icebreaker Overview

1995
FOUNDED

2018
ACQUIRED BY VF

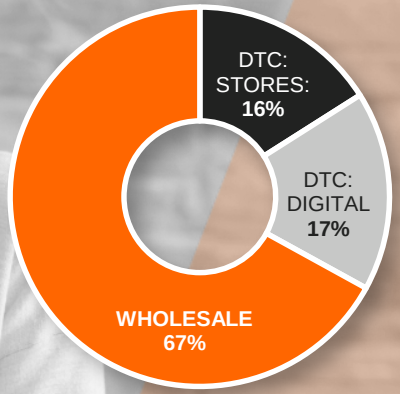
33
STORES

~$175M / +12%**
FY'19 REVENUE / GROWTH

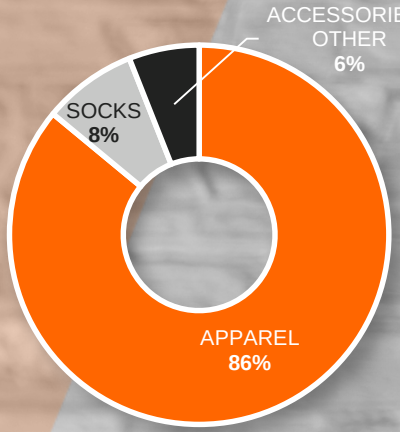
+12% to +13%
FY'19 – FY'24 CAGR

*% representative of FY'19 brand revenue.
**Growth rate is pro-forma.

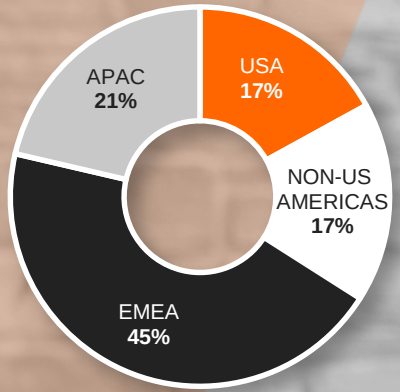
BY CHANNEL*



BY CATEGORY*



BY REGION*



icebreaker

INVESTOR DAY 2019

Greg Smith

GLOBAL BRAND PRESIDENT, ICEBREAKER

THE POWER of AND

DRIVEN BY OUR BELIEF THAT NATURE HAS THE ANSWER, WE PROVIDE NATURAL PERFORMING APPAREL ALTERNATIVES TO PLASTIC-BASED APPAREL TO CREATE A HEALTHIER AND MORE SUSTAINABLE FUTURE FOR OUR SPECIES AND THE PLANET.

Our Values

AUTHENTICITY: Relationships with each other are primary

PROGRESS: We seek out the constant pursuit of better

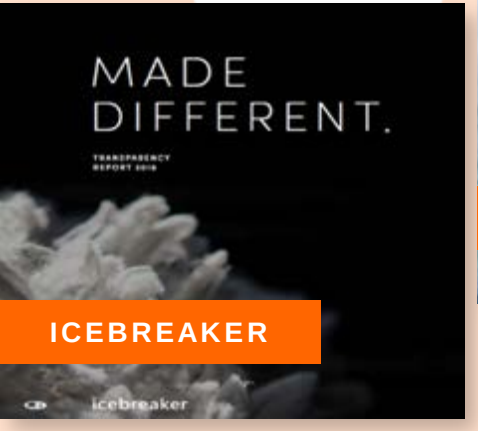
ADAPTABILITY: We look to nature to find new ways to evolve

INDIVIDUALITY: Celebrating what it means to be human

CONSCIOUSNESS: Always aware of our societal obligations

Global Forces of Change Align with icebreaker Proposition

Moving towards a natural and more conscious way of living. A demand being driven by progressive individuals wanting to make a difference and have greater access to a more sustainable, natural way of living.



ICEBREAKER

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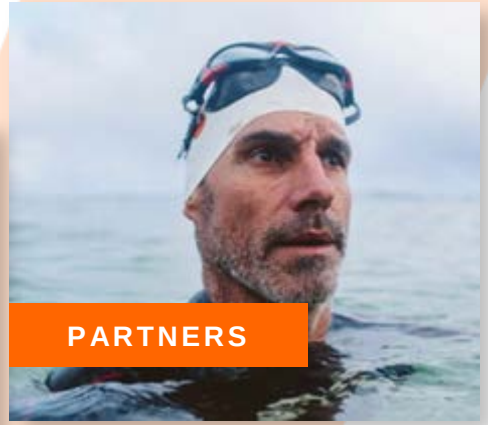


PARTNERS

+

GLOBAL GOALS

+

INDUSTRY PROGRESS

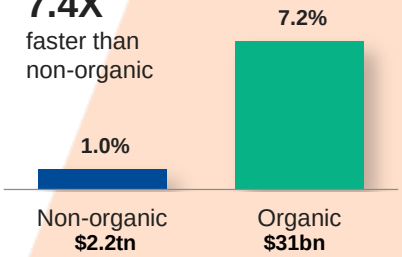
The Time is Now To Disrupt the Apparel Category

New conversations around the impact of clothing and natural as the alternative

TRENDS IN ORGANIC FOODS

Global Foods Market

Organic growing
7.4X
faster than
non-organic

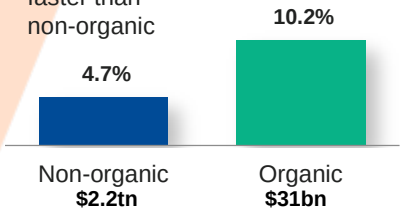


NATURE IS INFLUENCING WHAT PEOPLE PUT IN THEIR BODIES

TRENDS IN PERSONAL CARE

Global Skincare Market

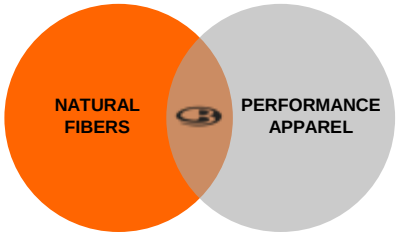
Organic growing
2.2X
faster than
non-organic



