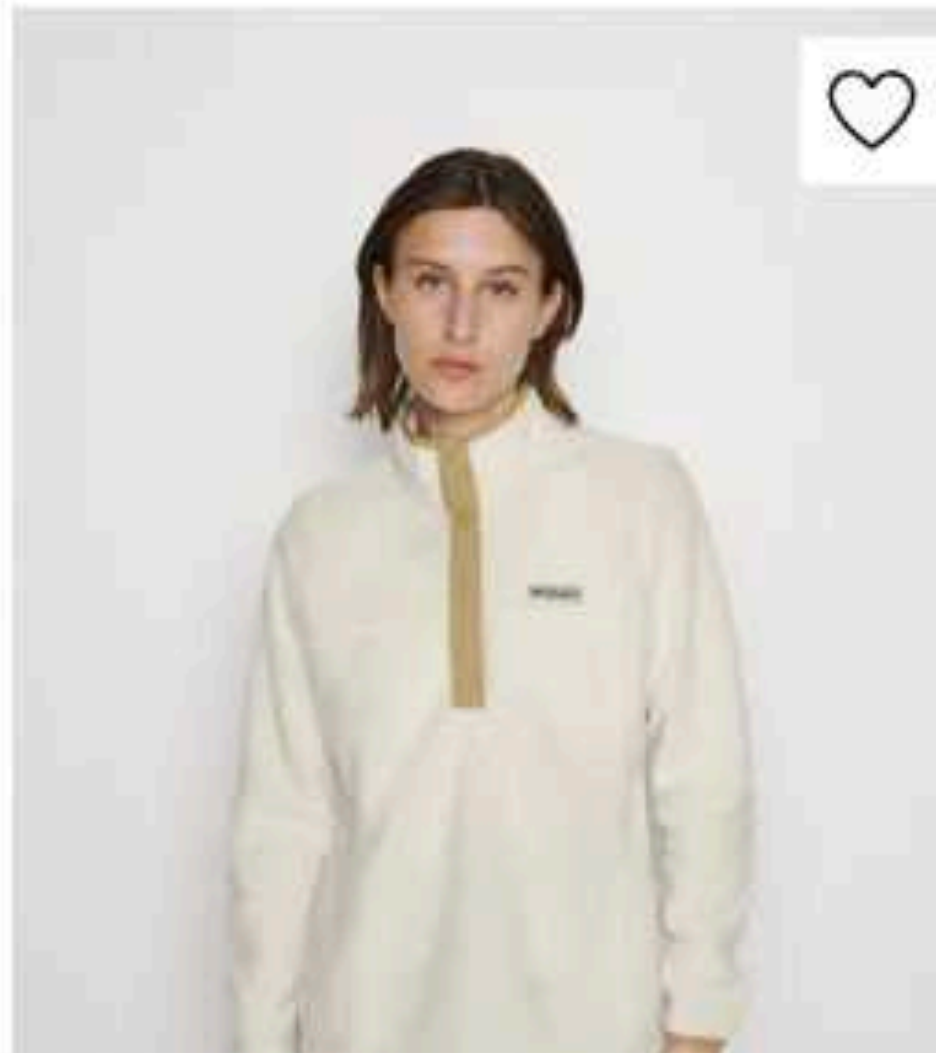
Women Men Kids

zalando



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SHOPPING
EXPERIENCE**





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PARTNERSHIPS
OF THE FUTURE**



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THE COLUMBIA
SHOPPING
EXPERIENCE**





**28,000 POINTS
OF DISTRIBUTION**

CANADA



EUROPE

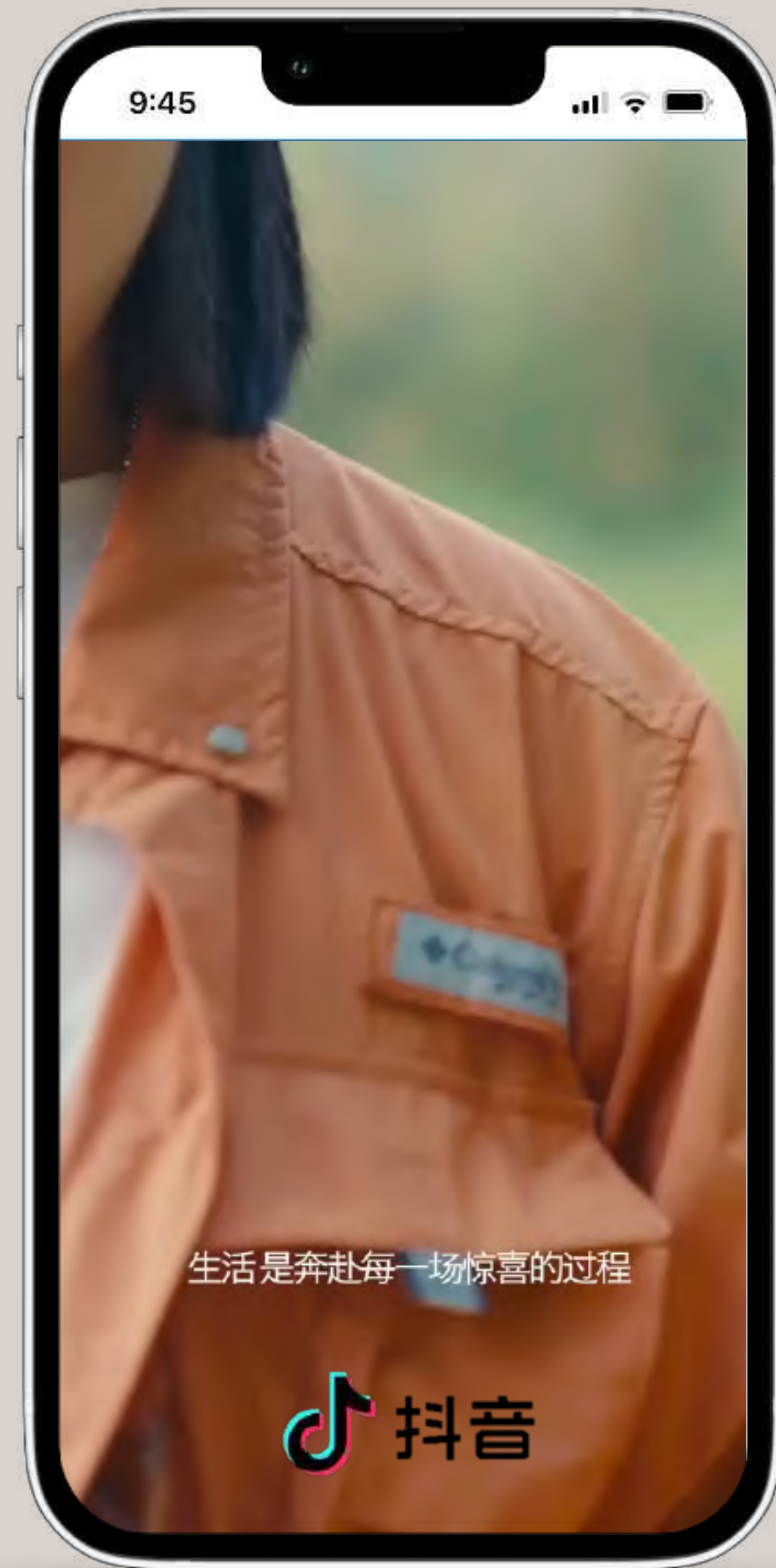




ASIA

A topographic map of China, showing the country's terrain in shades of brown, tan, and green. The map is oriented vertically, with the word "CHINA" written in large, white, bold, sans-serif capital letters across the center. The map shows the extensive Tibetan Plateau in the north, the vast plains of the Yellow River and Yangtze River basins, and the rugged mountains of the south. The coastline is visible on the right side, and the island of Taiwan is shown in the bottom right corner.

CHINA





OMAN



DUBAI



INDIA

INTERNATIONAL DISTRIBUTOR REGIONS



MONGOLIA



HONG KONG



TURKEY



BRAZIL



ECUADOR



MEXICO

UNITED STATES





BALANCE

A woman with braided hair, wearing a white Columbia jacket and black pants, is climbing a rocky mountain peak. She is smiling and looking to the side. The background shows a vast mountain range under a sunset sky. Another person in a bright green jacket is visible in the distance on a lower ridge.

OPPORTUNITY



OPPORTUNITY



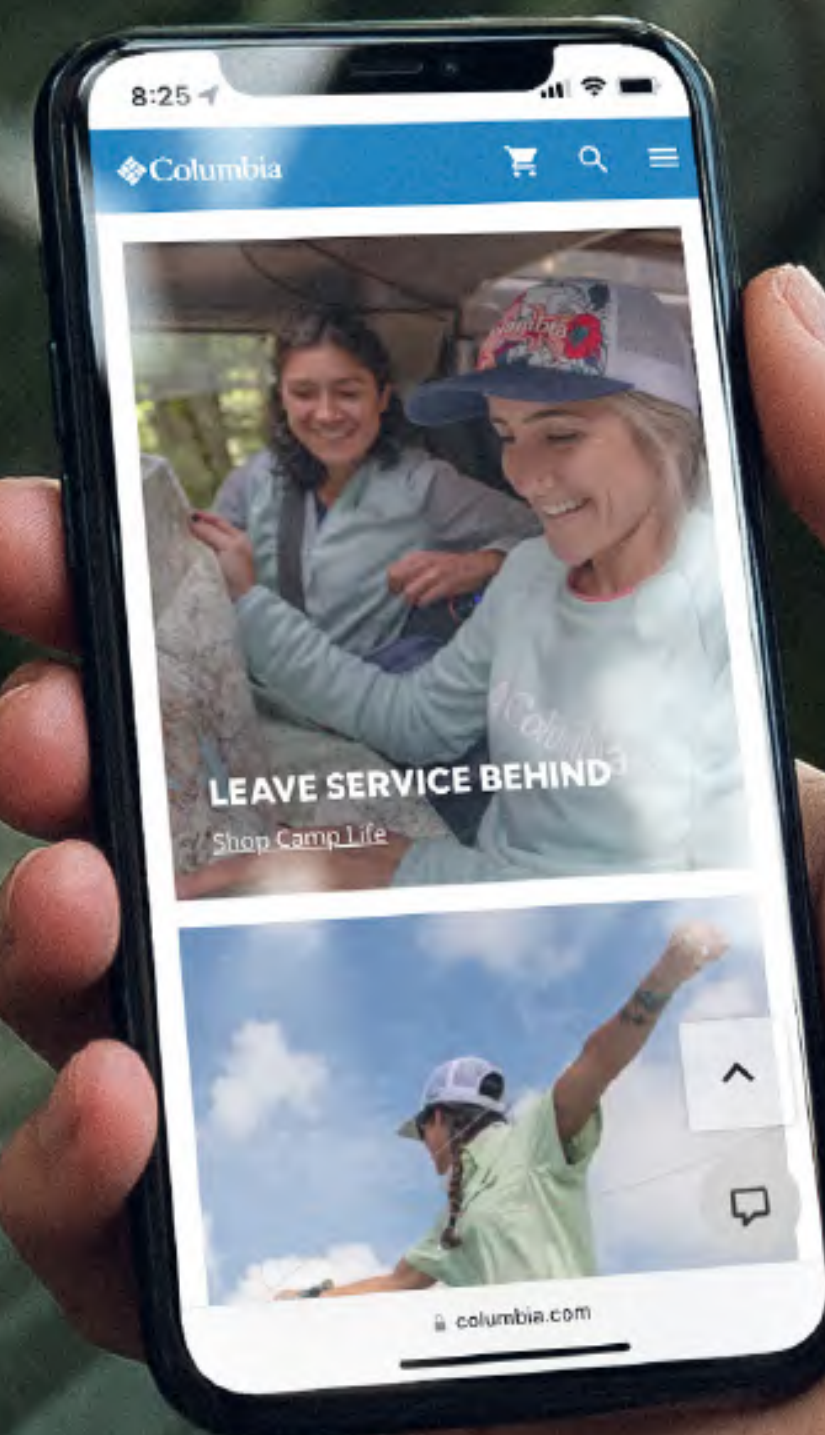
A person wearing a bright green jacket and a cap is fishing from a boat on the ocean. The person is holding a fishing rod and reel, and water is splashing around them. In the background, another person is visible on a larger boat. The sky is blue with some clouds.

OPPORTUNITY

A man and a woman are standing on a wooden platform under a thatched roof. The man is wearing a blue and white checkered short-sleeved shirt, light grey shorts, a blue and white baseball cap, and white sneakers. He has his right arm raised. The woman is wearing a teal and white patterned long-sleeved shirt, dark shorts, a white baseball cap, and white sneakers. She has her hands on her hips and is smiling. The background shows a rustic wooden structure with a thatched roof and other people sitting at tables.

OPPORTUNITY

MARKETPLACE OF THE FUTURE





JOE BOYLE

EXECUTIVE VICE PRESIDENT, COLUMBIA BRAND PRESIDENT

COLUMBIA BRAND STRATEGY



**INSPIRE
THE NEXT
GENERATION**



**CREATE
ICONIC PRODUCT**



**UNLOCK THE
MARKETPLACE
OF THE FUTURE**

2022 – 2025 COLUMBIA BRAND GROWTH

3 YEAR CAGR

7% TO 9%



COLUMBIA BRAND CUMULATIVE NET SALES GAIN

2023 TO 2025

> \$700M



COLUMBIA BRAND GROWTH BY SEGMENT

>\$700M

FOOTWEAR +LDD%

APPAREL +HSD%

PRODUCT



2022E



2025E

Growth rates reflect 3-Year CAGR

COLUMBIA BRAND GROWTH BY SEGMENT

>\$700M

DTC.COM +LDD%

DTC B&M +HSD%

WHOLESALE +HSD%

CHANNELS



2022E



2025E

Growth rates reflect 3-Year CAGR

COLUMBIA BRAND GROWTH BY SEGMENT

>\$700M

- CANADA +LDD%
- EMEA +LDD%
- LAAP +LDD%
- USA +HSD%

REGIONS



2022E



2025E

Growth rates reflect 3-Year CAGR



FOOTWEAR

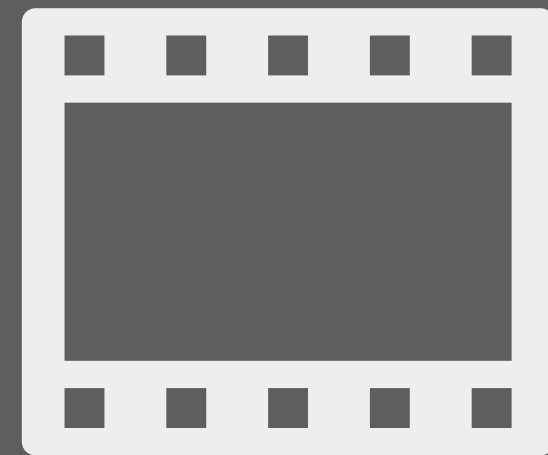
ACCELERATING GROWTH



COLUMBIA.COM



INTERNATIONAL



COLUMBIA BRAND PRODUCT AND MARKETING VIDEO

**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**



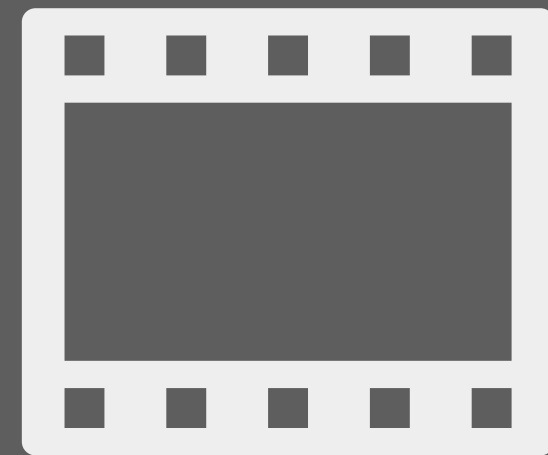
Columbia
Sportswear Company™

 Columbia



MOUNTAIN
HARD
WEAR 

prAna



PRANA BRAND PRODUCT AND MARKETING VIDEO

**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**

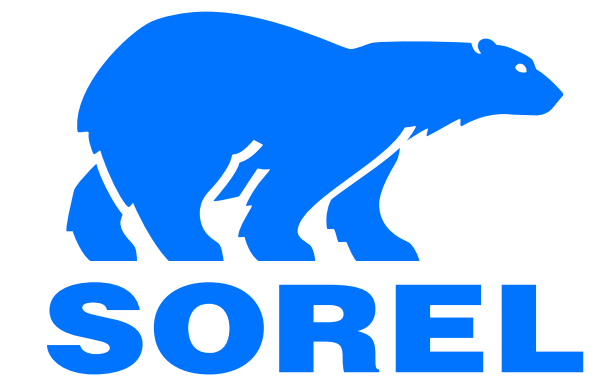
MONICA MIRRO

PRESIDENT, prAna

Emerging Brands

prAna®

MOUNTAIN
HARD
WEAR 



Prana[®]





prAna The Active Wellness Brand



OUR MISSION/



We inspire your pursuit of wellness
to create a healthier body, mind and planet.



WHO WE SERVE/



Young-Spirited Adventurers who seek revitalization through the activities they love.



