

CUTTER & BUCK, INC



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# JOEL FREET /

CEO Since 2014

C&B Since 1999

5 Years in Sales

5 Years in International Brand  
Management

5 Years Leading Corporate Division





OUR STORY



## OUR BRAND NAME

Founded on Seattle's waterfront in 1989 to create iconic sportswear of the highest quality, The name "Cutter" and "Buck" was chosen to symbolize where the sea, represented by a cutter, and the mountains, represented by a buck meet in harmony.

## CUTTER & BUCK

### THE CUTTER

A speedy, single-mast sailing ship used for work. A powerboat "Cutter" is ubiquitous on working waterfronts and make for a great day of fun.



### THE BUCK

The "Buck" is an evocative image of the mountains and the outdoors. At the intersection of the mountains and the sea is where we live, so cutter and buck make us feel at home.



## OUR MISSION

From our roots in the Pacific Northwest, we will grow a global lifestyle brand for empowered people who share our genuine spirit to find new ways forward.

We make our consumer's favorite products by applying iconic design and engineering for exceptional versatility.

We believe that sustainability and quality go hand in hand to excite our employees and our consumers.

We believe that empowered consumers everywhere can benefit from our products.

FIND EPIC IN EVERY DAY

BRAND PILLAR 1

PROUDLY PACIFIC NORTHWEST

In the Pacific Northwest, we live without limits, and we are proud ambassadors of this spirit.

ROOTED IN SEATTLE, READY FOR MORE

BRAND PILLAR 2

ULTIMATE VERSATILITY

True to our ever-shifting climate and limitless mindset, we move effortlessly between work and play, city and nature, rain and sun.

FIND EPIC IN EVERY DAY

BRAND PILLAR 3

POSITIVE ATTITUDE

We are optimists, empowering people to confidently push beyond what is to what could be.

FINDING NEW WAYS FORWARD

BRAND PILLAR 4

HIGHEST STANDARDS

We deliver unwavering quality and craftsmanship because our neighbors are our customers.

STANDARDS ARE FOR RAISING

BRAND PILLAR 5

SUSTAINABLE

We work for harmony between business, nature, and society. We are committed to sustainability, creating long lasting products through sustainable production practices.

TOWARD EVER BETTER



## PRODUCT STATEMENT

# WHAT WE MAKE

For the all-day active life we live, we need sportswear that can go anywhere, keep up with us, and help us bring out our very best.



## ICONIC STYLES

Always in style wherever your day takes you.

## ENGINEERED FOR EXCEPTIONAL VERSATILITY

Always be ready with style and performance.

## DESIGNED TO BE YOUR FAVORITE

Our products stand up to your every day, and will stand the test of time.

## SUSTAINABILITY

# TOWARD EVER BETTER

We seek sustainability in all dimensions of our business, beginning with iconic designs and great quality products that stay in-style for many years

## PRODUCTS FROM MORE SUSTAINABLE MATERIALS

Committed to 90% of our products with more sustainable materials by 2025.



## ZERO AIR FREIGHT

We designed our Product and business strategy aligned to using only Sea Freight in our Supply Chain.



## ALL DIGITAL

Our marketing and sales materials are all designed to be fully digital, resulting in ZERO Printed materials since 2019.





