CFO Commentary and Financial Review

Third Quarter 2022

October 27, 2022

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

Since Columbia Sportswear Company is a global company, the comparability of its operating results reported in U.S. dollars is affected by foreign currency exchange rate fluctuations because the underlying currencies in which it transacts change in value over time compared to the U.S. dollar. To supplement financial information reported in accordance with GAAP, the Company discloses constant-currency net sales information, which is a non-GAAP financial measure, to provide a framework to assess how the business performed excluding the effects of changes in the exchange rates used to translate net sales generated in foreign currencies into U.S. dollars. The Company calculates constant-currency net sales by translating net sales in foreign currencies for the current period into U.S. dollars at the average exchange rates that were in effect during the comparable period of the prior year. Management believes that this non-GAAP financial measure reflects an additional and useful way of viewing an aspect of our operations that, when viewed in conjunction with our GAAP results, provides a more comprehensive understanding of our business and operations.

Free cash flow is a non-GAAP financial measure. Free cash flow is calculated by reducing net cash flow from 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 constant-currency net sales and 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 "Appendix". 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				

Columbia Sportswear Company

WE CONNECT ACTIVE PEOPLE WITH THEIR PASSIONS

ACCELERATE PROFITABLE GROWTH

CREATE ICONIC PRODUCTS
Differentiated, Functional, 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




Columbia | SOREL | MOUNTAIN HARDWEAR | prAna

CAPITAL ALLOCATION PRIORITIES

Our goal is to maintain our strong balance sheet and disciplined approach to capital allocation.

Dependent upon market conditions and our strategic priorities, our capital allocation approach includes:

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

Q3'22 KEY HIGHLIGHTS

Q3'22 FINANCIAL RESULTS COMPARED TO Q3'21

Net Sales	Gross Margin	Operating Margin	Diluted EPS
$955M	**48.0%**	**15.2%**	**$1.80**
+19%	**-270 bps**	**-140 bps**	**+18%**

Q3'22 Highlights:

- The increase in net sales primarily reflects earlier shipment of higher Fall '22 wholesale orders and DTC growth.
- Net sales growth was led by the SOREL and Columbia brands, which increased 28% and 19%, respectively.
- We generated 19% net sales growth and 18% diluted EPS growth, compared to our third quarter outlook of ~20% net sales growth and ~10% diluted EPS growth. A lower than planned effective tax rate benefitted diluted EPS by $0.05, compared to our third quarter financial outlook.
- Diluted EPS growth of 18% outpaced net income growth of 11% due to share repurchase activity since Q3'21.

Q3’22 ACTUAL VS LAST YEAR

(dollars in millions, except per share amounts)

	Q3'22	Q3'21	Change
Net Sales	$955.0	$804.7	+19%
Gross margin	48.0%	50.7%	-270 bps
SG&A percent of net sales	33.4%	34.8%	-140 bps
Operating income	$145.3	$133.5	+9%
Operating margin	15.2%	16.6%	-140 bps
Net income	$111.8	$100.6	+11%
Diluted EPS	$1.80	$1.52	+18%

Commentary on factors impacting Q3’22 financial results:

- Q3’22 net sales growth benefitted from favorable timing of Fall ‘22 shipments, relative to Fall ’21, which was more heavily weighted to Q4’21. Despite this improvement, Fall ’22 shipments were still later than historical shipping patterns.
- Within wholesale net sales, international distributors experienced outsized growth. EMEA distributor net sales benefitted from Fall ‘22 shipments shifting into Q3 and LAAP distributor net sales growth reflected strong Fall ‘22 shipments.
- Gross margin contraction was primarily driven by higher inbound freight costs, unfavorable channel and regional sales mix, increased inventory provisions, and lower DTC product margins, partially offset by higher wholesale product margins.
- SG&A leveraged as net sales growth outpaced expense growth. SG&A expense growth primarily reflects expenses to support the growth of the business and investments to drive our brand-led consumer-focused strategies.

Q3'22 NET SALES OVERVIEW

Q3'22 NET SALES AND GROWTH VS. Q3'21

CATEGORY PERFORMANCE

APPAREL, ACCESSORIES & EQUIPMENT:

+17% (+20% c.c.)
$726M

FOOTWEAR:

+25% (29% c.c.)
$229M

- Footwear outpaced Apparel, Accessories & Equipment growth driven by momentum across both SOREL and Columbia footwear.