Our Unique Position

 lululemon

 ATHLETA

alo

VUORI

 Sweaty Betty

BEYOND
YOGA 

Active
Industry



Outdoor
Industry

patagonia[®]



ARC'TERYX



 KÜHL

 Marmot

Smartwool



prAna **The Active Wellness Brand**

Core Growth Strategy

01

Make Great Product

02

Build The Brand

03

**Develop Balanced
Omni-Channel
Distribution**



Make Great Product





prAna__a Product Company

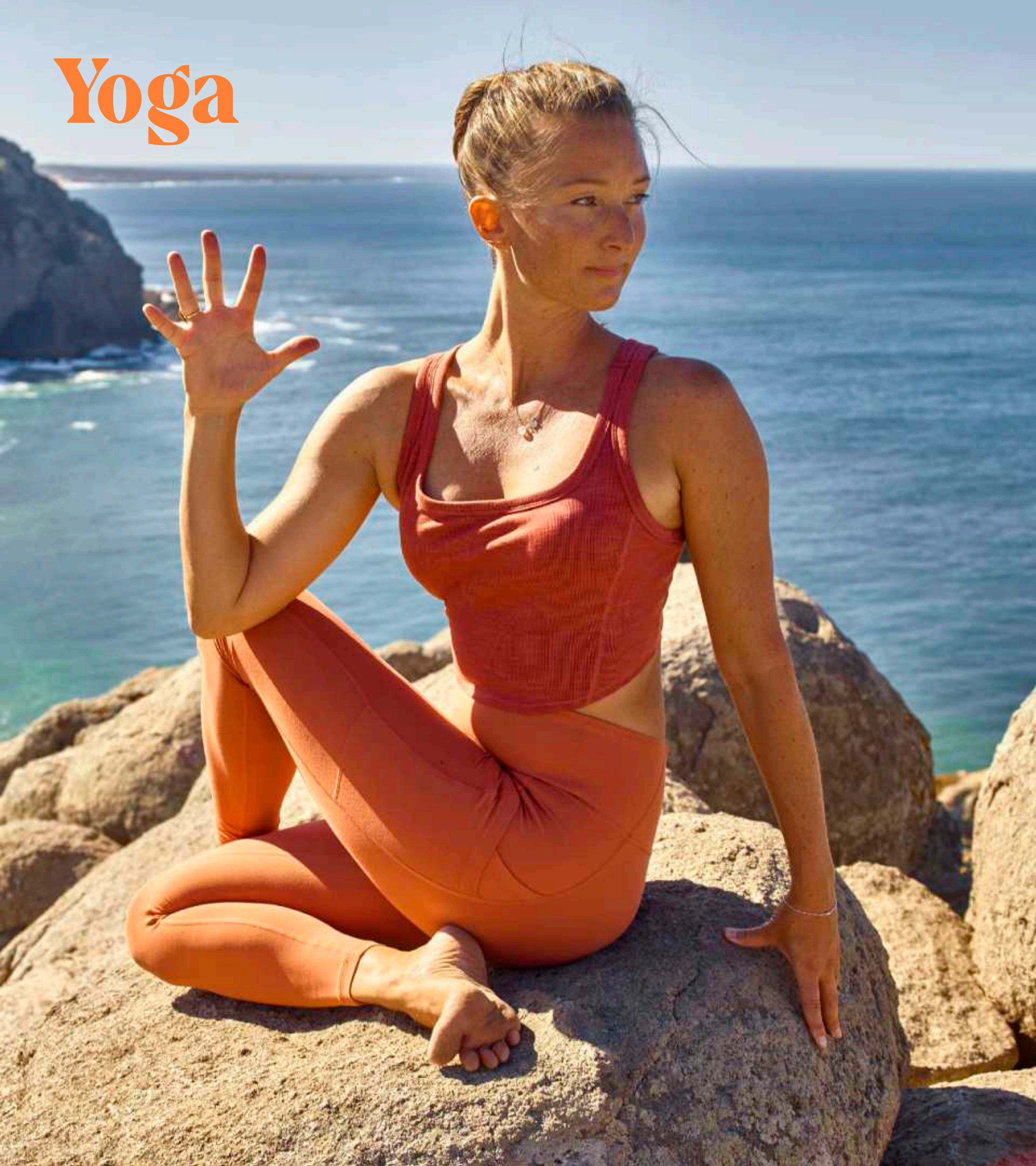
Stretch Zion Collection



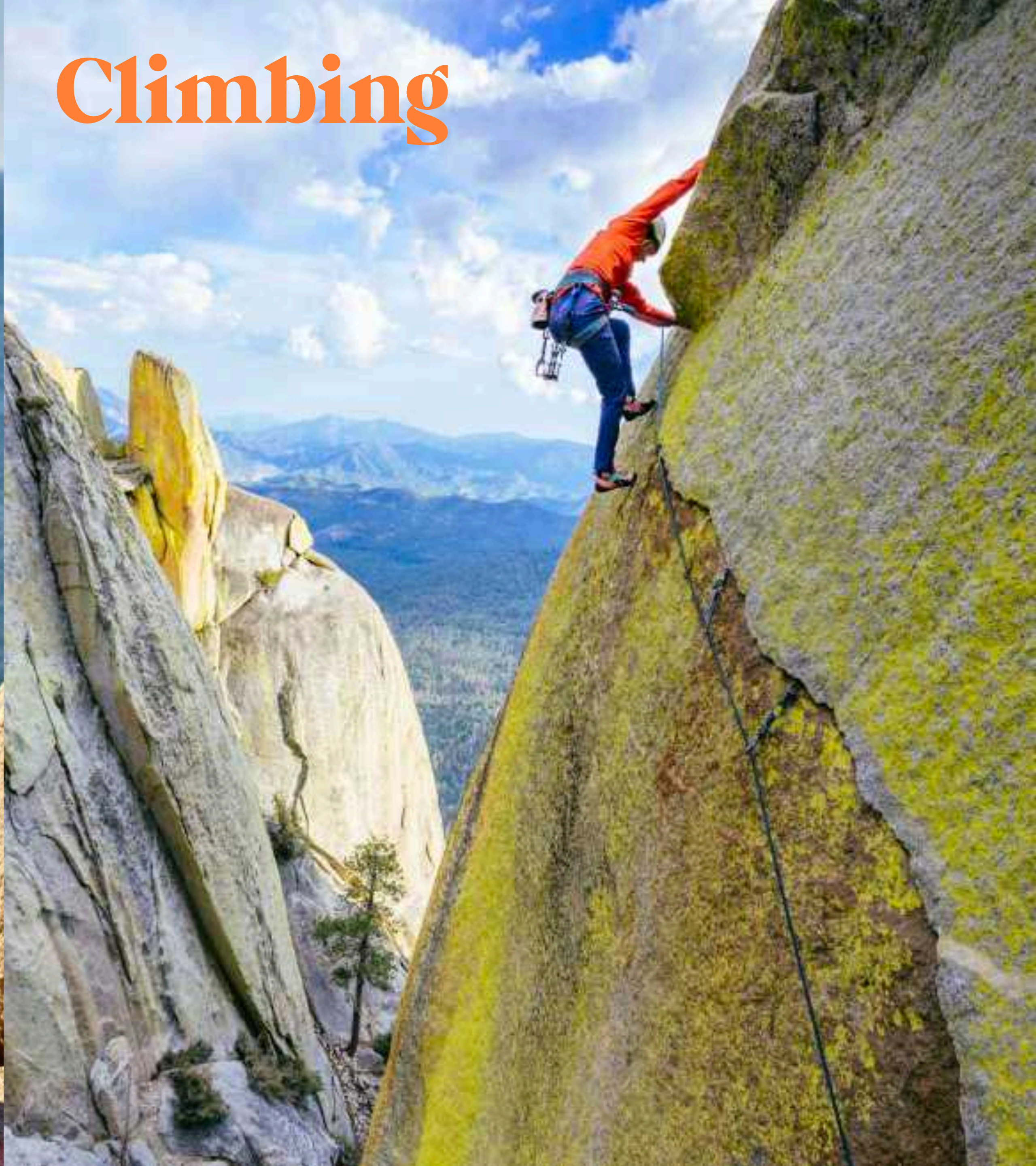
Becksa Collection



Yoga



Climbing



Build the Brand



Develop Balanced Omni-Channel Distribution





Boulder, Colorado prAna Store





Sustainability

Raffia Tie



Glassine Bag



Active Wellness



A wide-angle photograph of a rugged mountain range at sunset. The sky is a gradient of orange, yellow, and blue, with the sun low on the horizon to the right. In the foreground, two hikers are on a rocky ridge. One hiker is wearing a red jacket and purple pants, and the other is wearing a dark jacket. The mountain peaks are dark and silhouetted against the bright sky. The overall mood is adventurous and serene.

TROY SICOTTE

PRESIDENT, MOUNTAIN HARDWEAR











A woman is performing a handstand in a field of tall, dry grass. She is wearing a blue and white patterned tank top and has a large, bright blue sleeping bag or bag on her back. The bag has a logo that says "MOUNTAIN MEAT HAPPY CAMP". The background is a rocky, gravelly area with some green moss or lichen. The text "Secret sauce?" is overlaid in large white font across the center of the image.

Secret sauce?



2022 – 2025 NET SALES GROWTH
3 YEAR CAGR

9% – 11%

_01

Our focus

A wide-angle photograph of a snow-covered mountain peak. Two mountaineers in red and black gear are visible on the right side of the slope. The word "MOUNTAINEERING" is overlaid in white, bold, sans-serif capital letters across the center of the image.

MOUNTAINEERING

A person in an orange jacket and dark pants is climbing a vertical rock face. The rock is a mix of dark grey and brownish tones with visible cracks and textures. The climber is positioned on the left side of the frame, reaching up. The word "CLIMBING" is overlaid in white, bold, sans-serif capital letters in the center of the image.

CLIMBING

SKI & SNOWBOARD



A hiker wearing a bright yellow jacket, dark pants, and a backpack is walking on a narrow, rocky trail on a mountain ridge. The hiker is positioned in the lower right foreground. The background features a vast mountain range with several prominent peaks, some of which are covered in snow. The mountains are partially shrouded in mist or low clouds, creating a sense of depth and atmosphere. The sky is a mix of blue and white, with scattered clouds. The overall scene is a dramatic and scenic mountain landscape.

TRAIL

CAMP





_02

Our culture

















MOUNTAIN
HARD
WEAR

MOUNTAIN
HARD
WEAR

MOUNTAIN
HARD
WEAR





Sustainability



Warranty Team

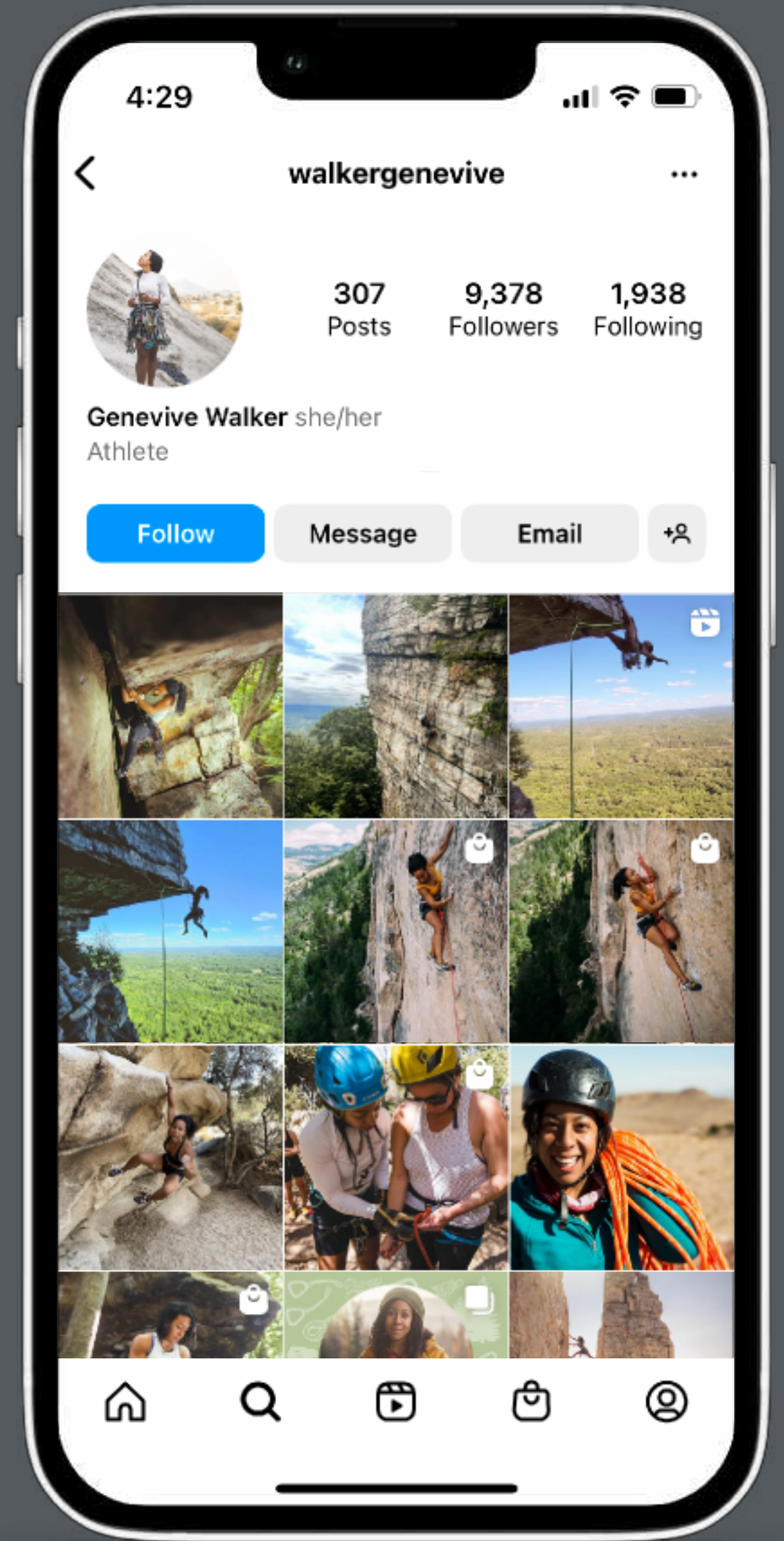
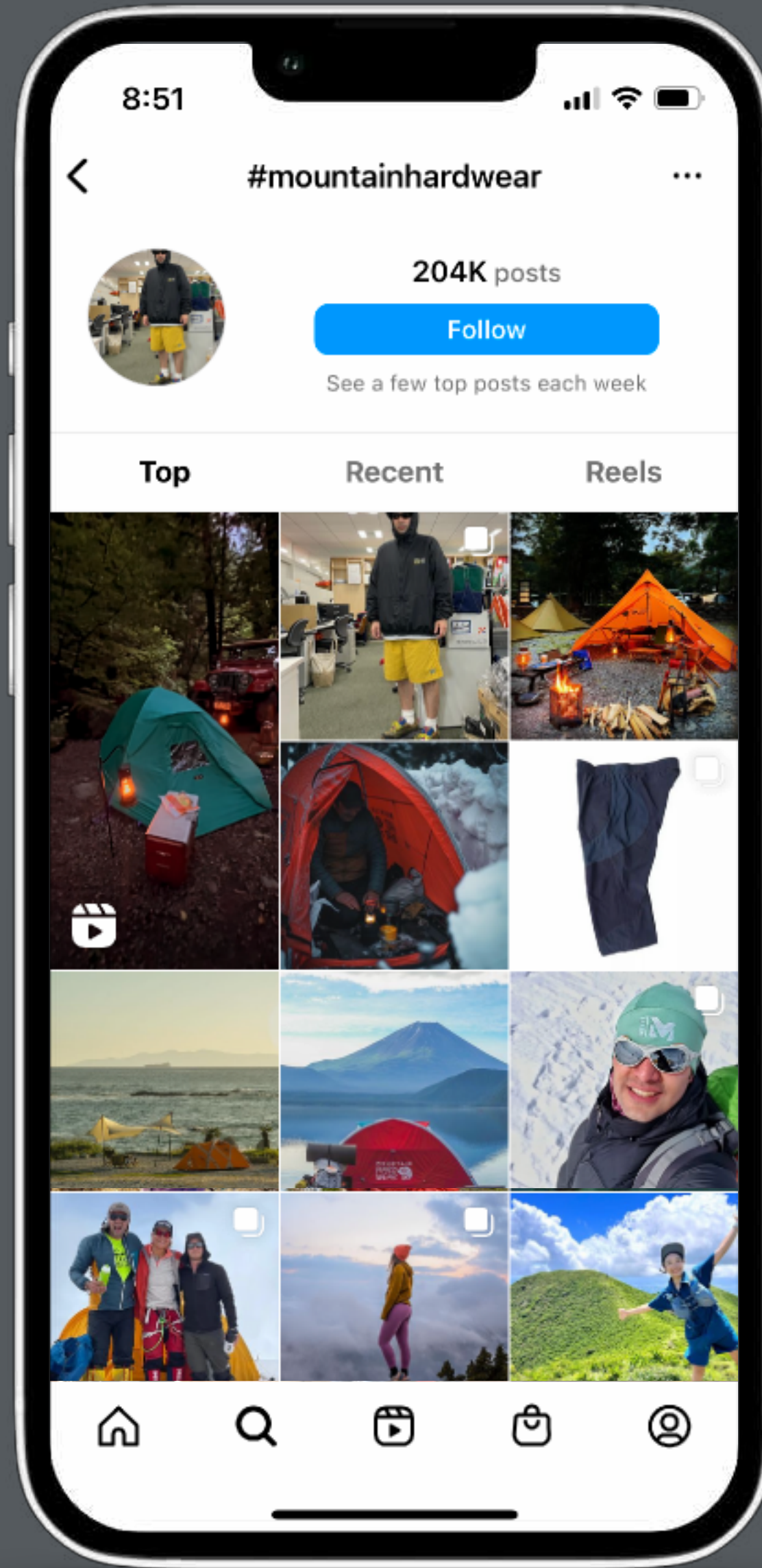
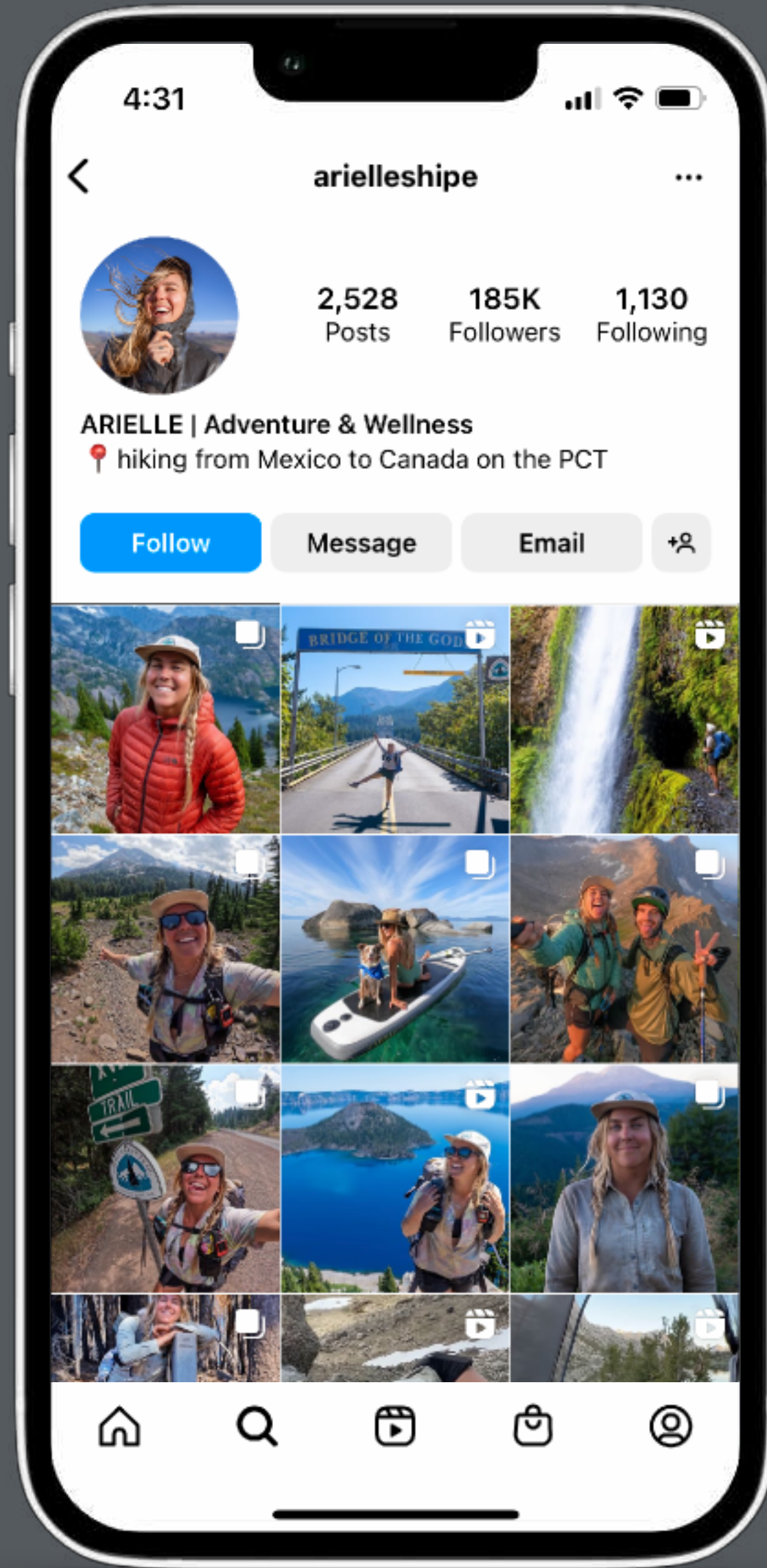
_03