NATURE INFLUENCES WHAT PEOPLE PUT ON THEIR SKIN

TRENDS IN APPAREL

- Merino wool elevated as a natural performance alternative
- Performance delivered through the properties of natural fibers, design and construction
- Moving to better, natural as the alternative



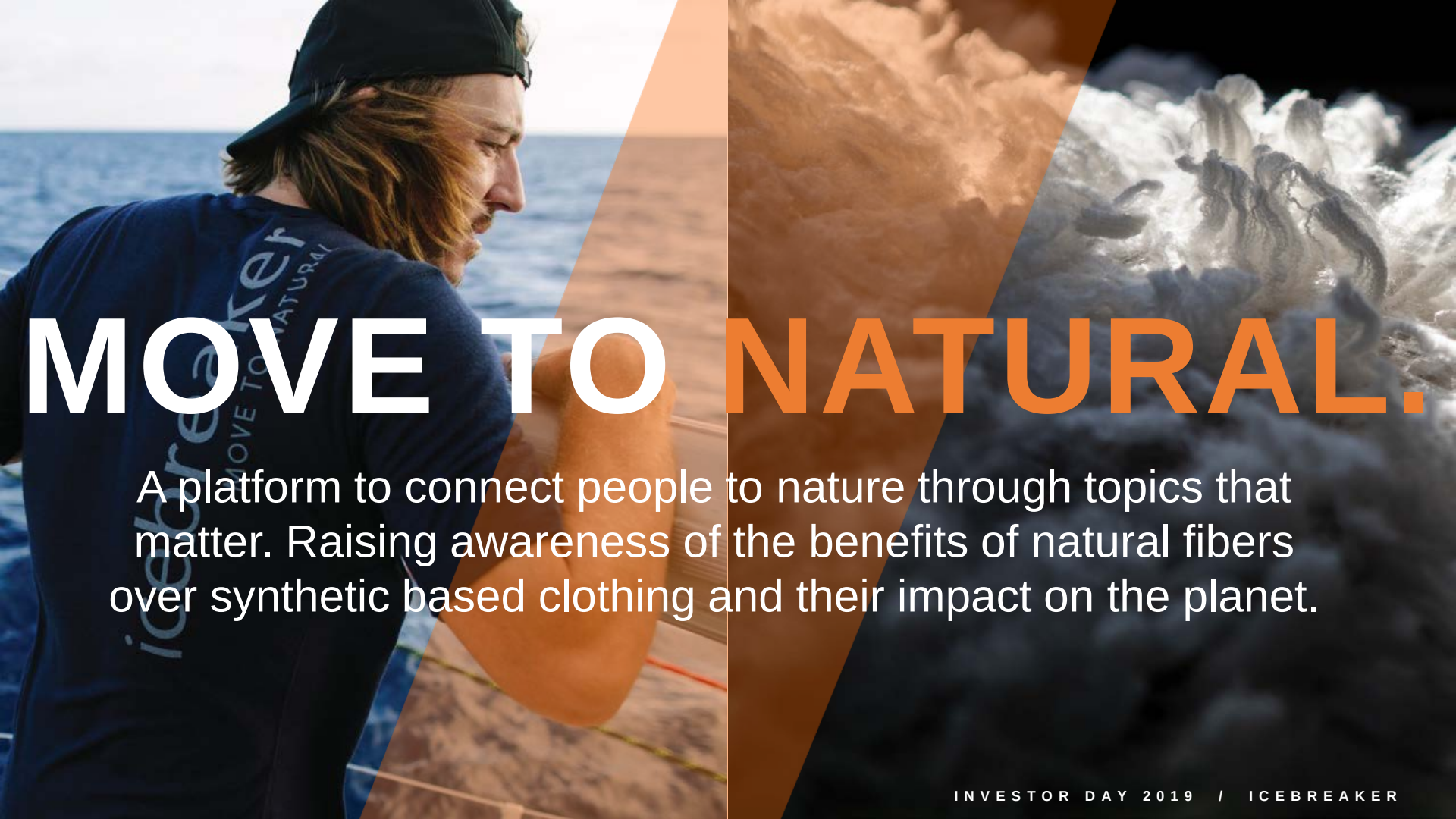
TIME TO MOVE TOWARDS NATURAL CLOTHING

icebreaker Vision

To challenge the apparel industry on doing better, by choosing to work with natural performing fibers over synthetics.

Through new narratives and disruptive conversations raise awareness around the impact of your clothing, challenging perceptions on how natural apparel, looks, feels and performs.

Fuel a movement towards moving to natural through creating access.



MOVE TO NATURAL.

A platform to connect people to nature through topics that matter. Raising awareness of the benefits of natural fibers over synthetic based clothing and their impact on the planet.

How We Connect with Consumers

An everyday active proposition based on versatility, simplicity and natural performing materials, focusing on moving towards a natural performance lifestyle proposition

NATURAL PERFORMANCE

Enabling people to stay healthy, active and connected with nature

NATURAL LIVING

Designed for a life on the move, work, travel, commuting in the city

Plastic-free by 2023

IN 2020 WE ARE CELEBRATING 25 YEARS OF NATURAL PROGRESS

- We publish goals that signal the Move to Natural is not just a statement for change, but a lens for how we will innovate in new natural fibers and materials as alternatives to synthetics, in the constant pursuit of better across every consumer touchpoint.

icebreaker
Move to natural