BRAND PERFORMANCE

Columbia
+19% (+23% c.c.)
$773M

SOREL
+28% (+31% c.c.)
$112M

prAna
+3% (+3% c.c.)
$38M

MOUNTAIN HARDWEAR
+11% (+13% c.c.)
$32M

- Growth was primarily driven by increased shipment of higher Fall '22 wholesale orders across all brands.
- Favorable timing of Fall '22 shipments, relative to Fall '21, benefitted SOREL, Columbia and Mountain Hardwear's reported growth.

CHANNEL PERFORMANCE

WHOLESALE:

+24% (+28% c.c.)
$645M

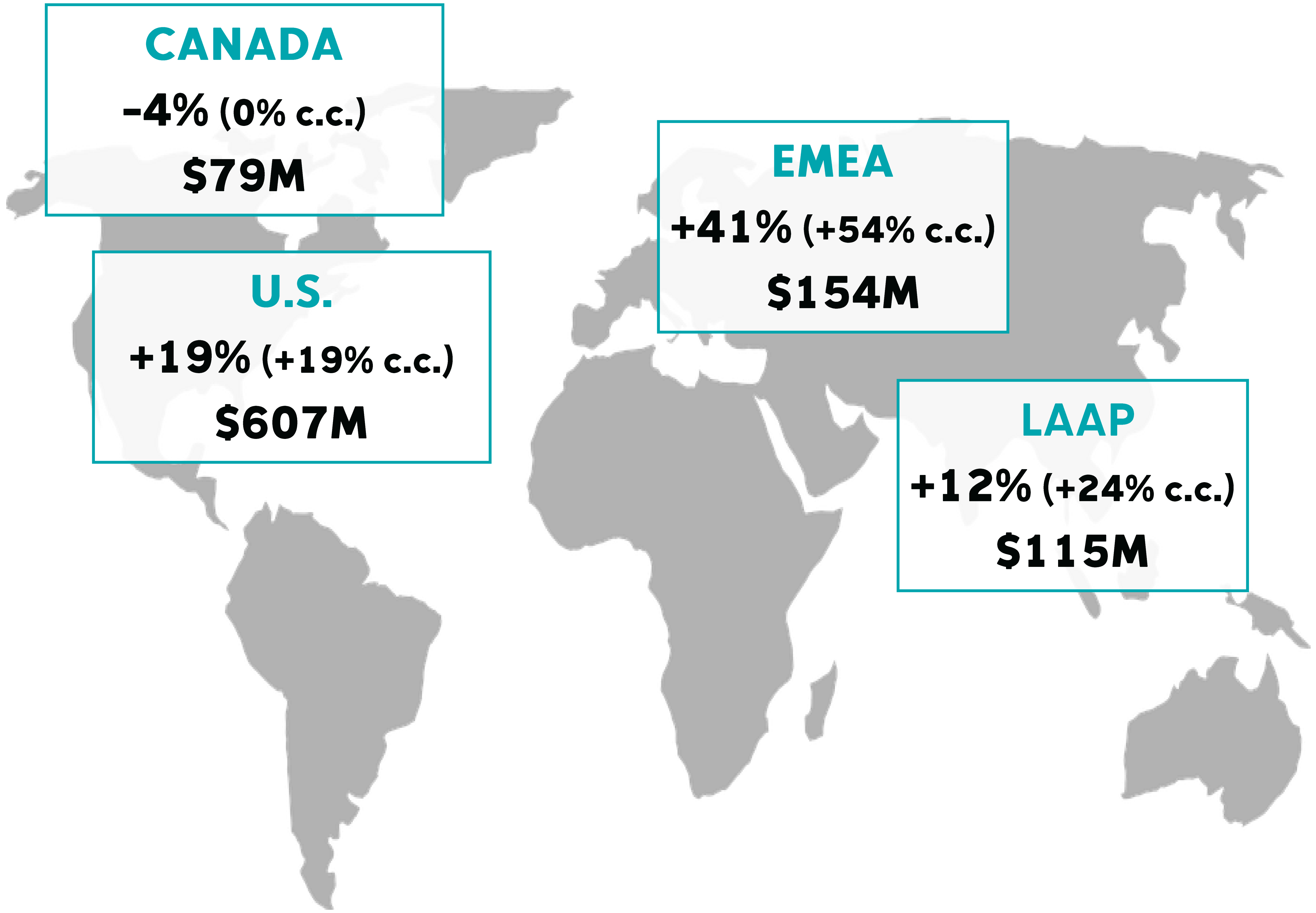
DTC:

+8% (+11% c.c.)
$310M

- Global wholesale led by strength in the U.S. and international distributor markets.
- DTC.com +9%, DTC B&M +8%

Q3'22 REGIONAL NET SALES PERFORMANCE

Q3'22 NET SALES AND GROWTH VS. Q3'21



All regions outside of the U.S. were negatively impacted by foreign exchange rates.
Commentary below on primary drivers reflects constant currency performance.