Our fans









Specialty Sandwiches and Plates

\$10.99

Mountain Hardware

Ovengold Turkey, Monterey Jack Cheese, and Sriracha Mayo

West Richmond

Ovengold Turkey, Everroast Chicken, Smoked Bacon with Pepper Jack Cheese

Brickyard Cove

Hot Ovengold Turkey, Bacon & Smoked Gouda Cheese

Chevron

Maple Honey Ham, Smoked Bacon, Bianco D'Oro Salami & Gold Label Imported Swiss Cheese

Falafel

Plain Hummus, Pickles, Tomato, and Cucumbers

Mediterranean Plate

Served with Plain Hummus, Tabouli, Baba

BREAKFAST

- Bacon Egg & Cheese
- Ham, Egg & Cheese
- Cheese & Avocado



Our product

Ghost Whisperer



Expedition Tents





Polartec Highloft Jacket

Dynama Bottoms





Crater Lake UPF Tops



Stretchdown



Camp



PACK @ HOME



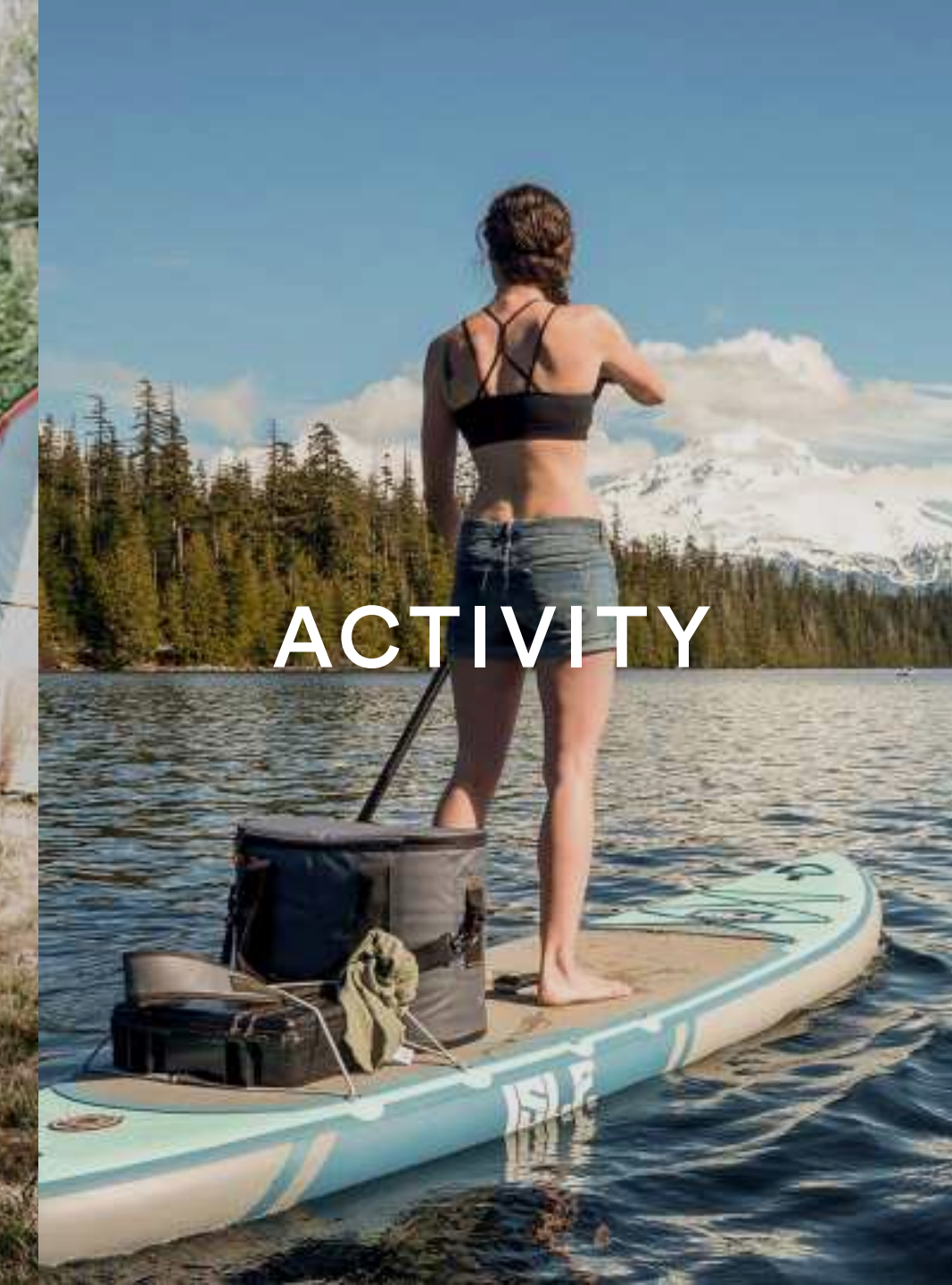
ROADTRIP



ARRIVE @ CAMP



UNPACK
& SET UP



ACTIVITY



COOK/
CAMP CHORES



SLEEP/
COZY UP



WAKE UP



CHILL



PACK UP &
HEAD HOME

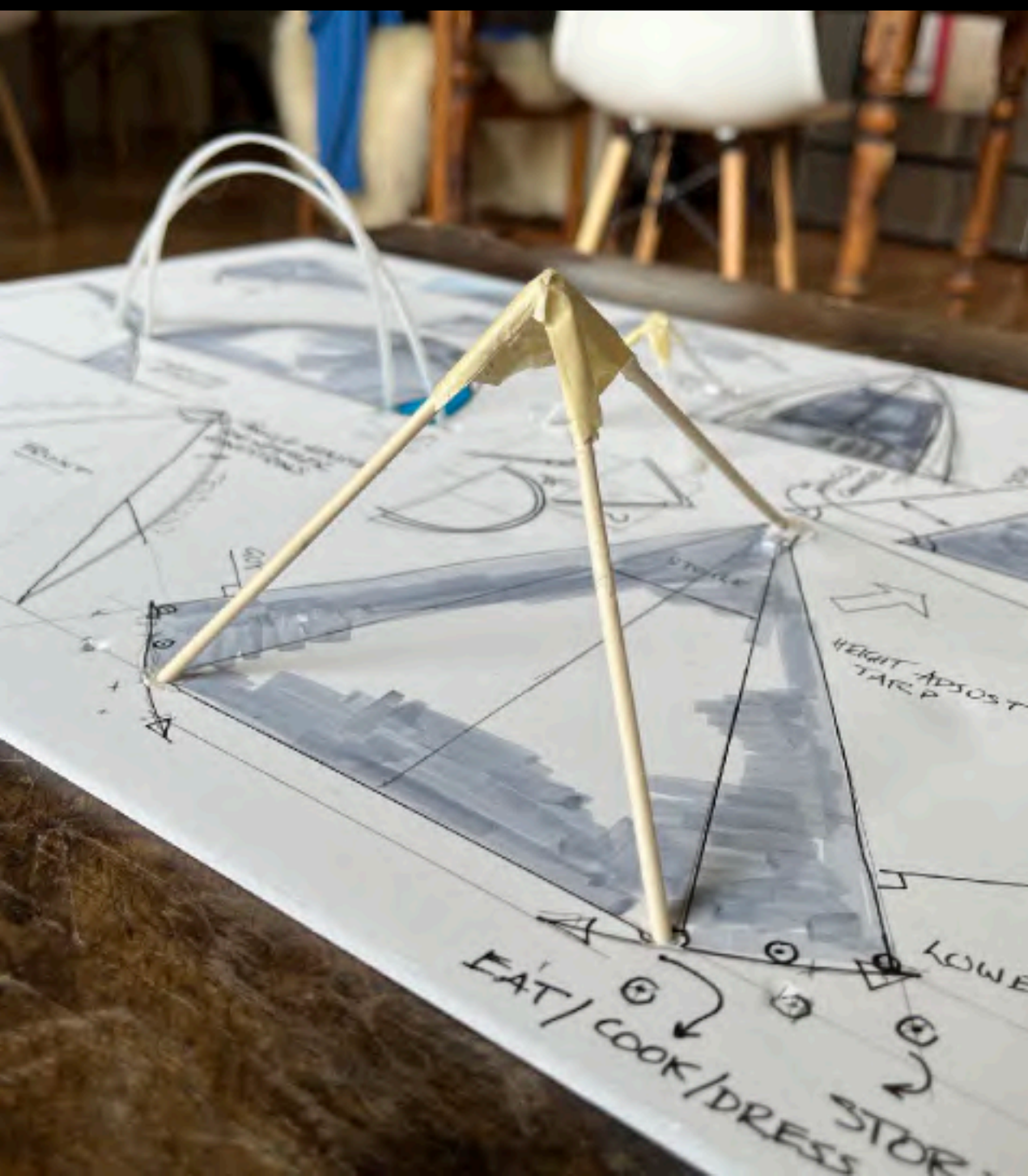
Camp



Looking ahead

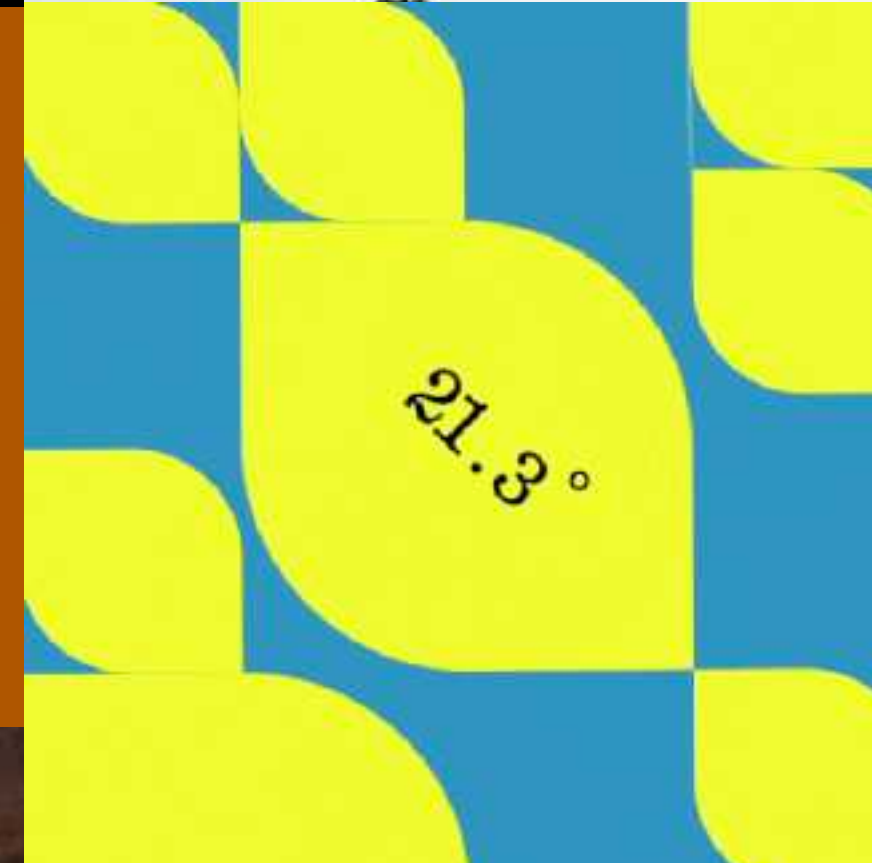
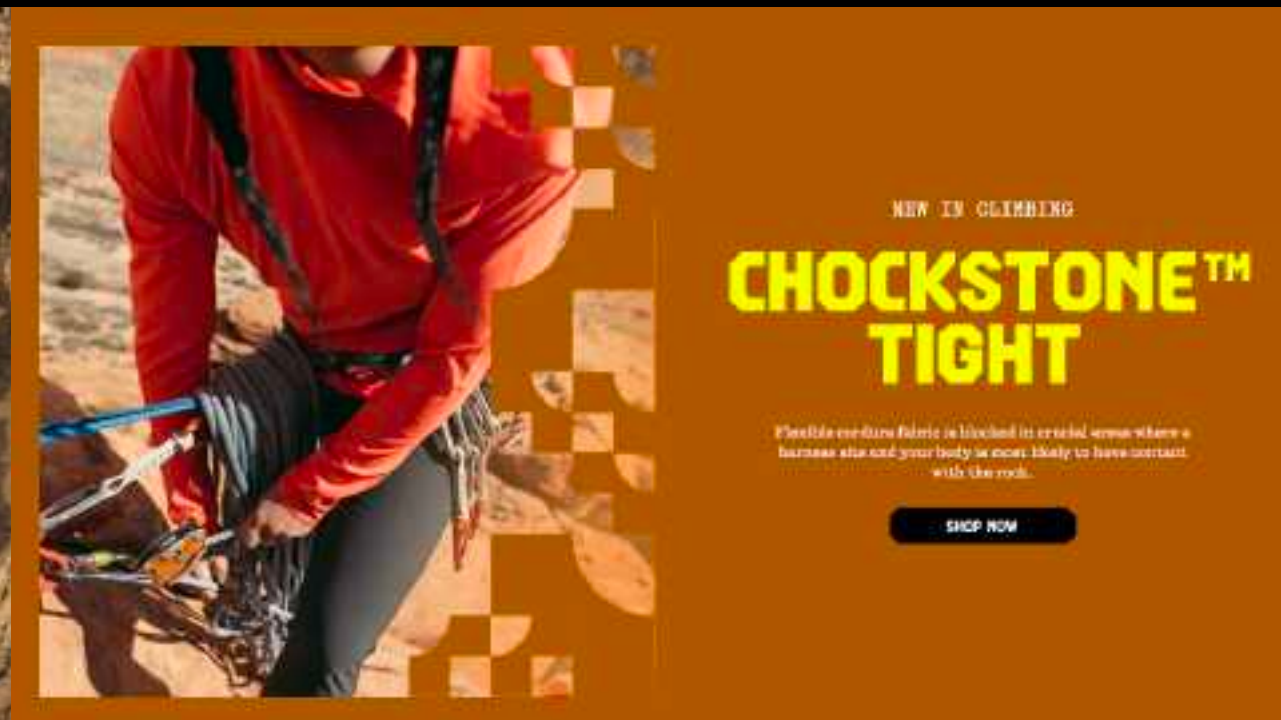
_01

