

5.11 

CODI INVESTOR DAY

||||| JUNE 25, 2019 |||||

5.11 

COMPANY VISION

5.11 is becoming an **iconic global consumer brand** rooted in serving public safety & military professionals, supplying purpose-built technical apparel, footwear & gear to people from all walks of life.

5.11 inspires the world to find their inner warrior.



PURPOSE

To inspire the world to find their inner warrior

VALUES

Trusted, Responsive, Accountable, Committed

MISSION

We are innovators who make purpose-built gear for life's most demanding missions



- + Extensive Retail & Ecommerce Experience
- + Committed to Operational Excellence

- + Passionate about Customer Experience
- + Focused on Sustainable, Profitable Growth



Francisco J. Morales
Co-Founder & CEO



Matt Hyde
Executive Chair



Jim McGinty
CFO



Jeff Roberts
SVP Retail



Deb Radcliff
CMO



Felipe Zardo
VP Ecommerce



Kelley Graham
SVP Global Ops & Strategy





THE BUSINESS



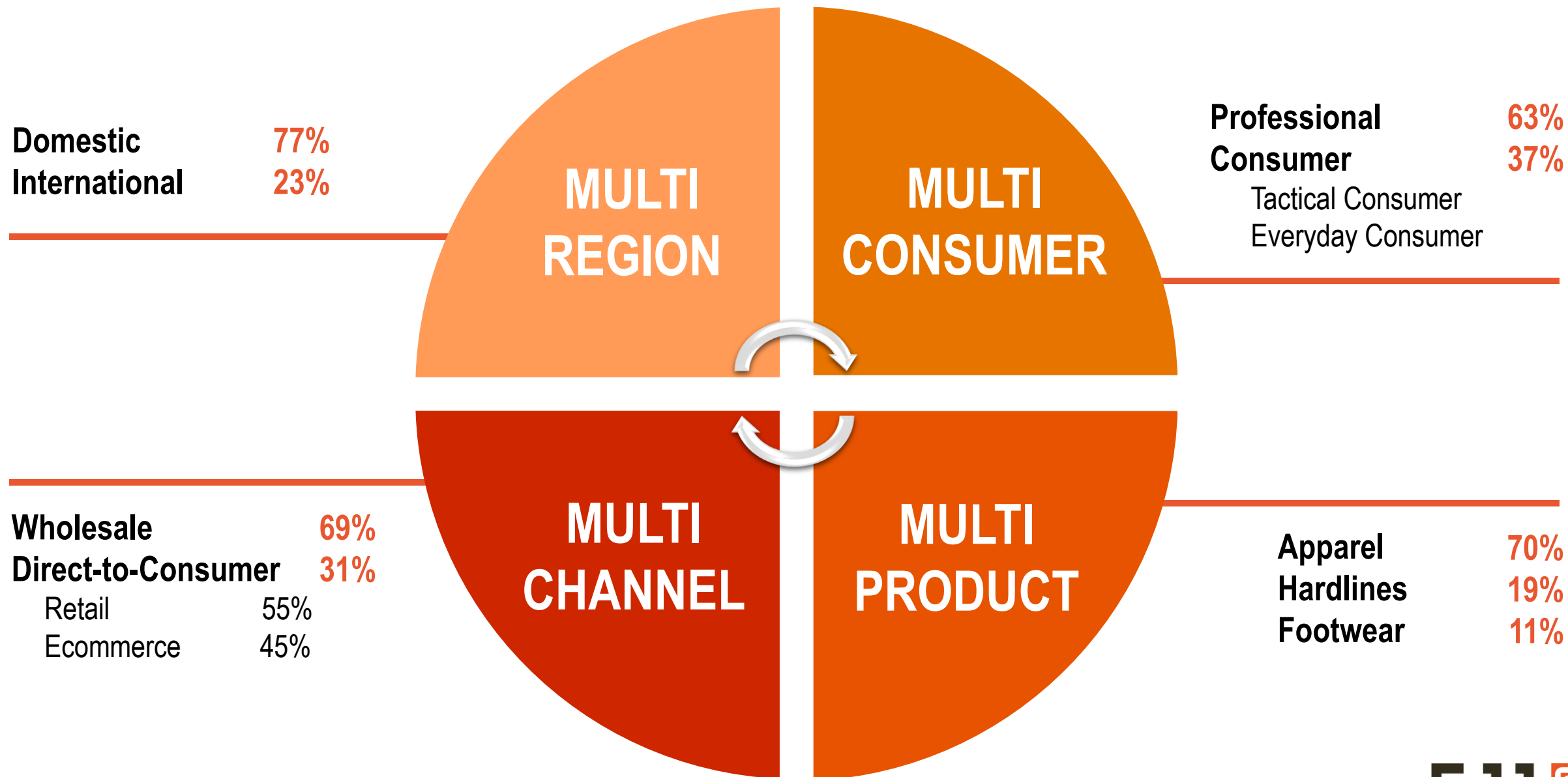
PROFESSIONAL

- + 90% male / 10% female
- + 25-50 years old
- + Annual HHI \$20K+
- + Active Military or Primary Industry includes Special Ops, Law Enforcement, Fire, EMS/EMT, Corrections, Private Security