U.S.
- **Wholesale: up mid-20%**, shipping of robust Fall '22 orders
- **DTC: up HSD%**, DTC B&M +LDD%, DTC.com +HSD%
- The Company had 148 stores (132 outlet, 16 branded) exiting Q3'22 vs. 138 (129 outlet, 9 branded) exiting Q3'21

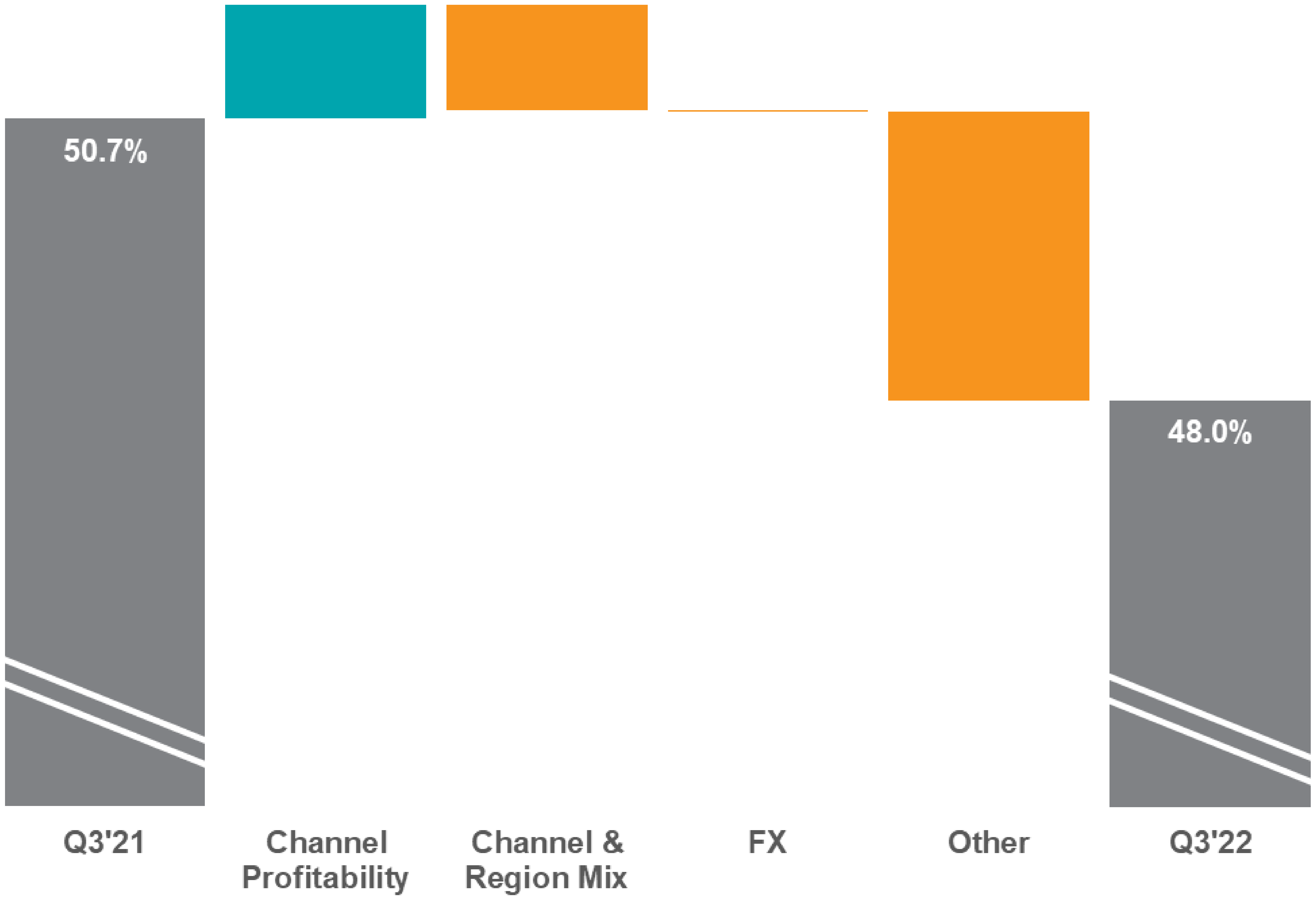
LAAP
- **China: up LSD%** (up MSD% c.c.) as strong DTC.com performance was balanced with the ongoing impacts of restrictions related to China's zero-COVID policy
- **Japan: down MSD%** (up high-teens% c.c.), driven by strong DTC and wholesale performance, aided by the anniversary of prior year state of emergency
- **Korea: down HSD%** (up LSD% c.c.), as strong DTC performance was partially offset by lower wholesale shipments
- **LAAP distributor: up high-140%**, on shipment of higher Fall '22 orders compared to depressed pandemic-driven Fall '21 shipments