Innovation



_02

Awareness



_02

Awareness



_02

Awareness

MOUNTAINEERING

Alpinist

Outside

 POLARTEC®

CLIMB


SHE MOVES
MOUNTAINS

CLIMBING

 American
Alpine Club

SKI & SNOWBOARD

POW 
PROTECT OUR WINTERS

FREESKIER  SKI

teton
GRAVITY RESEARCH


WINTERWONDERGRASS
festival


KINGS
QUEENS
OF COMBAT

 FREERIDE
WORLD
TOUR

TRAIL

Backpacker

RICH  ROLL


iHeart
RADIO

HIGHNOBIETY

 THE OUTBOUND
COLLECTIVE

STRAVA

CAMP

SHE 
EXPLORES

HIP  CAMP

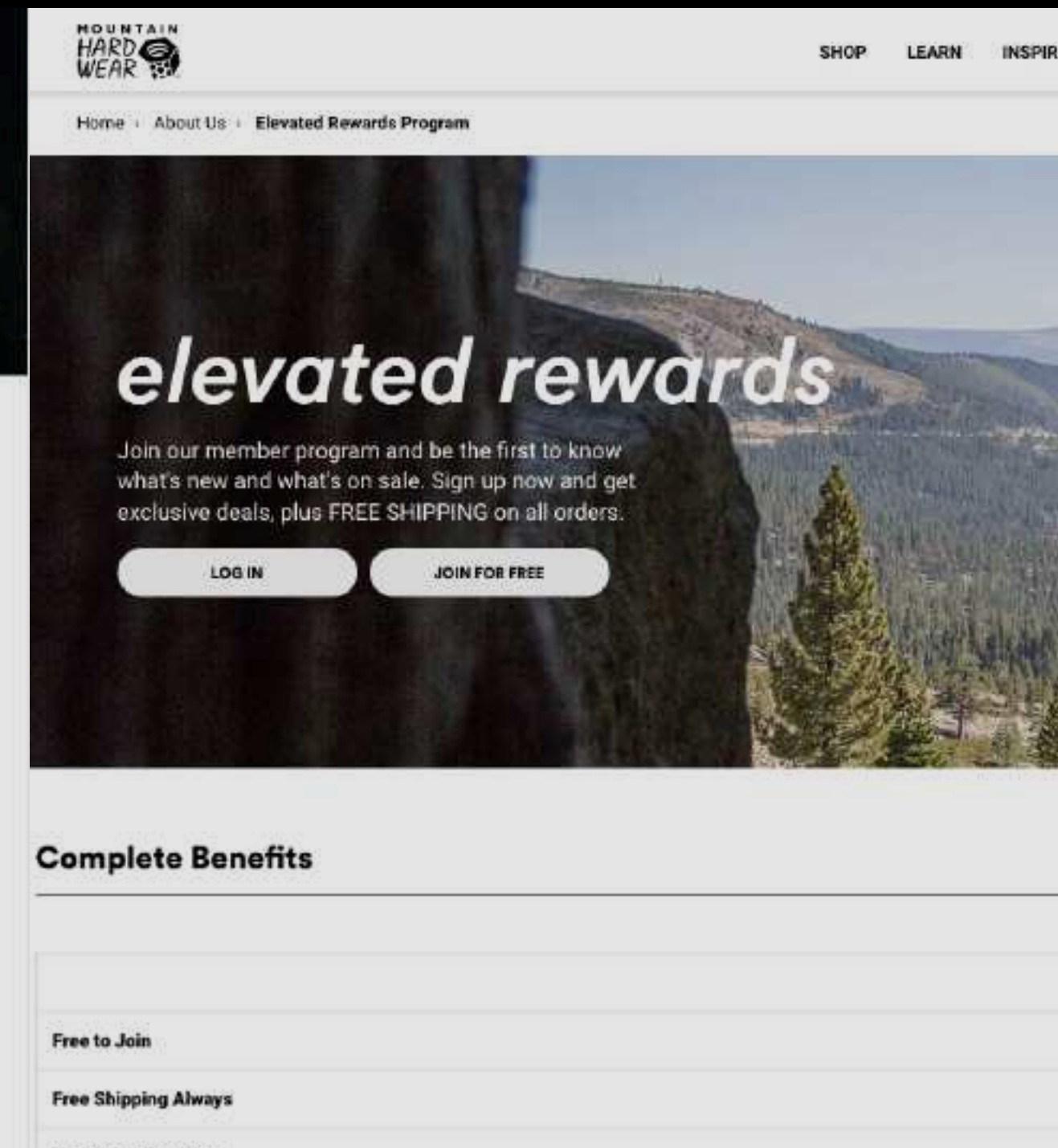
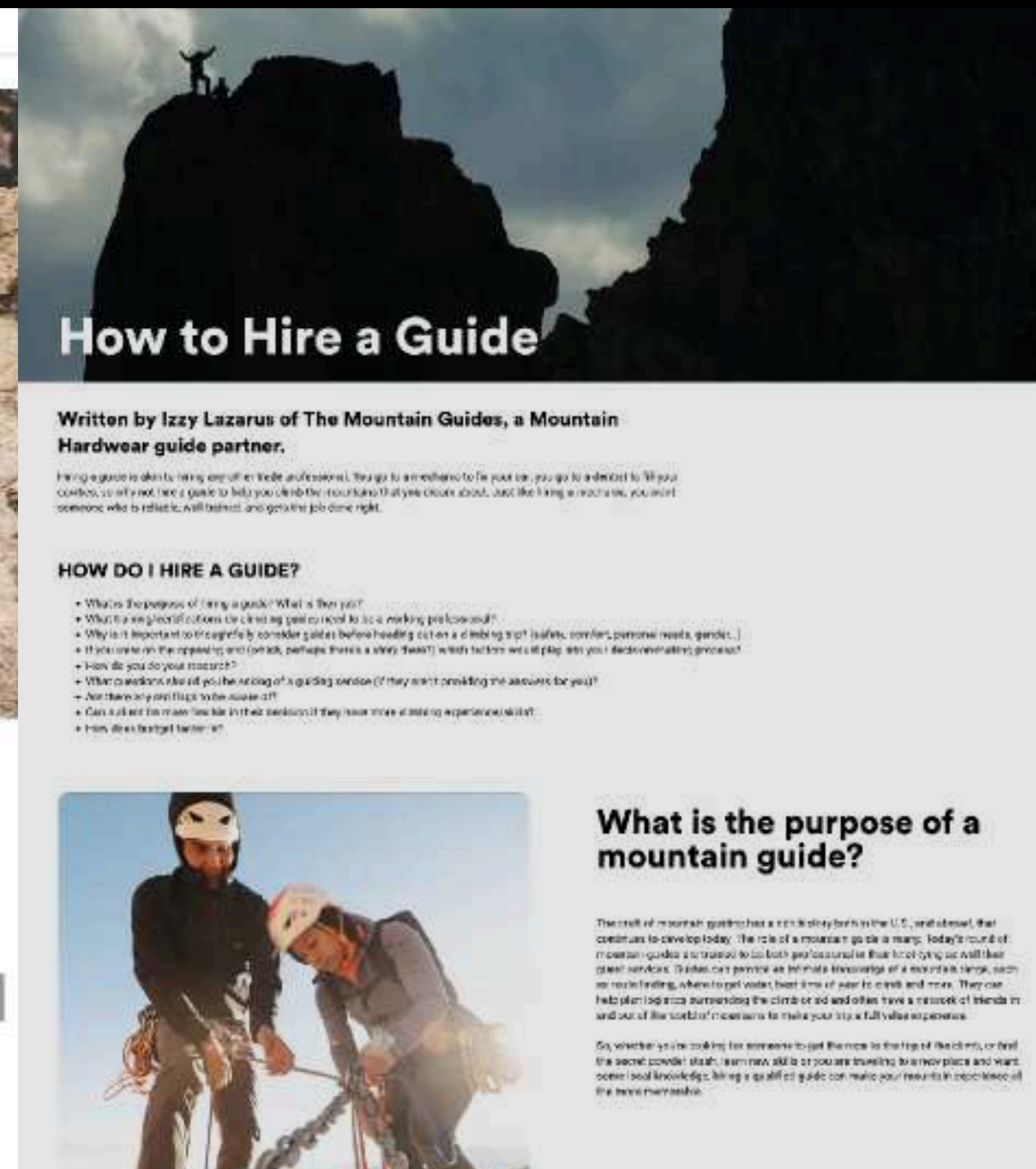
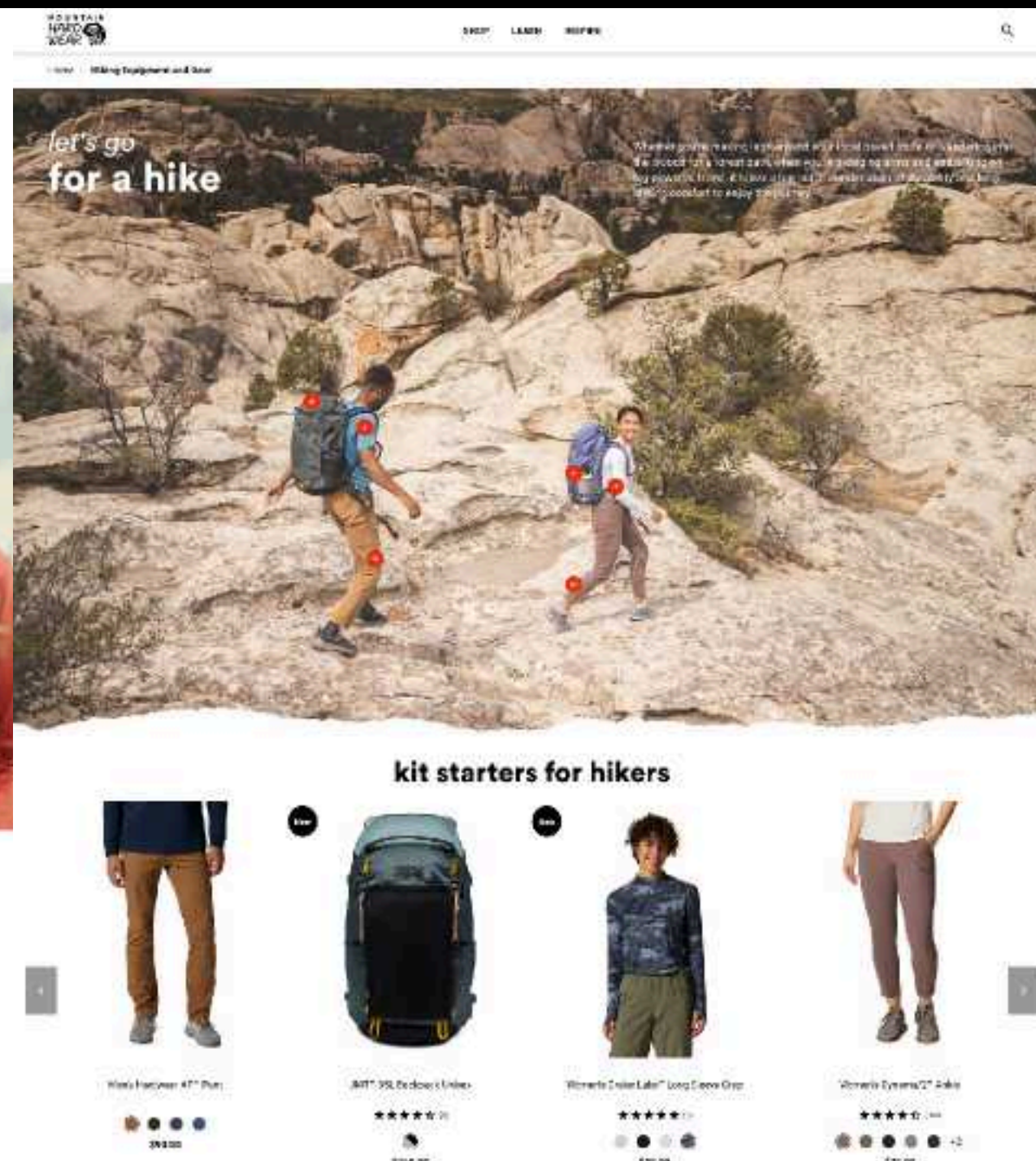
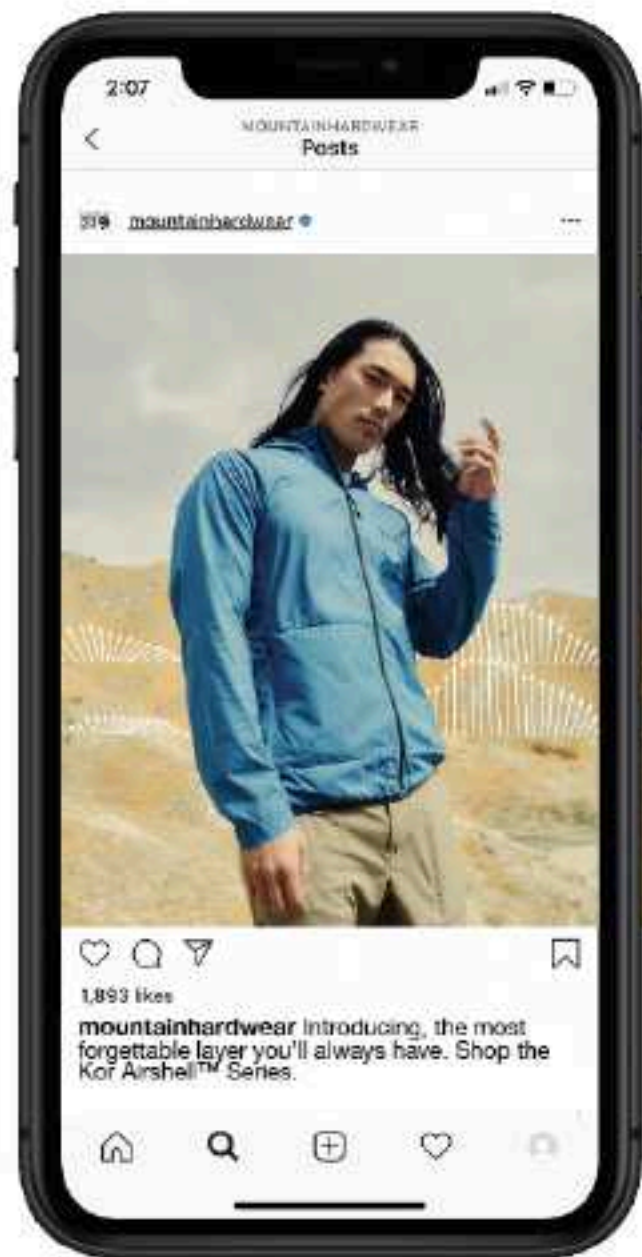
ADVENTURE JOURNAL

SHAPE


MONTANA
STATE UNIVERSITY

BANFF

_03 Access



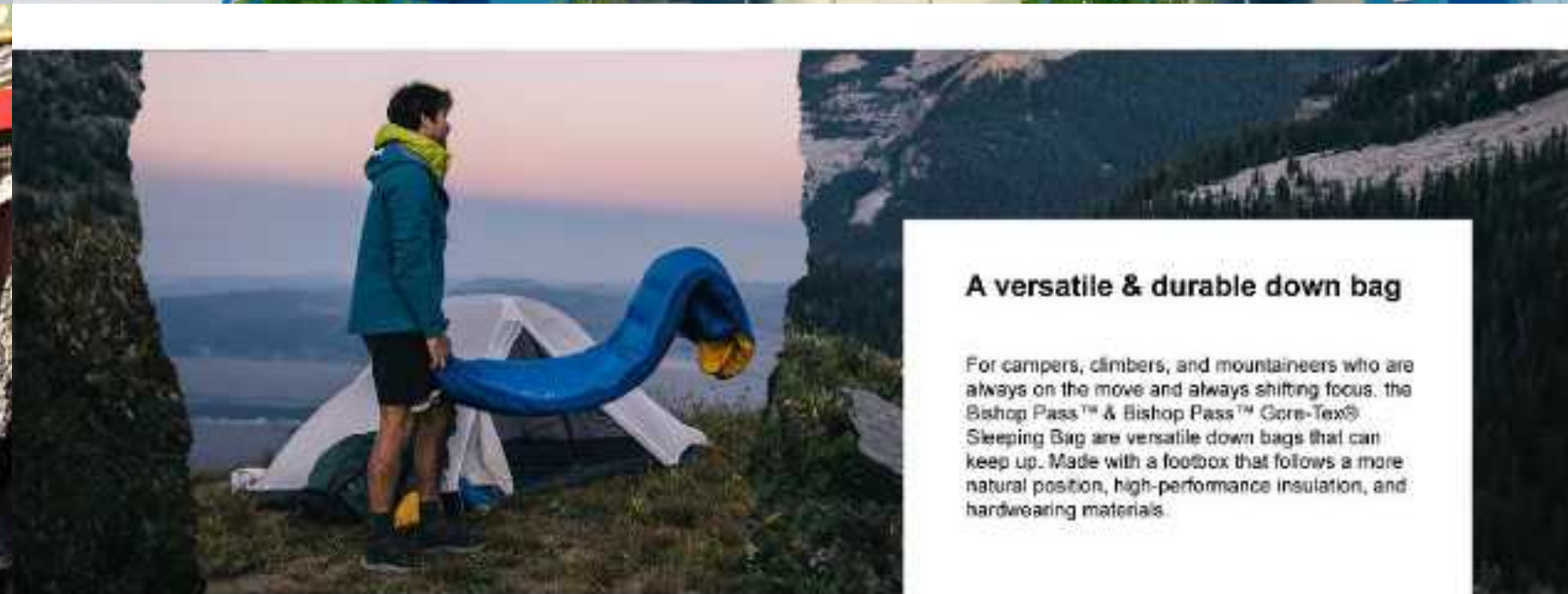
_03

Access



_03

Access



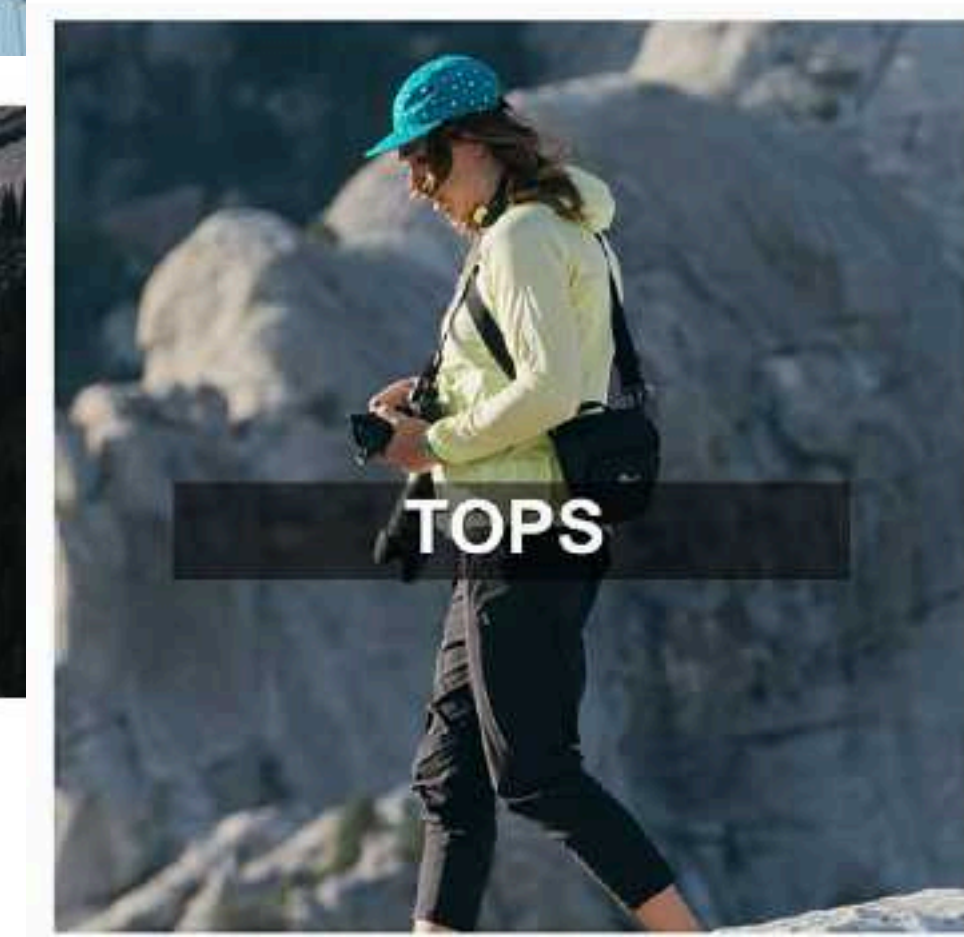
A versatile & durable down bag

For campers, climbers, and mountaineers who are always on the move and always shifting focus, the Bishop Pass™ & Bishop Pass™ Gore-Tex® Sleeping Bag are versatile down bags that can keep up. Made with a footbox that follows a more natural position, high-performance insulation, and hardwearing materials.