# BRANDS /



CUTTER & BUCK®

SINCE 1989

**CLIQUE**  
REG. TRADEMARK

SINCE 2007





STRATEGY

# OBJECTIVE: SUSTAINED PROFITABLE GROWTH

## GREAT CULTURE

- THE C&B FAMILY

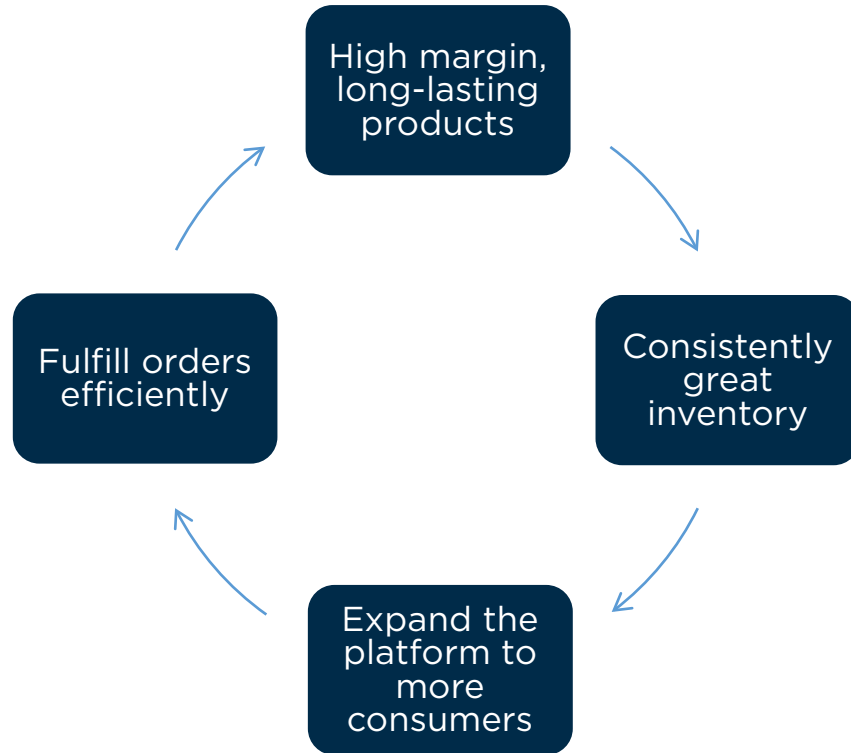
## CLEAR STRATEGY

- THE C&B “FLYWHEEL” BUSINESS MODEL

## GREAT EXECUTION

- OBJECTIVES AND KEY RESULTS

## SUSTAINED PROFITABLE GROWTH



The C&B “Flywheel” Business Model

We employ a Market Winning Product Series Strategy to achieve consistently high margins from Cutter & Buck and Clique high volume products that we sell across all channels.

We have a multi-step process coordinated with NWG Sourcing to deliver consistently great inventory.

The C&B Platform is the combination of long-lasting products with our capability to decorate, and fulfill orders efficiently. We focus on expanding the size and the reach of our Platform to find more consumers in all channels.

We continuously improve our efficiency, productivity, and capacity to full orders more efficiently.

# SUSTAINED PROFITABLE GROWTH

## Golf Stores and Fan Shops

- Golfers and Fans at shops
- Corporate event participants
- Staff ordering uniforms
- Re-orders of out of stock
- Direct Fulfillment of additional items

## Corporations

- Employees buying from company stores
- Employees buying or selecting uniform
- Employees attending events
- Promotional Gifts for company clients/consumers

THE C&B PLATFORM:  
our in-stock products,  
ready to be decorated  
and fulfilled quickly

## Retail

- Consumers in stores
- Staff ordering uniforms
- Running own e-commerce for consumers
- Re-orders of out of stock
- Direct Fulfillment of additional items

## E-Commerce

- Retailer.com Consumers
- Marketplace Consumers
- Direct to Consumers

SUSTAINED PROFITABLE GROWTH



## The C&B Digital Go to Market

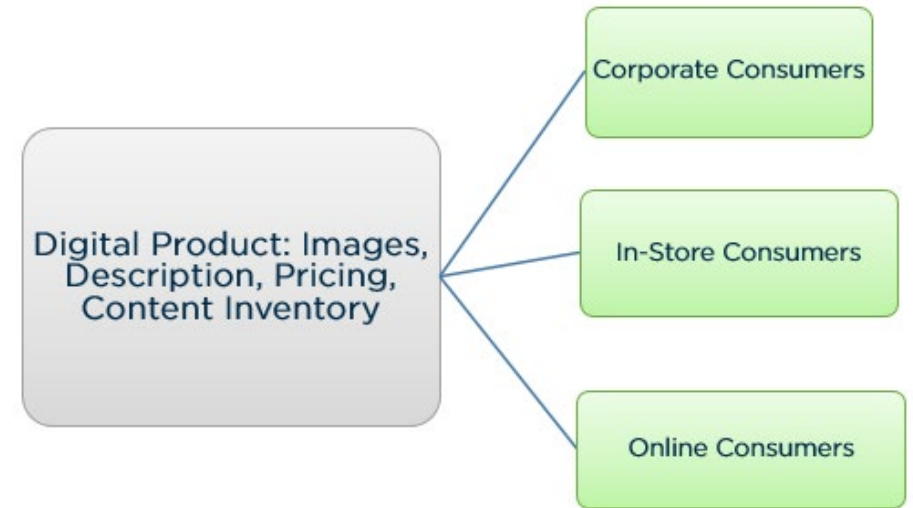
All Customers now require we provide Digital Product:

- Corporate Distributors, B2B and Consumer Marketplaces, Retailer.com, Omni-Channel Retailers, Retailers, and Sales Representatives all need Digital Product to sell the “real” product in, and/or on to their Consumer.

To achieve our Profitability Objective, Cutter & Buck executes a Digital Go to Market Strategy

Our digital Go to Market is characterized by:

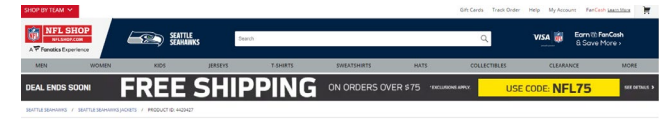
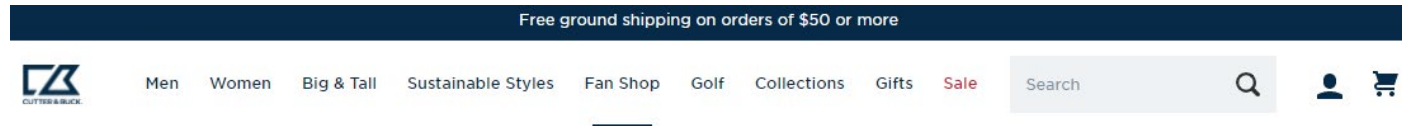
- One Product Line of high-volume, long lasting, “Market Winning Products” in C&B and Clique
- Products Commercialized Digitally and then Syndicated across all available integration opportunities to seek out Consumers in Corporate, In-store, and On-line
- Printed Catalogs and other static materials have been eliminated to increase speed to market, flexibility, and sustainability.



# SUSTAINED PROFITABLE GROWTH

cutterbuck.com/fan-shop

nflshop.com/seahawks



Home / Fan Shop / NFL Apparel / Seattle Seahawks / Women / Seattle Seahawks Cutter & Buck Rainier PrimaLoft® Womens Eco Insulated Full Zip Puffer Vest



Style: LCO00008-122848

## Seattle Seahawks Cutter & Buck Rainier PrimaLoft® Womens Eco Insulated Full Zip Puffer Vest

\$209.99 — Ships free!



Color: Anthracite Melange



Size: Required

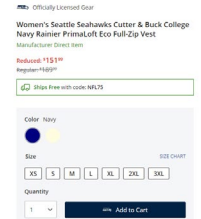
[Size Chart](#)



Qty



[Add to Wishlist](#)



Digital Logoed Product: a fully configured decorated product that we can syndicate across the digital sales landscape. Offering the same item, on CBCorporate.com, Cutterbuck.com, Fanatics.com, etc.



SUSTAINED PROFITABLE GROWTH

# ACCELERATE /

## AUTO STORE INVESTMENT

OPENING IN SEPTEMBER 2023 TO INCREASE CAPACITY AND EFFICIENCY

## INVENTORY SERVICE LEVEL IMPROVEMENTS

ALIGNED STRATEGY WITH NWG SOURCING

## ADD MARKET WINNING PRODUCT SERIES

IN C&B AND CLIQUE THAT WIN LARGE ADDRESSABLE MARKETS

## DIGITAL ACCELERATION

DIGITAL LOGO PRODUCTS EXPONENTIAL EXPANSION ACROSS ALL CHANNELS

SUSTAINED PROFITABLE GROWTH

# PROJECTIONS /

2021

Net Sales: \$96 MUSD  
+26%

2022 PROJECTION

Net Sales: \$124 MUSD  
+29%

2027 PROJECTION

Net Sales: \$265 MUSD



CR<sup>®</sup>