EMEA
- **Europe-direct: up HSD%** (up mid-20% c.c.), driven by strong wholesale and DTC performance
- **EMEA distributor: up high-140%**, driven by later shipment of Fall '22 orders under pre-existing contractual obligations with our Russia-based distributor business

Canada
- **-4% (0% c.c.)**, driven by strong DTC performance, offset by later shipment of Fall '22 orders which are expected to be more heavily weighted to Q4'22 vs. Q4'21

Q3’22 GROSS MARGIN BRIDGE

Q3’22 gross margin contracted –270 bps y/y to 48.0%



Gross Margin contraction primarily reflects:

Headwinds

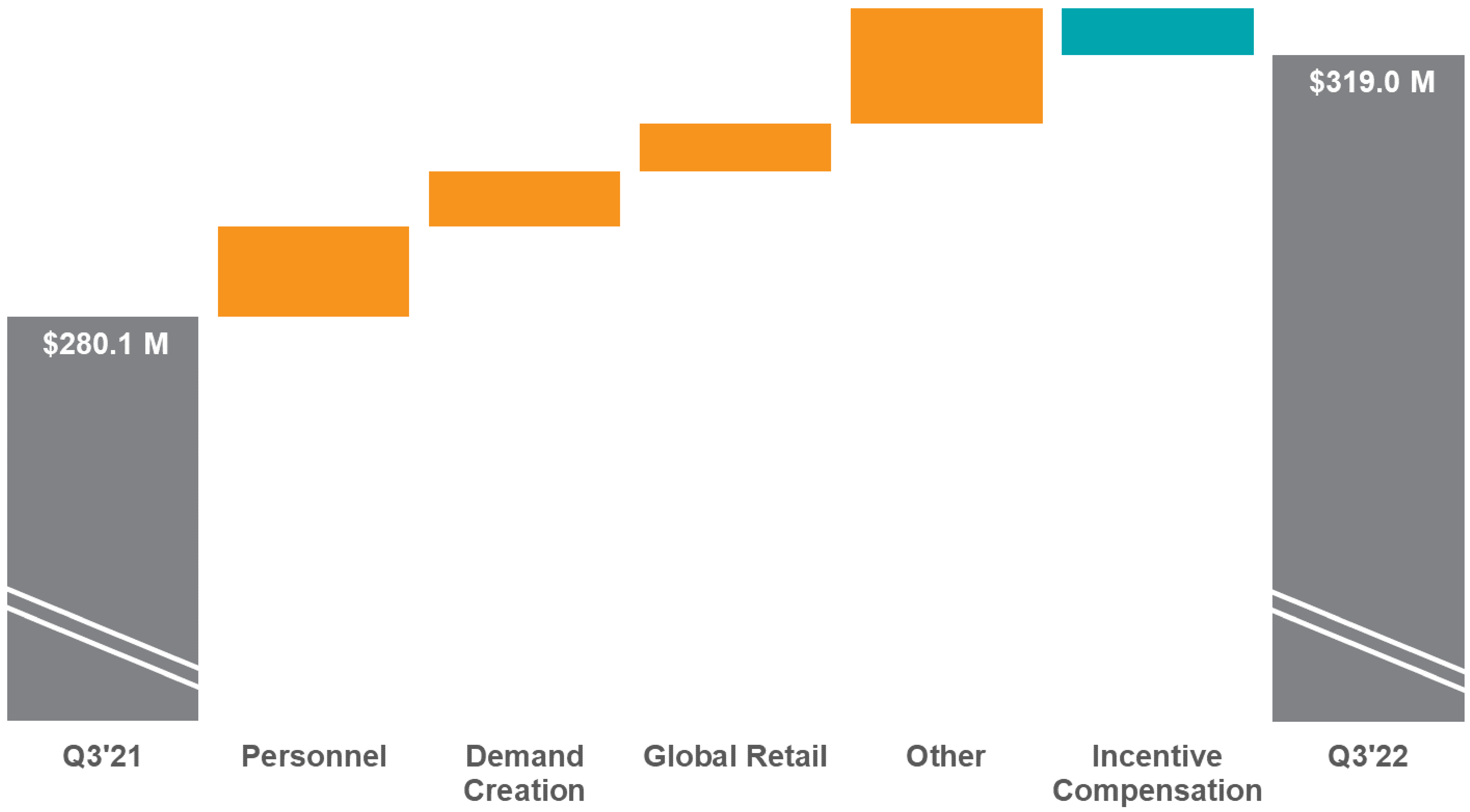
- **Other:** elevated inbound freight costs
- **Channel & Region Mix:** higher mix of wholesale sales (including distributor sales), which typically carry a lower margin vs. DTC sales
- **Other:** unfavorable y/y changes in inventory provisions
- **Channel Profitability:** lower DTC product margins driven by higher promotional activity