Bishop Pass
Shop Sleeping Bags



Mountain Hardwear | WOMEN'S
Following HOME MEN'S WOMEN'S HATS & BEANIES GLOVES



Women's Kor Preshell Hoody

When a hardshell is too much and a midlayer is not enough the Kor Preshell is the layer you've been missing

\$54⁹⁵ - \$139⁹⁵
prime

Women's Ac

Your new go-to rain pants are they're easy to forget but always

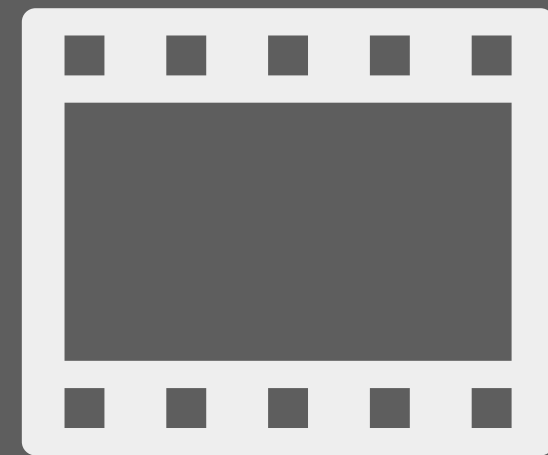
_03

Access



MOUNTAIN
HARD
WEAR



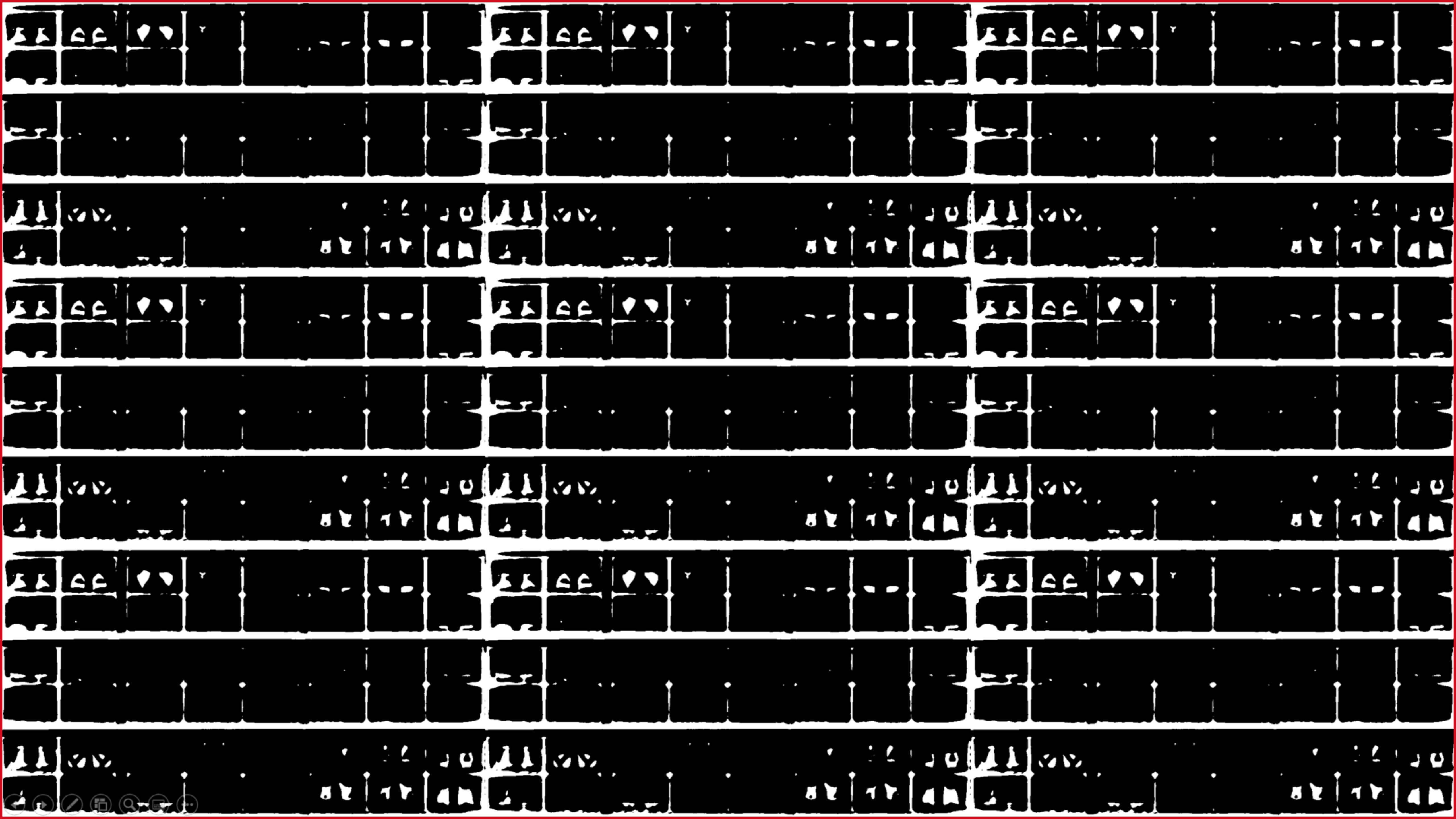


MOUNTAIN HARDWEAR BRAND PRODUCT AND MARKETING VIDEO

**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**

MARK NENOW

PRESIDENT, SOREL











THE NEXT GLOBAL FOOTWEAR FORCE

JOURNEY



BRAND



PRODUCT CREATION



FOCUS



ROTATION





SUN



COOL



SNKR



HIGH



STRT

PURPOSEFUL

AUDACIOUS

RELENTLESS

CREATIVE

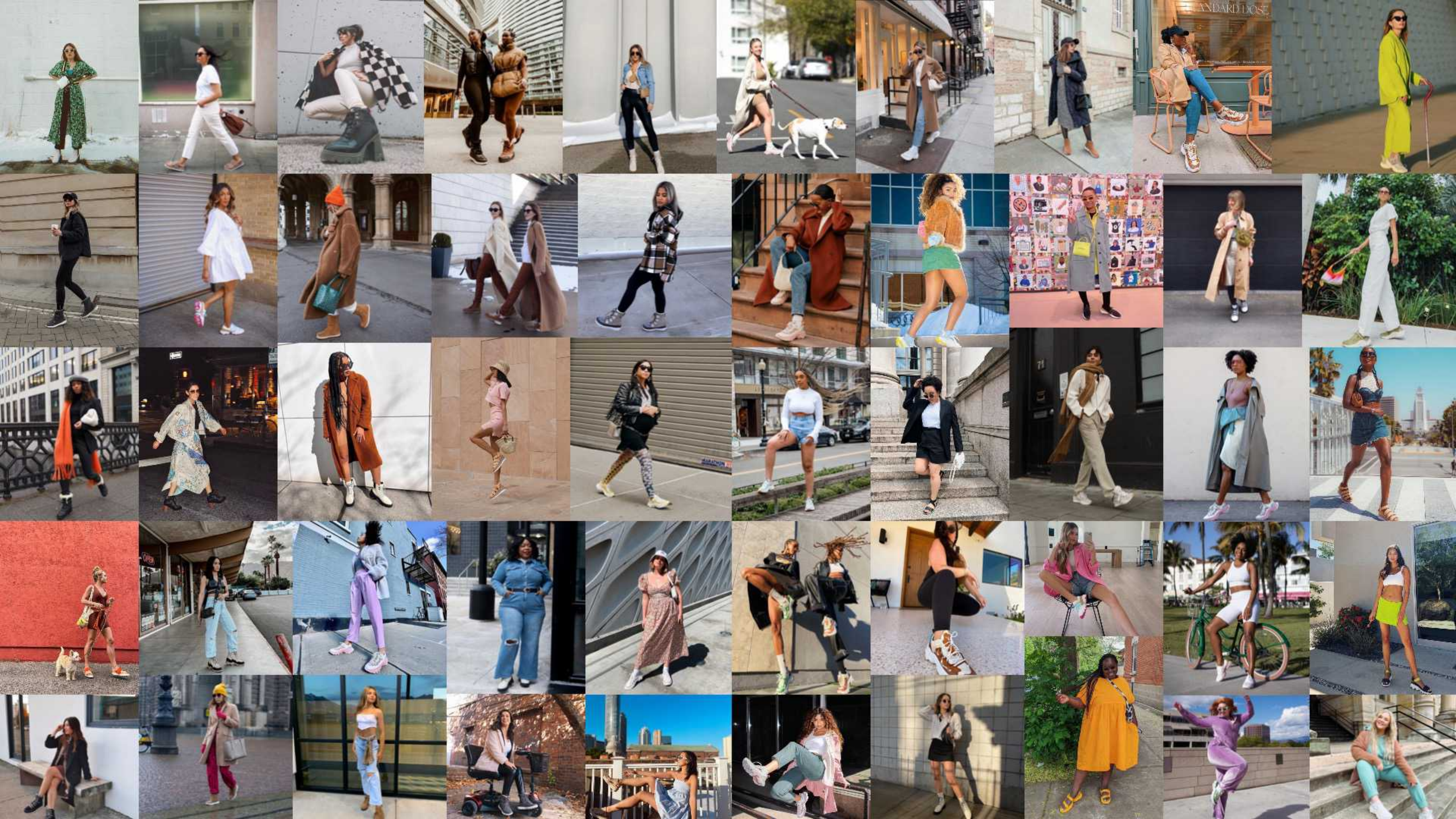


WE BELIEVE YOU ARE YOUR MOST POWERFUL TOOL AND THE
DETERMINATION YOU FIND WITHIN IS AN **UNSTOPPABLE FORCE.**

SOREL CHALLENGES THE STATUS QUO BY CREATING UNEXPECTED
FOOTWEAR THAT PUSHES THE BOUNDARIES OF **FUNCTION-FIRST FASHION.**

WE STAY IN MOTION SO YOU CAN PUSH YOURSELF FORWARD.





UNSTOPPABLE



INDEPENDENT



INDEPENDENT





THE

GREATEST SHOES



OF ALL TIME

NIKE AIR FORCE 1
After almost four decades on shelves, the Nike Air Force 1 is arguably more popular today than when it debuted in 1982. As technology evolved, the Bruce Kilgore-designed basketball shoe became a street style icon and is revered by generations of fashion-focused consumers — especially the must-have white low-top iteration.



SALVATORE FERRAGAMO VARA
Mr. Ferragamo may have been the shoemaker to the stars, outfitting Marilyn Monroe and Judy Garland, but it was his eldest daughter Fiamma who in 1979 created one of the brand's best-selling styles of all time. The Vara's signature grooved bow was actually born of a sampling error, as the material had been used to mock up a bow intended to be done in leather. When the shoe came back with the same fabric detail, Fiamma decided to just keep it.



SOREL CARIBOU
Anyone living in cold-weather conditions knows all about the Sorel Caribou — and has probably had a pair at some point in their lives. Born from a Canadian rubber goods company founded in 1962, Sorel's most iconic boot may not be the most tech-forward in its category, but its vulcanized rubber shell and removable insulation are tried-and-true for millions of snow dwellers through decades of winters.

PUMA SUEDA
Unlike any other sneaker in history, the Puma Suede is synonymous with timeless political and cultural moments, from Tommie Smith and John Carlos removing their pairs on the podium as a civil rights protest at the 1968 Olympics to the B-Boy culture that dominated the 1980s.



ADIDAS YEEZY BOOST 350 V2
Just 4 years old, the Adidas Yeezy Boost 350 V2 is the source of the most fervent sneaker drops today. It's also the shoe that solidified rap star Kanye West as a legitimate designer. Equipped with plush Boost cushioning and comfortable Primeknit uppers, the model continues to sell out almost instantly with every Adidas restock.







A close-up photograph of a person's legs wearing black and red high-heeled boots. The boots have a black upper with a ribbed texture and a thick, red, textured sole. The person is standing on a wooden floor. The text "FUNCTION FIRST FASHION" is overlaid in the center in white, bold, sans-serif font.