Tailwinds

- **Channel Profitability:** higher wholesale margins driven by price increases and a higher proportion of full price vs. off price sales, partially offset by input cost pressure

Q3'22 SG&A BRIDGE

SG&A increased 14% to $319.0M



Q3'22 SG&A expenses were 33.4% of net sales compared to 34.8% in Q3'21

SG&A expense growth primarily reflects expenses to support growth of the business and investments to drive our brand-led consumer-focused strategies:

SG&A Expense Increases

- **Personnel:** increased headcount to support business growth, annual merit increases and other wage rate increases
- **Demand Creation:** higher spending with sales growth
- **Global Retail:** higher expenses associated with sales growth and new stores

Partially offset by:

SG&A Expense Reductions

- **Incentive Comp:** y/y changes in accrued incentive compensation

BALANCE SHEET OVERVIEW

Balance Sheet as of September 30, 2022

Cash, Cash Equivalents and Short-term Investments

$160M

Cash, cash equivalents and short-term investments totaled $160.2M, compared to $600.6M as of September 30, 2021. The y/y reduction in cash primarily reflects increased working capital usage and share repurchases.

Inventory

+47%

Inventories +47% y/y to $1,056.9M. Late inventory receipts and slower consumer demand have resulted in greater than anticipated order cancellations and higher inventory levels. Older season inventories represent a manageable portion of our total inventory mix.

Exiting the quarter, on-hand finished goods inventories increased 51% y/y, while in-transit inventory increased 39% y/y. To align inventory levels more closely with anticipated demand, we are adjusting inventory purchases and utilizing our outlet stores to sell excess merchandise. We expect inventory to remain elevated for the next several quarters as we balance reducing inventory levels with maintaining profitability.

CASH FLOW OVERVIEW

Cash Flow for the Nine Months Ended September 30, 2022

Net Cash used in Operations

-$328M

Net cash flow used in operating activities was $328.1M, compared to $15.6M for the same period in 2021. The increase in net cash used in operations was largely attributable to increased inventory purchases and, to a lesser extent, increased accounts receivable.

Capital Expenditures

$42M

Capital expenditures totaled $42.5M compared to $20.4M for the same period in 2021.

Share Repurchases

$287M

The Company repurchased 3,235,327 shares of common stock for an aggregate of $286.9M, for an average price per share of $88.69.

Dividends

$0.30

The Board of Directors approved a regular cash dividend of $0.30 per share, payable on December 1, 2022, to shareholders of record on November 17, 2022.

2022 FINANCIAL OUTLOOK

The Company's 2022 Financial Outlook and the underlying assumptions are forward-looking in nature, and the forward-looking statements reflect our expectations as of October 27, 2022 and are subject to significant risks and business uncertainties, including those factors described under "Forward-Looking Statements" above. These risks and uncertainties limit our ability to accurately forecast results. This outlook reflects our estimates as of October 27, 2022 regarding the impact of the COVID-19 pandemic on our operations; economic conditions, including inflationary pressures; supply chain disruptions, constraints and expenses; elevated marketplace inventories; labor shortages; changes in consumer behavior and confidence; as well as geopolitical tensions. This outlook and commentary assume recent deterioration in market conditions and the economic environment, particularly in the U.S., which continues to exert pressure, unfavorably impacting the retail industry and our business. Projections are predicated on normal seasonal weather globally.

	2022 Financial Outlook	**Outlook compared to 2021**
Net sales	**\$3.44B to \$3.50B** (unchanged)	**+10% to +12%** (unchanged)
Gross margin	**49.1% to 49.4%** (prior 49.5% to 49.8%)	**250 bps to 220 bps contraction** (prior 210 bps to 180 bps contraction)
SG&A percent of net sales	**37.4% to 37.8%** (prior 37.6% to 38.0%)	**40 bps leverage to flat** (prior 20 bps leverage to 20 bps deleverage)
Operating margin	**11.9% to 12.7%** (prior 12.1% to 12.8%)	**250 bps to 170 bps deleverage** (prior 230 bps to 160 bps deleverage)
Operating income	**\$410M to \$443M** (prior \$415M to \$449M)	**-9% to -2%** (prior -8% to flat)
Effective income tax rate	**~23.5%** (prior 24.0% to 24.5%)	**2021 effective tax rate of 21.6%**
Net income	**\$315M to \$340M** (unchanged)	**-11% to -4%** (unchanged)
Diluted EPS	**\$5.00 to \$5.40** (unchanged)	**-6% to +1%** (unchanged)

2022 FINANCIAL OUTLOOK ASSUMPTIONS

Net sales	<u>Anticipated net sales growth primarily reflects:</u>
	• Inbound shipping times, port congestion and other logistics delays have elongated in-transit times resulting in delayed receipt and delivery of products. Our 2022 financial outlook incorporates our current view of the supply chain disruptions which could materially change as conditions evolve.
	• All brands are anticipated to grow in 2022, with SOREL anticipated to have the highest growth rate.
	• All four geographic segments are anticipated to grow in 2022.
	    • Canada, EMEA, and the U.S. are expected to drive the vast majority of full year 2022 net sales growth.
	    • LAAP region net sales growth is expected to be slower than consolidated net sales growth due to ongoing pandemic related challenges including impacts related to China's zero-Covid policy, as well as unfavorable foreign currency translation effects.
	    • Within our EMEA region, EMEA distributor net sales include shipments to our Russia-based distributor as we fulfill orders written prior to the invasion.
	• From a product category perspective, footwear is anticipated to grow low-teens% and apparel, accessories & equipment is anticipated to grow LDD%.
	• From a channel perspective, wholesale is anticipated to grow mid-teens% and DTC is anticipated to grow HSD%.
	    • DTC.com penetration as a percent of total net sales is expected to be slightly below 2021.
	    • DTC B&M sales growth includes contribution from approximately 15 new stores in North America planned for 2022.
	• The net sales outlook includes the benefit of price increases for the Spring and Fall 2022 product lines.

Gross margin	Gross margin for our Spring and Fall 2022 product lines is expected to be unfavorably impacted by product cost inflationary pressures. To offset these cost pressures, we implemented mid-single-digit percent price increases for our Spring 2022 product line and high-single-digit to low-double-digit percent price increases for our Fall 2022 product line. The effect of these price increases is expected to neutralize the impact of inflationary product cost pressures over time. <u>Anticipated gross margin contraction primarily reflects:</u> • elevated inbound freight costs; • unfavorable regional and channel mix shifts; and • decreased DTC product margins, primarily driven by the return to a more normalized promotional environment compared to exceptionally low promotions in 2021; partially offset by: • increased wholesale product margins, primarily driven by price increases, partially offset by increased cost pressure and higher customer accommodations.
SG&A % of net sales	<u>Anticipated SG&A expense growth includes:</u> • higher personnel expenses reflecting incremental headcount as well as wage increases; • increased expenses to support global DTC sales growth including new stores, wage increases and other related operations; • higher demand creation expense; and • higher facilities, travel and other expenses; partially offset by • lower incentive compensation expense. The increase in SG&A expense contemplated in our outlook includes over $20M of investments to drive long-term profitable growth. Areas of investment include digital and supply chain capability enhancements and new DTC stores as well as demand creation. Demand creation as a percent of net sales is anticipated to be approximately 6.0 percent in 2022, compared to 5.9 percent in 2021.