FUNCTION FIRST FASHION



DE-POSITION THE COMPETITION

BECOME THE CATEGORY LEADER



SO RELEVATE™

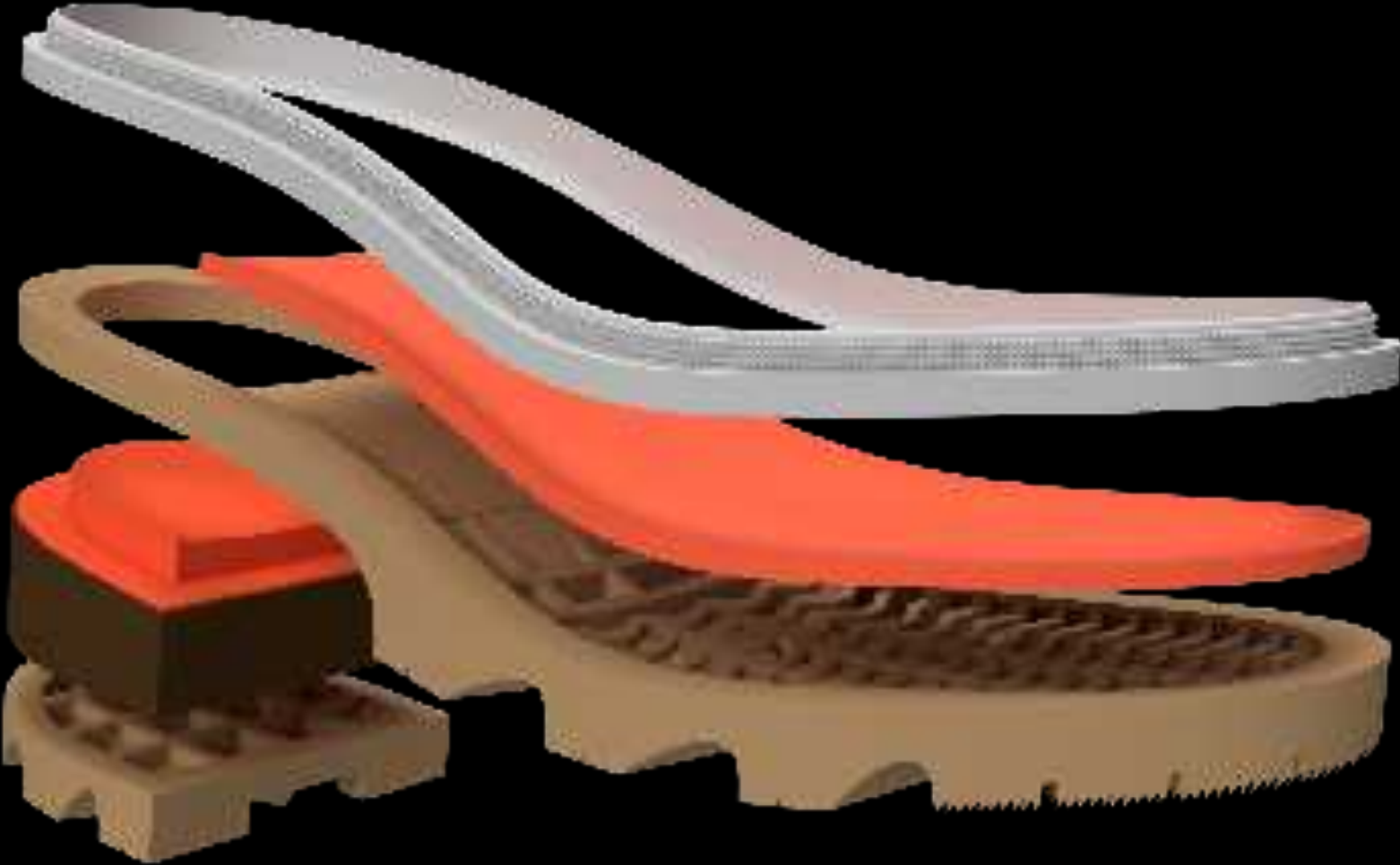
UNDER THE FOOT



LivelyFoam™

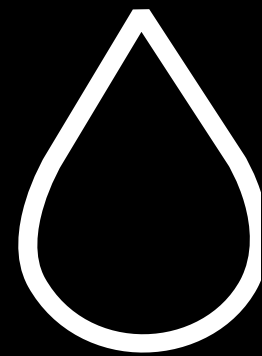


EverTread™

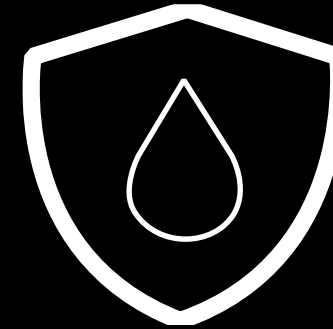


SORELEMENTS™

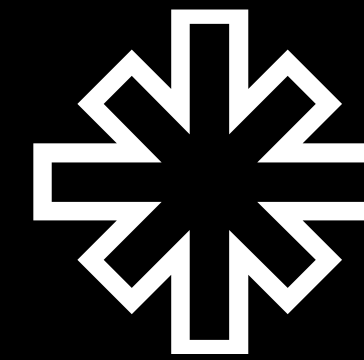
OVER THE FOOT



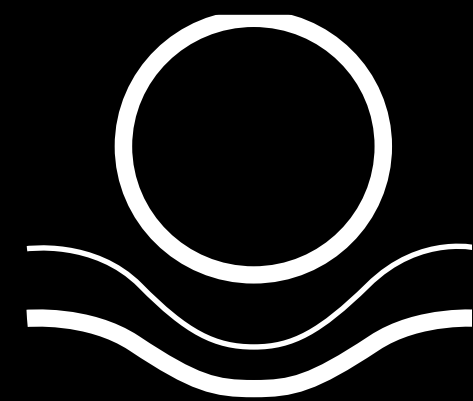
WaterProof



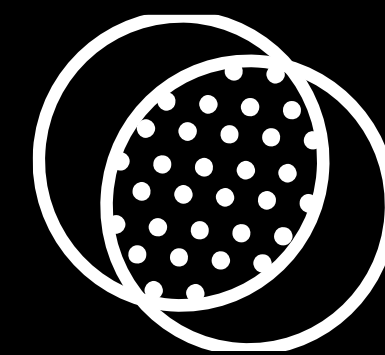
WaterProtect



ChillProof



MoveFree



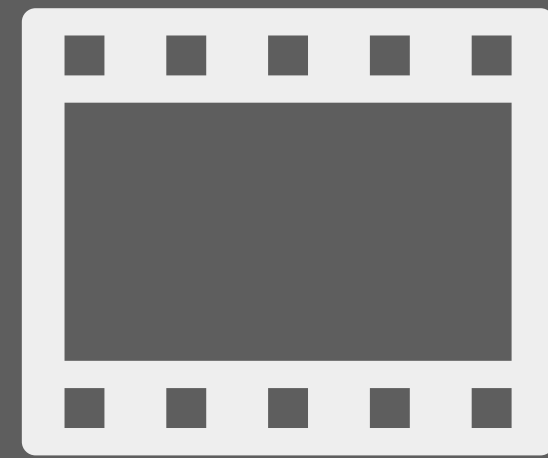
BreatheFree





THE NEXT GLOBAL FOOTWEAR FORCE





SOREL BRAND PRODUCT AND MARKETING VIDEO

**VIDEO PLAYING AT LIVE EVENT
PRESENTATIONS WILL RESUME SHORTLY**



JIM SWANSON

EVP, CHIEF FINANCIAL OFFICER

STRATEGIC PRIORITIES

ACCELERATE PROFITABLE GROWTH

**CREATE
ICONIC
PRODUCTS**

**DRIVE
BRAND
ENGAGEMENT**

**ENHANCE
CONSUMER
EXPERIENCES**

**AMPLIFY
MARKETPLACE
EXCELLENCE**

EMPOWER TALENT THAT IS DRIVEN BY OUR CORE VALUES



ACCELERATING PROFITABLE GROWTH



MARKET TAILWINDS

**POPULARITY
OF OUTDOOR
ACTIVITIES**

**A BROADER
CASUALIZATION
TREND IS SPUR-
RING GROWTH IN
LIFESTYLE APPAREL**

**HEALTH & WELLNESS
AND THE IMPORTANCE
OF BEING ACTIVE IS
TAKING A LARGER PART
IN PEOPLE'S LIVES**



ACCELERATING PROFITABLE GROWTH

**PROVEN TRACK
RECORD OF
FINANCIAL
PERFORMANCE**

**FORTRESS
BALANCE SHEET
AND DISCIPLINED
APPROACH TO
CAPITAL ALLOCATION.**

**POSITIONED TO
GENERATE MEANINGFUL
SHAREHOLDER VALUE.**



DELIVERING SHAREHOLDER VALUE

NET SALES
CAGR

+9%

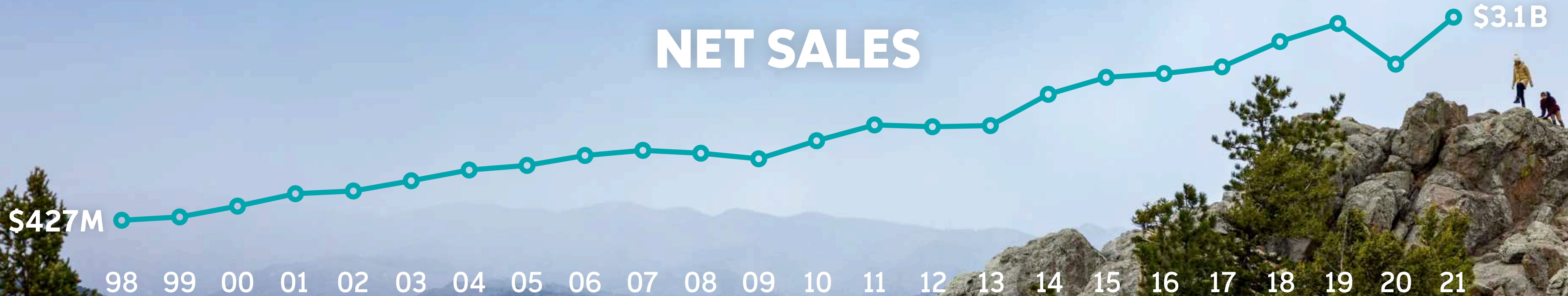
DILUTED EPS
CAGR

+11%

ANNUALIZED TOTAL
SHAREHOLDER RETURN

+13%

NET SALES



1998 – 2021 ANNUAL SHAREHOLDER RETURN

COLUMBIA
SPORTSWEAR
COMPANY

+13%

S&P 500 CONSUMER
DISCRETIONARY INDEX

+10%

S&P 500
INDEX

+8%



2022 – 2025 NET SALES GROWTH

3 YEAR CAGR

9% TO **11%**



OPERATING MARGIN EXPANSION

BY 2025

~**14%**



2022 – 2025 DILUTED EPS GROWTH

3 YEAR CAGR

12% TO **15%**



MARKET HEADWINDS

**BROAD-BASED
INFLATIONARY
PRESSURES**

**SUPPLY CHAIN
DISRUPTIONS**

**ONGOING
COVID-19
IMPACT**

**GEOPOLITICAL
ENVIRONMENT**

**TIGHTENING
FED POLICY**





2023

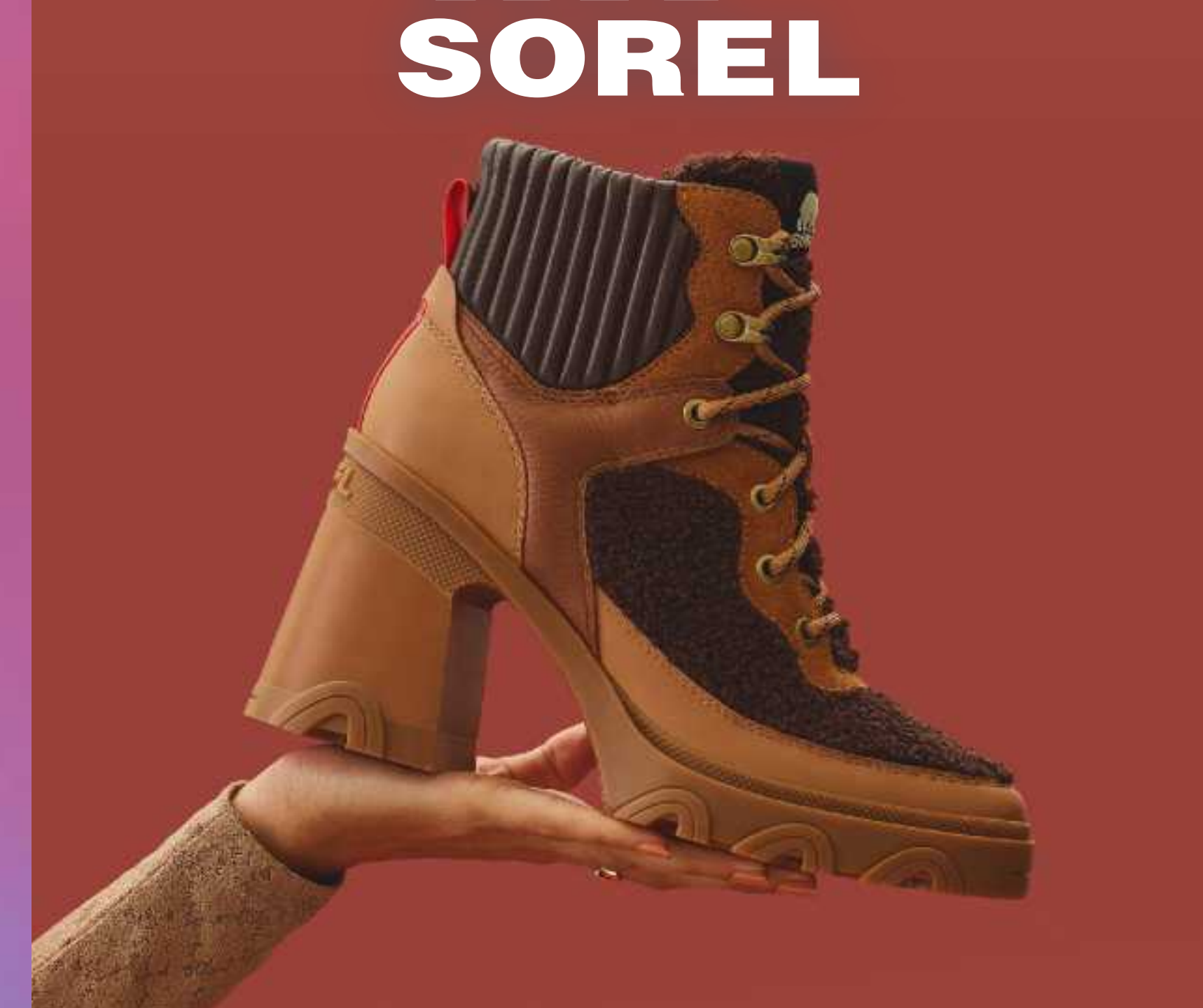
**SPRING 2023 ORDERS SUPPORT
MODEST YEAR-OVER-YEAR FIRST HALF
WHOLESALE NET SALES GROWTH**