2022 ASSUMPTIONS AND FOURTH QUARTER OUTLOOK

Effective tax rate and share count	• The full year effective tax rate in our 2022 financial outlook is ~23.5% (prior 24.0%-24.5%). The 2022 effective tax rate is anticipated to be higher than the effective tax rate from 2019-2021 as the prior years included separate discrete tax items which lowered the effective tax rate in each year. We expect discrete tax items to have a lower impact on our effective tax rate in 2022 in comparison to prior years. • The effective income tax rate may be affected by unanticipated impacts from changes in international, federal or state tax policies, changes in the Company's geographic mix of pre-tax income and other discrete events, as well as differences from our estimate of the tax benefits associated with employee equity awards and our estimate of the tax impact of various tax initiatives. • The \$5.00 to \$5.40 diluted earnings per share range is based on estimated weighted average diluted shares outstanding of 63.0 million (unchanged).
Foreign currency	• Foreign currency translation is expected to reduce net sales growth by approximately 350 bps (prior 300 bps). • Foreign currency is expected to have an approximately \$0.25 negative impact on diluted earnings per share due primarily to unfavorable foreign currency translation impacts (prior \$0.15 to \$0.20 negative impact).
Operating cash flow and capital expenditures	• Operating cash flow is anticipated to be roughly break-even. The change in comparison to our prior forecast of approximately \$150M is due to higher inventory levels including earlier production of Spring '23 inventory. • Capital expenditures are planned to be between \$80M to \$90M (prior \$80M to \$100M).
Q4'22 financial outlook	• Net sales of \$1.14 to \$1.21 billion, representing net sales growth of 1% to 7% . • Diluted earnings per share of \$2.07 to \$2.47.


APPENDIX

THIRD QUARTER 2022 CONSTANT-CURRENCY RECONCILIATION

COLUMBIA SPORTSWEAR COMPANY
Reconciliation of GAAP to Non-GAAP Financial Measures
Net Sales Growth - Constant-currency Basis
(Unaudited)

(In millions, except percentage changes)	Three Months Ended September 30, Reported Net Sales 2022	Adjust for Foreign Currency Translation	Constant-currency Net Sales 2022[1]	Reported Net Sales 2021	Reported Net Sales % Change	Constant-currency Net Sales % Change[1]
Geographical Net Sales:						
United States	$ 607.0	$ —	$ 607.0	$ 510.5	19%	19%
Latin America and Asia Pacific	115.4	12.0	127.4	102.7	12%	24%
Europe, Middle East and Africa	153.5	14.8	168.3	109.2	41%	54%
Canada	79.1	2.8	81.9	82.3	(4)%	—%
Total	$ 955.0	$ 29.6	$ 984.6	$ 804.7	19%	22%
Brand Net Sales:						
Columbia	$ 773.3	$ 26.6	$ 799.9	$ 651.5	19%	23%
SOREL	112.4	2.6	115.0	88.1	28%	31%
prAna	37.4	—	37.4	36.4	3%	3%
Mountain Hardwear	31.9	0.4	32.3	28.7	11%	13%
Total	$ 955.0	$ 29.6	$ 984.6	$ 804.7	19%	22%
Product Category Net Sales:						
Apparel, Accessories and Equipment	$ 726.3	$ 21.2	$ 747.5	$ 621.1	17%	20%
Footwear	228.7	8.4	237.1	183.6	25%	29%
Total	$ 955.0	$ 29.6	$ 984.6	$ 804.7	19%	22%
Channel Net Sales:						
Wholesale	$ 645.1	$ 20.4	$ 665.5	$ 518.2	24%	28%
DTC	309.9	9.2	319.1	286.5	8%	11%
Total	$ 955.0	$ 29.6	$ 984.6	$ 804.7	19%	22%

(1) Constant-currency net sales is a non-GAAP financial measure. See "References to Non-GAAP Financial Information" above for further information.

FIRST NINE MONTHS 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)

	Nine Months Ended September 30,	
(In millions)	2022	2021
Net cash used in operating activities	$ (328.1)	$ (15.6)
Capital expenditures	(42.5)	(20.4)
Free cash flow	$ (370.6)	$ (36.0)