1. FOOTWEAR



SOREL





1. FOOTWEAR

 Columbia

2. INTERNATIONAL EXPANSION

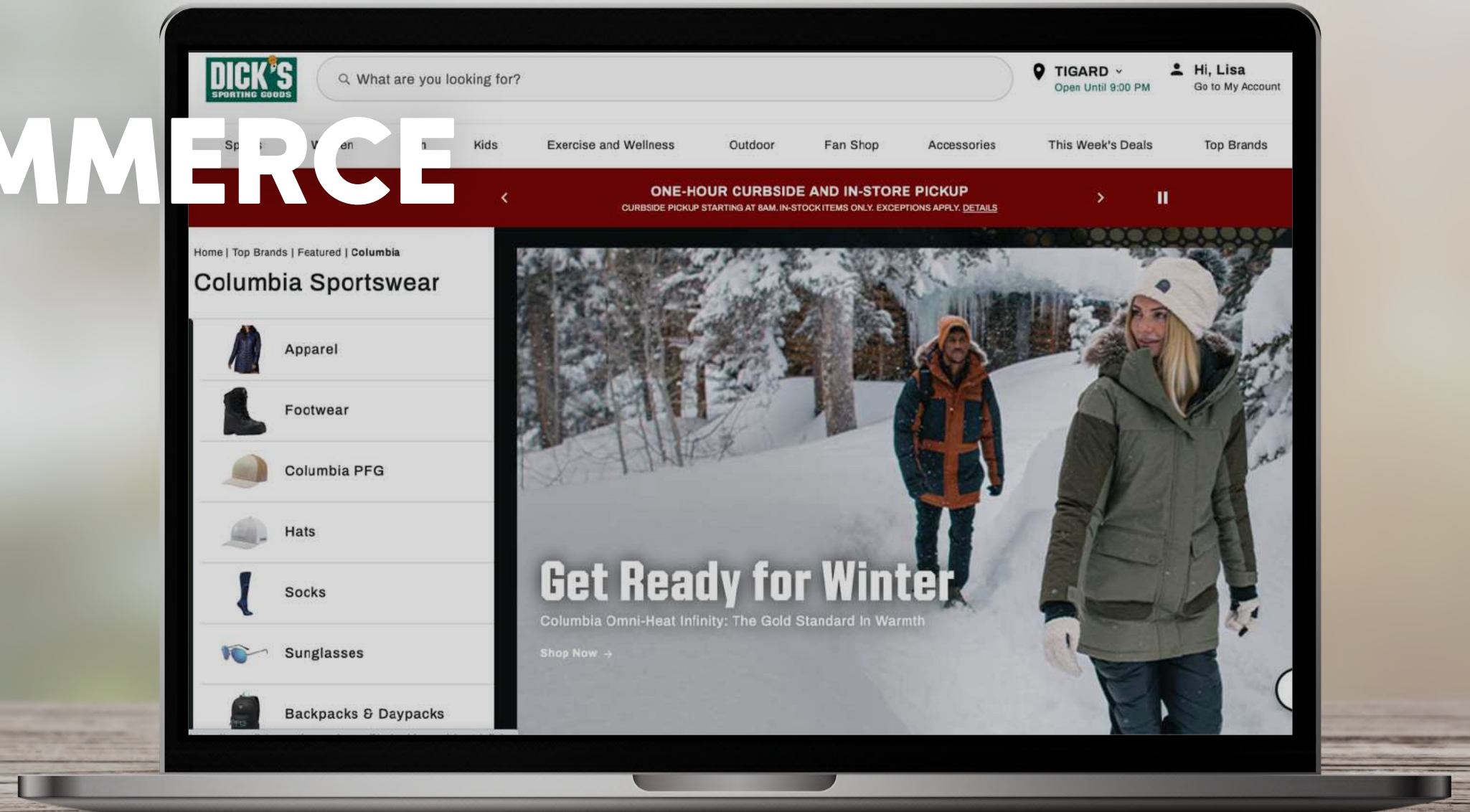
CANADA

EUROPE

CHINA



3. DIGITAL COMMERCE



2022 – 2025 COLUMBIA BRAND GROWTH

3 YEAR CAGR

7% TO 9%

2022 – 2025 SOREL GROWTH

3 YEAR CAGR

20% TO 22%

2022 – 2025 MOUNTAIN HARDWEAR GROWTH

3 YEAR CAGR

9% TO **11%**

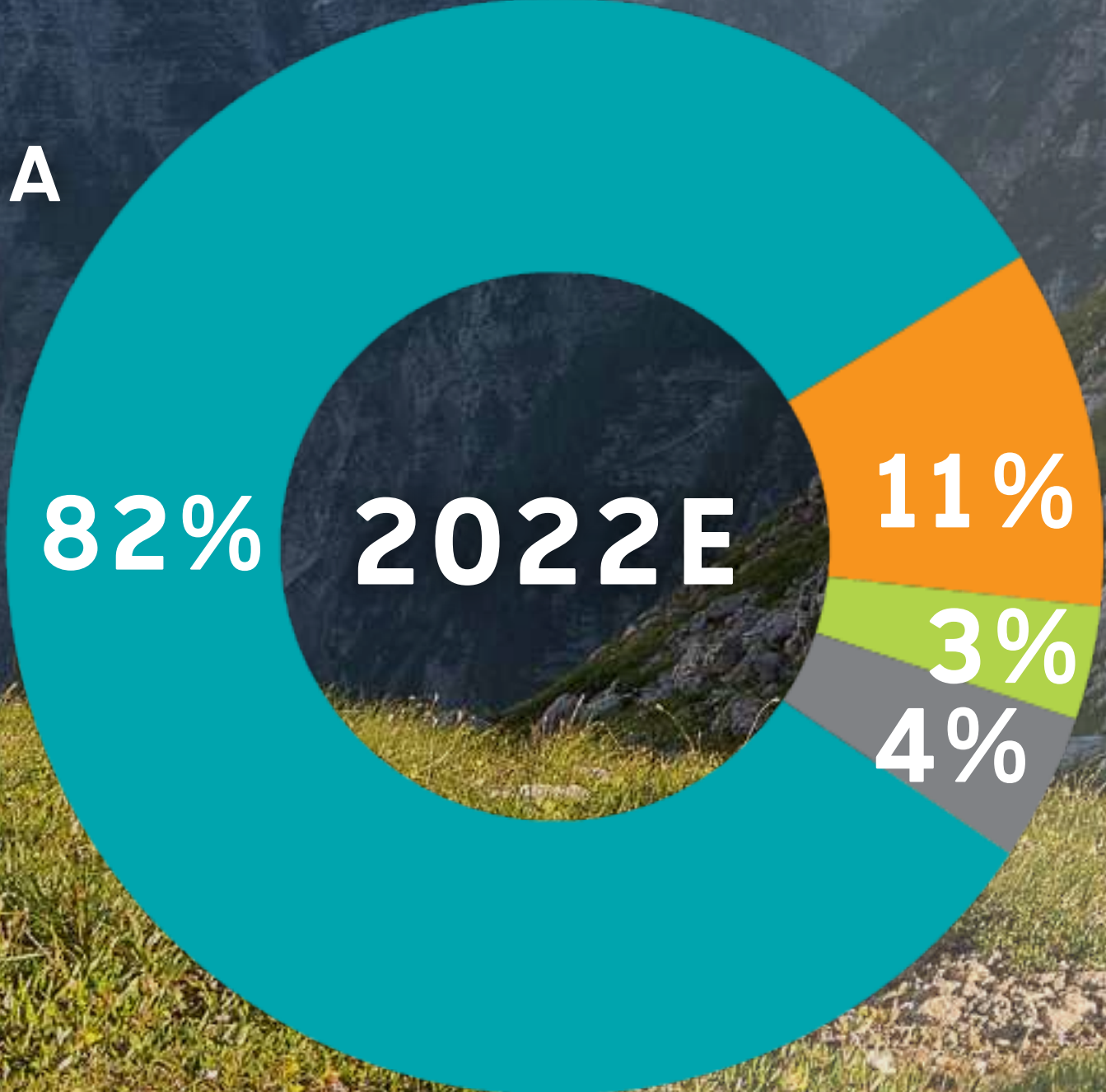
2022 – 2025 PRANA GROWTH

3 YEAR CAGR

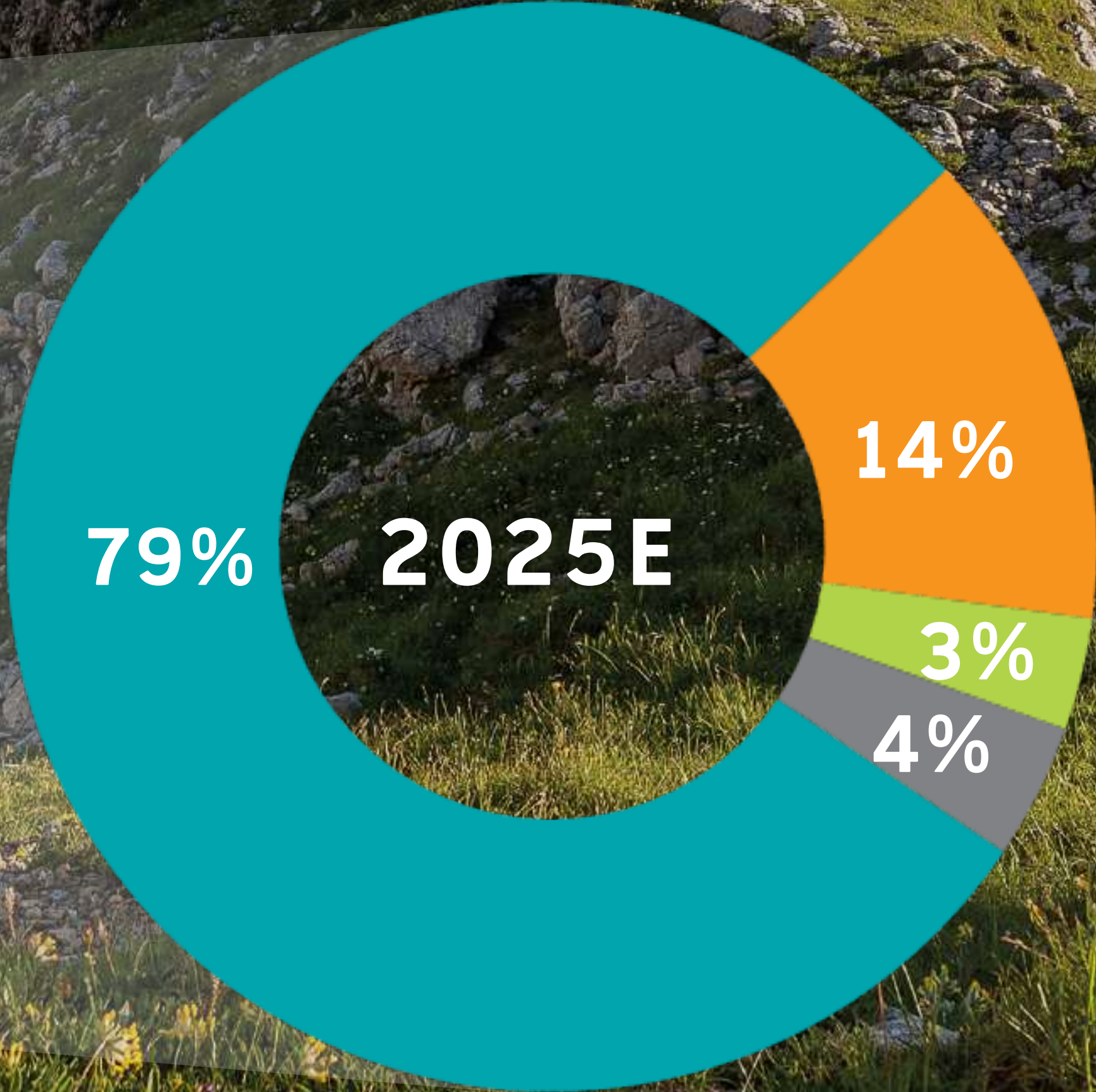
5% TO 7%

2022 – 2025 GROWTH BY BRAND

COLUMBIA



SOREL
MOUNTAIN
HARDWEAR
prAna



2022 – 2025 GROWTH BY CATEGORY

3 YEAR CAGR

FOOTWEAR

15% TO 17%

Columbia Footwear up 10% to 12%

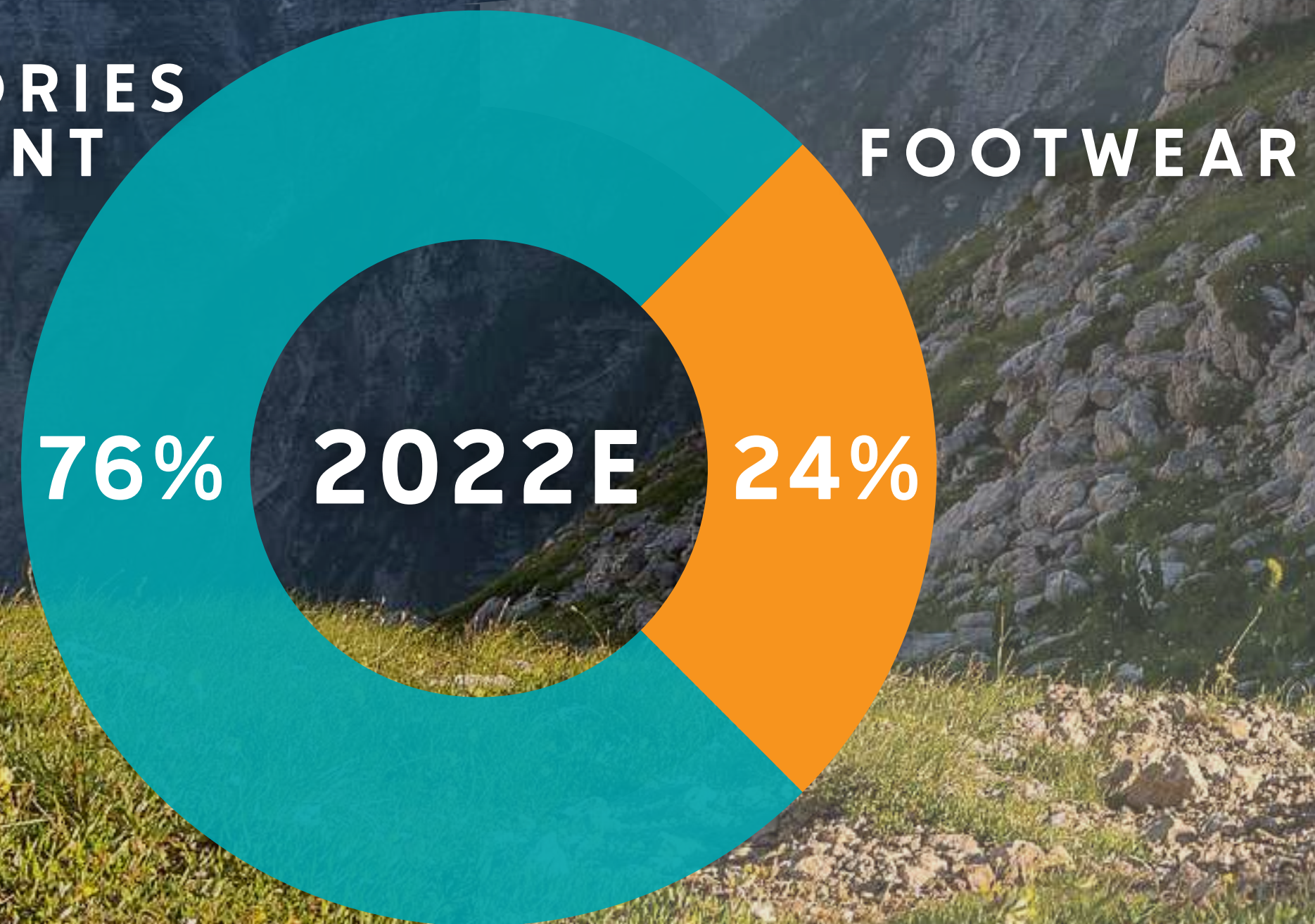
SOREL up 20% to 22%

APPAREL, ACCESSORIES
& EQUIPMENT

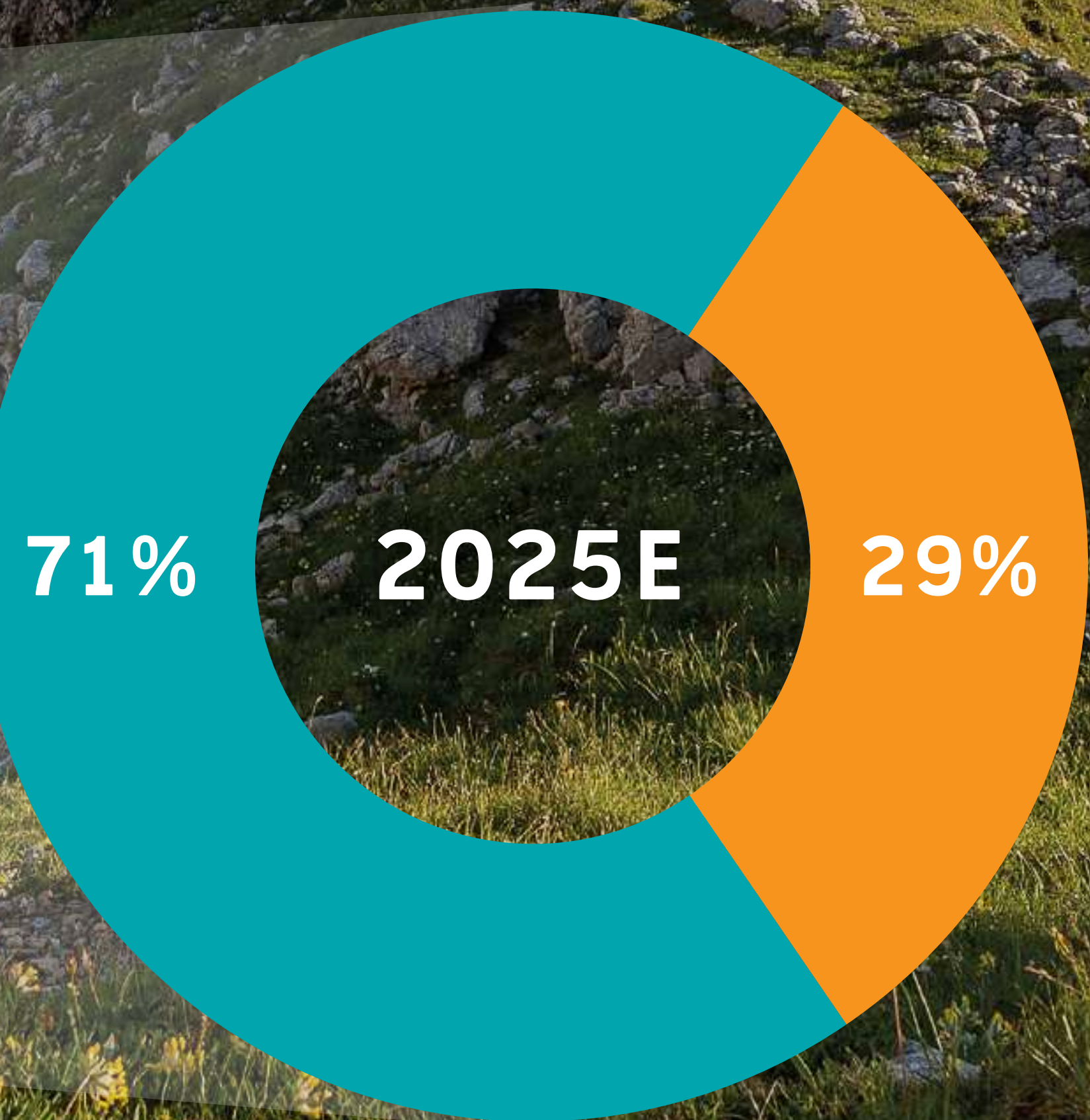
7% TO 9%

2022 – 2025 GROWTH BY CATEGORY

APPAREL
ACCESSORIES
EQUIPMENT



FOOTWEAR



71%

2025E

29%

2022 – 2025 GROWTH BY GEOGRAPHY

3 YEAR CAGR

UNITED STATES

+8% TO +10%

LAAP

+9% TO +11%

China up mid-teens%

EMEA

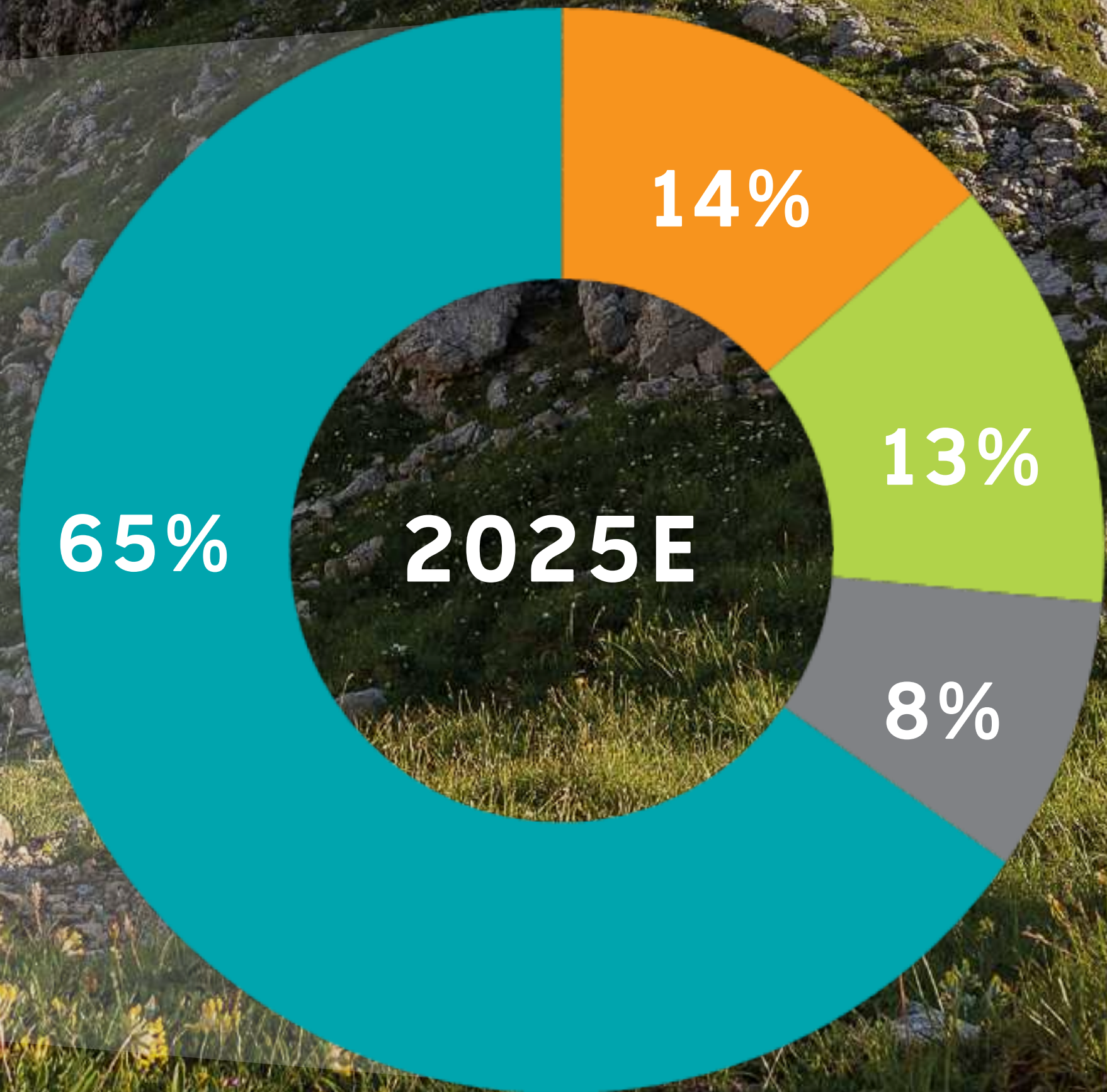
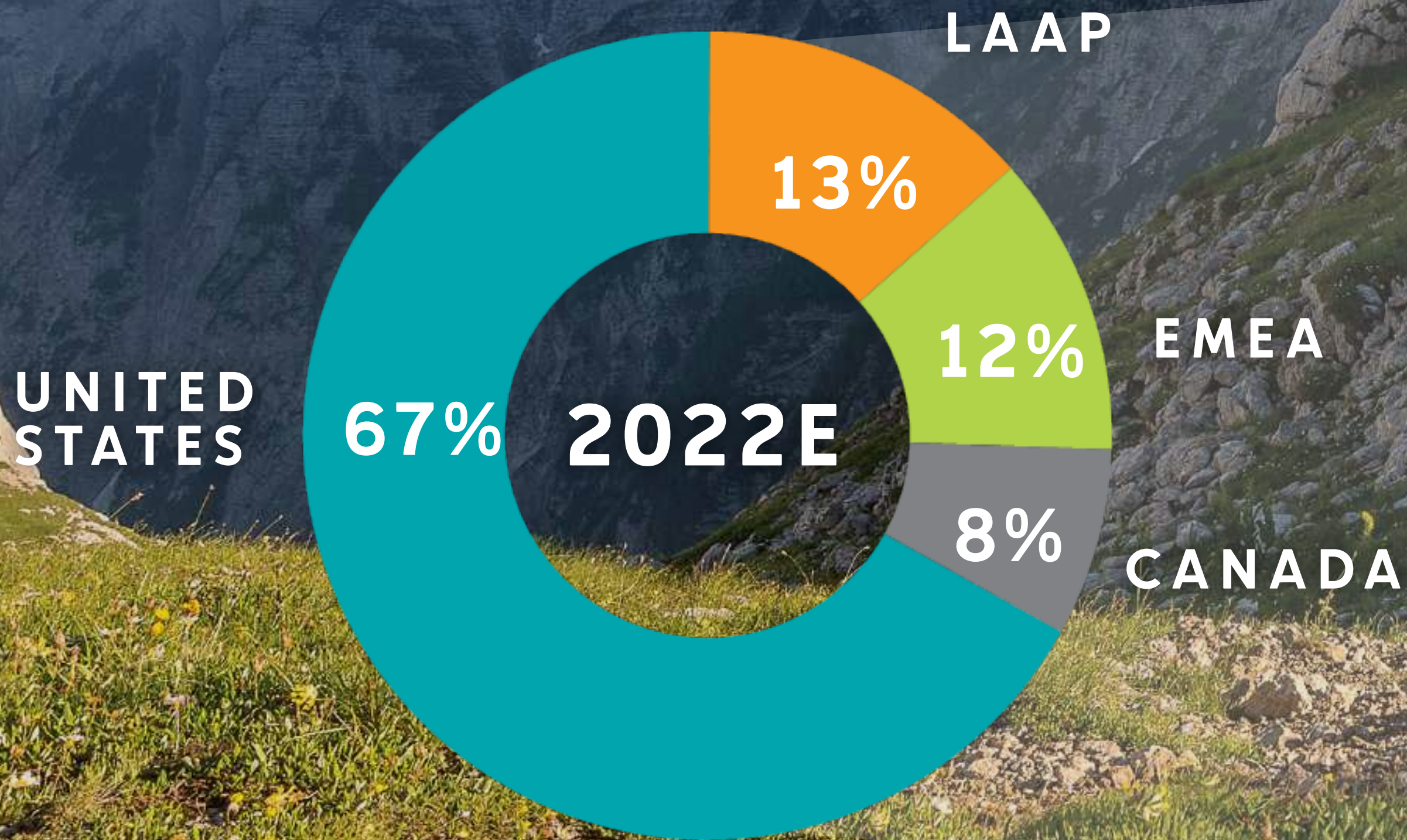
+11% TO +13%

Europe Direct up mid-teens%

CANADA

+12% TO +14%

2022 – 2025 GROWTH BY GEOGRAPHY



2022 – 2025 GROWTH BY CHANNEL

3 YEAR CAGR

WHOLESALE

9% TO 11%

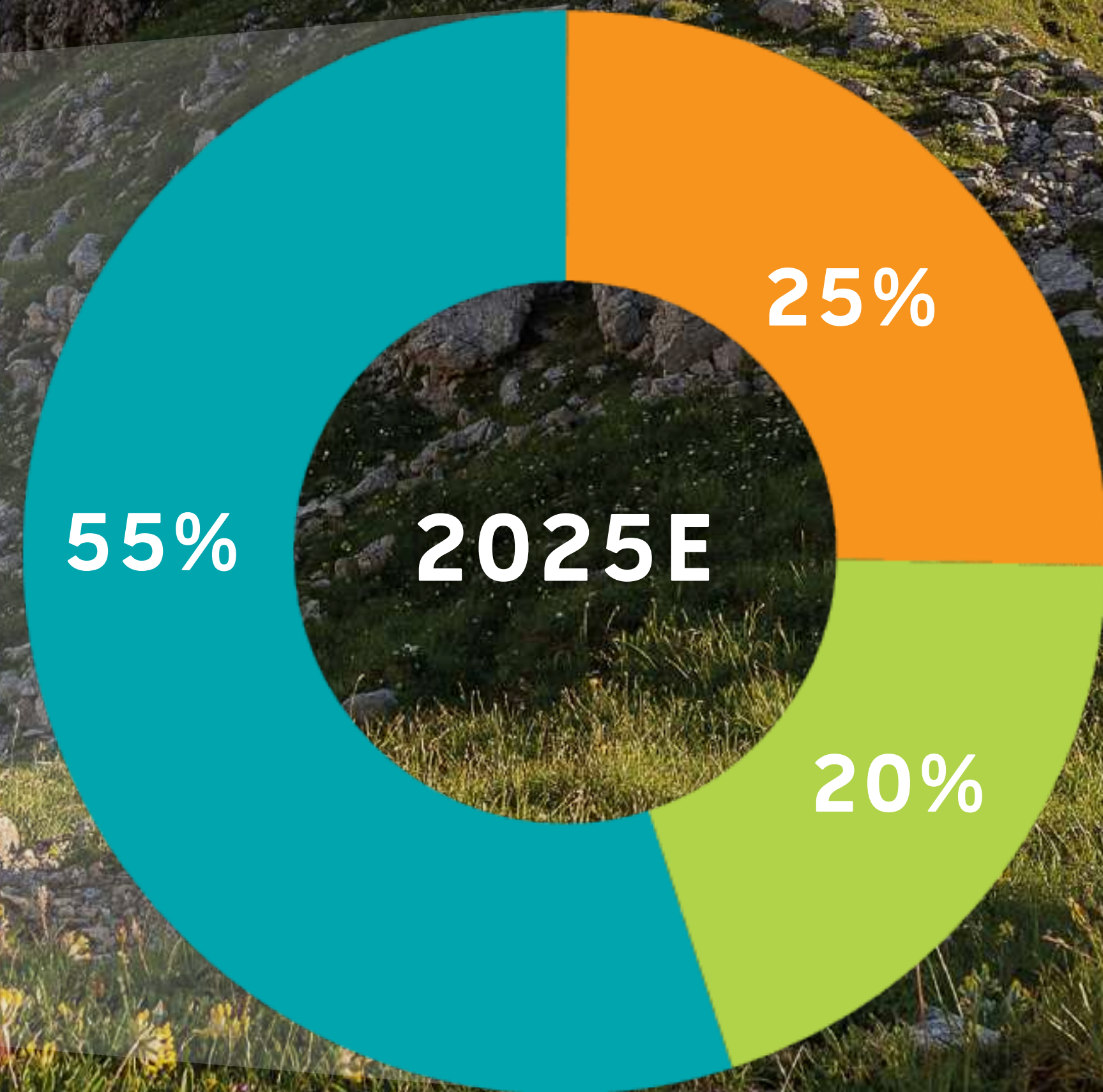
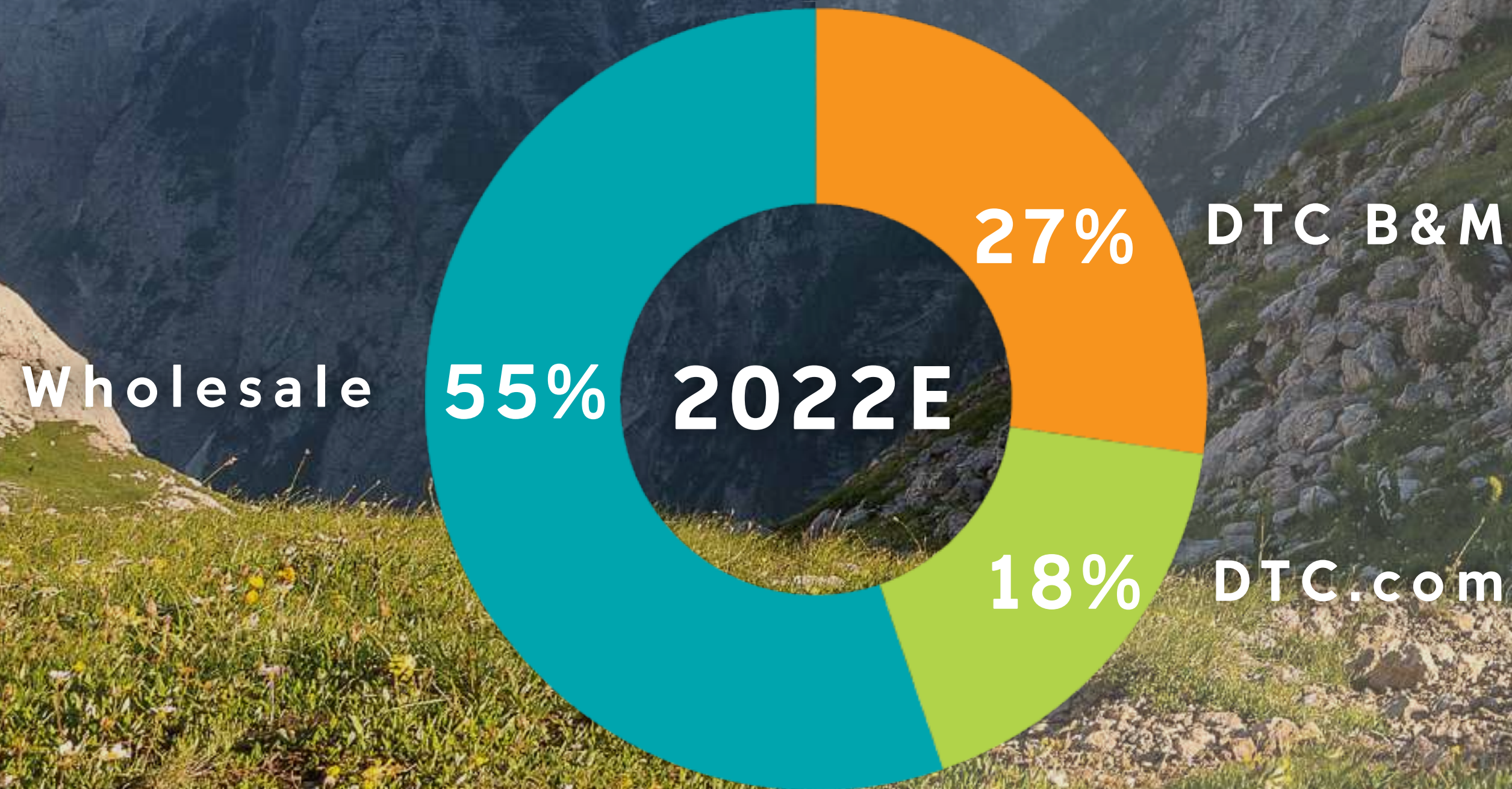
DTC
E-COMMERCE

13% TO 15%

DTC
BRICK & MORTAR

6% TO 8%

2022 – 2025 GROWTH BY CHANNEL



OPERATING MARGIN EXPANSION

BY 2025

~**14%**



GROSS MARGIN DRIVERS

HEADWINDS

**ECONOMIC UNCERTAINTY –
INFLATIONARY PRESSURES**

**FOREIGN CURRENCY
WEAKNESS**

**INVENTORY & MARKETPLACE
PROMOTION LEVELS**

TAILWINDS

BRAND PRICING POWER

DISCIPLINED EXECUTION



SG&A DRIVERS

HEADWINDS/INVESTMENTS

INFLATIONARY PRESSURES

STRATEGIC INVESTMENTS,
INCLUDING DEMAND CREATION

TAILWINDS

TOP LINE MOMENTUM,
FUELS FIXED SG&A
EXPENSE LEVERAGE

OPERATIONAL EFFICIENCIES

EXPENSE DISCIPLINE



STRATEGIC INVESTMENTS

**DEMAND
CREATION**

DIGITAL

**SUPPLY
CHAIN**

OTHER



STRATEGIC INVESTMENTS

DEMAND CREATION

INCREASE RATE OF SPEND
TO >6.0% OF SALES

EMPHASIZE GROWTH
ACCELERATORS

UTILIZE FULL FUNNEL -
DIGITAL-FIRST MINDSET

CREATE DEEPER CONNECTIONS
WITH CONSUMERS



STRATEGIC INVESTMENTS

DIGITAL

ENHANCE ONLINE
CONSUMER EXPERIENCES

GENERATE CONSUMER
INSIGHTS WITH DATA
AND ANALYTICS

AMPLIFY LOYALTY /
MEMBERSHIP

ENGAGE CONSUMERS
WITH DIGITAL MARKETING



STRATEGIC INVESTMENTS

SUPPLY CHAIN

**ENHANCE CONSUMER
EXPERIENCES THROUGH
SERVICE AND SPEED**

**ADAPT OUR SUPPLY CHAIN TO
AN EVOLVING BUSINESS MODEL
SERVING AN OMNI-CHANNEL
BUSINESS**

**IMPROVE INVENTORY
EFFICIENCY**

**ACTIVATE CAPACITY
GROWTH**



STRATEGIC INVESTMENTS

OTHER

**INVEST IN NEW GROWTH
OPPORTUNITIES**

DTC STORE EXPANSION

**EMPOWER OUR TALENT
THROUGH TOOLS &
TECHNOLOGY**



CAPITAL ALLOCATION PRIORITIES

**INVEST IN
ORGANIC GROWTH
OPPORTUNITIES**
TO DRIVE LONG-TERM
PROFITABLE GROWTH

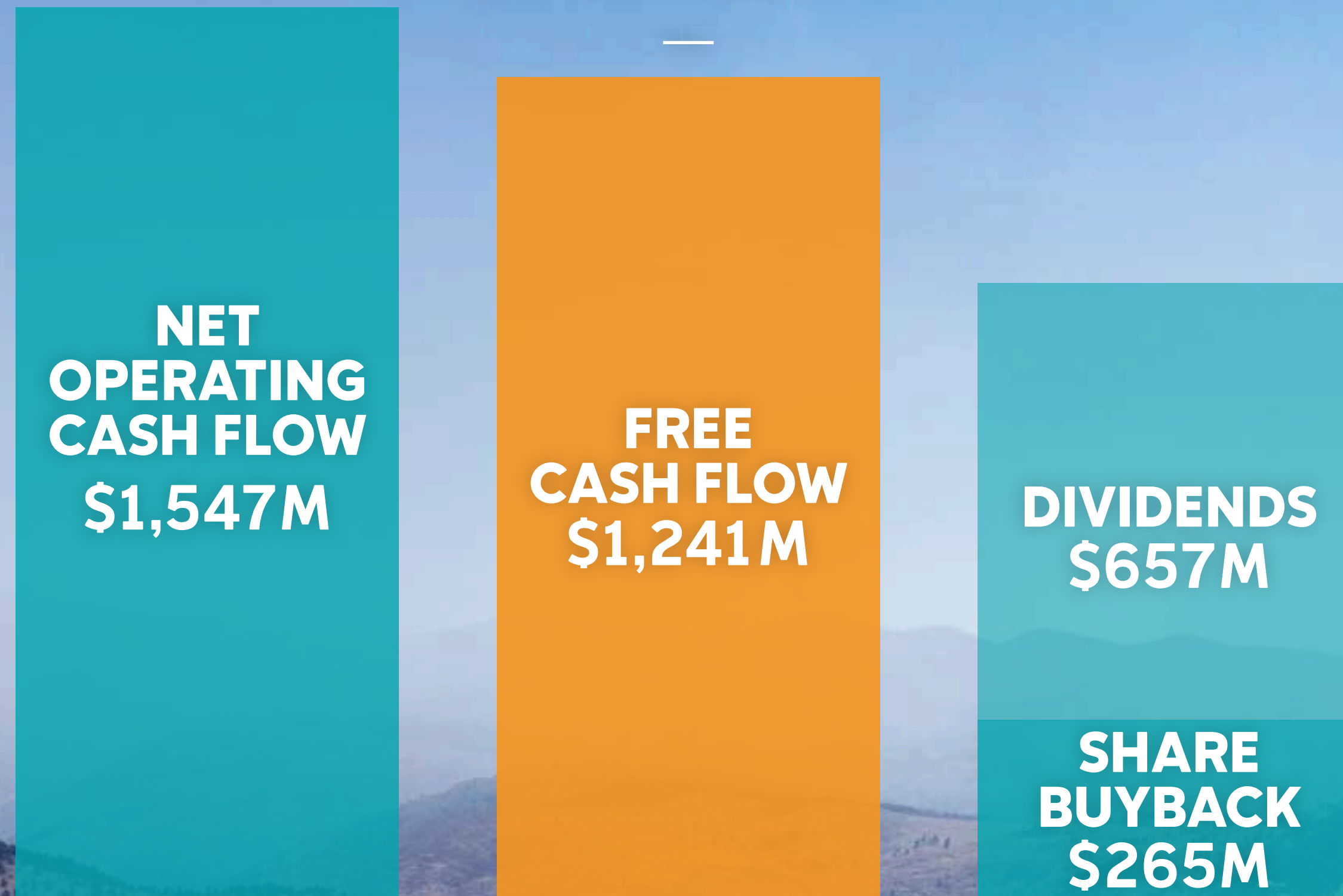
**RETURN AT LEAST 40%
OF FREE CASH FLOW
TO SHAREHOLDERS**
THROUGH DIVIDENDS
AND SHARE REPURCHASES

**OPPORTUNISTIC
M&A**



CAPITAL ALLOCATION PRIORITIES

CUMULATIVE FREE CASH FLOW
TO SHAREHOLDERS
2017-2021



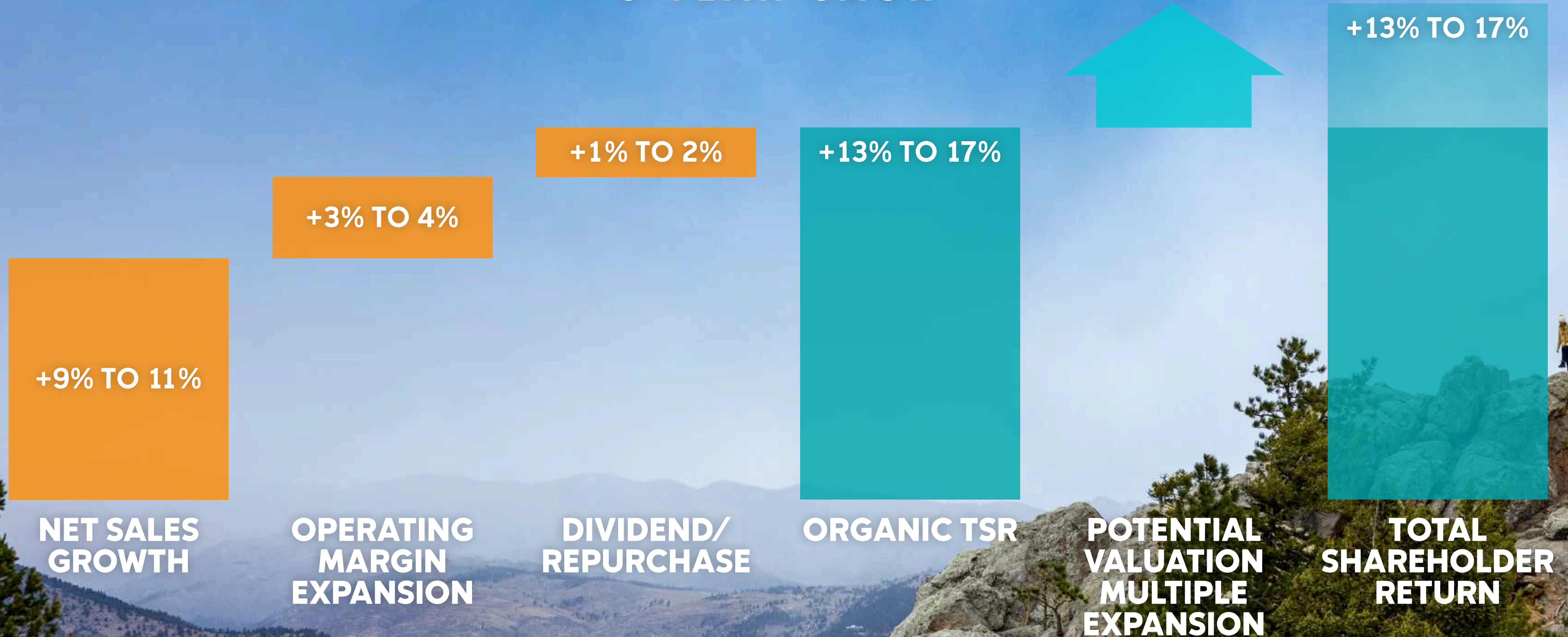
CUMULATIVE FREE
CASH FLOW
2023-2025

> \$1B

Please see the Free Cash Flow Reconciliation slide for more information

ANNUAL TOTAL SHAREHOLDER RETURN TARGET

—
3 YEAR CAGR



2025 EARNINGS GROWTH ALGORITHM

$$\begin{array}{ccccc} \text{NET} & & \text{OPERATING} & & \text{DILUTED} \\ \text{SALES} & + & \text{MARGIN} & = & \text{EPS} \\ \text{—} & & \text{—} & & \text{—} \\ \$4.5\text{B TO } \$4.7\text{B} & & \sim 14\% & & \$7.35 \text{ TO } \$7.95 \end{array}$$





Columbia



SOREL

MOUNTAIN
HARD
WEAR 

prAna





Columbia
Sportswear Company™

 Columbia



MOUNTAIN
HARD
WEAR 

prAna

FREE CASH FLOW RECONCILIATION

COLUMBIA SPORTSWEAR COMPANY
Reconciliation of GAAP to Non-GAAP Financial Measures
Net cash used in operating activities to free cash flow
(Unaudited)

<i>(In millions)</i>	Year Ended December 31,				
	2021	2020	2019	2018	2017
Net cash provided by operating activities	\$ 354.4	\$ 276.1	\$ 285.5	\$ 289.6	\$ 341.1
Capital expenditures	(34.7)	(28.8)	(123.5)	(65.6)	(53.4)
Free cash flow	\$ 319.7	\$ 247.3	\$ 162.0	\$ 224.0	\$ 287.7

GAAP financial measures for forward-looking periods are not available without unreasonable effort.