CONSUMER

- + 70% male / 30% female
- + 25-50 years old
- + Annual HHI \$80K+
- + Retired or Non-Military
- + Primary Industry does not include Special Ops, Law Enforcement, Fire, EMS/EMT, Corrections, Private Security
- + May use firearms for home or self-defense
- + Actively participates in key outdoor adventure or recreation activities



PRODUCT INNOVATION



TRAIN



ON-DUTY



EVERYDAY



At the Range



Uniform



On Travel

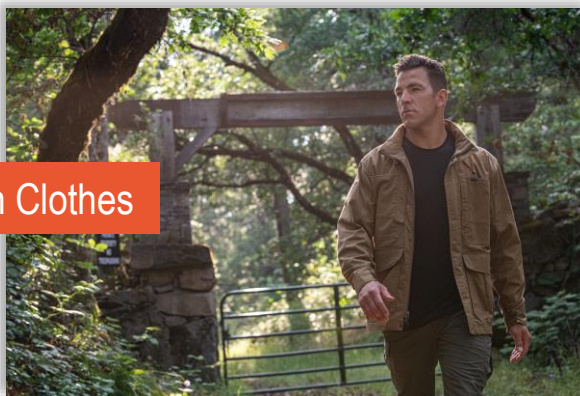
Outdoors

Admin Staff

Out and About



In the Box



Plain Clothes



At Home

FROM ON-DUTY TO EVERYDAY

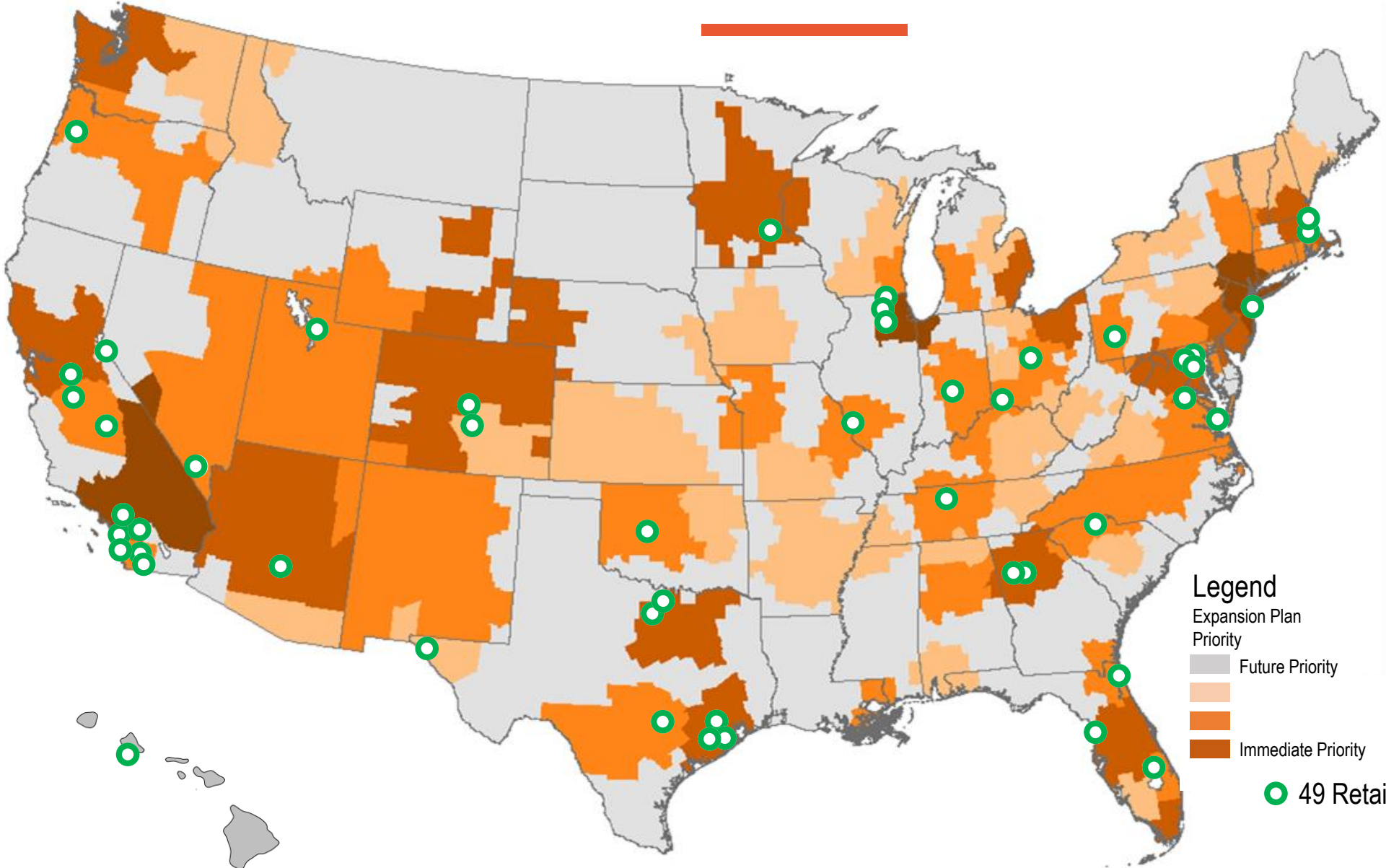


A man with a beard, wearing a blue quilted jacket, dark jeans, and brown boots, is crossing a shallow, rocky stream in a lush forest. He is carrying a large black backpack and is stepping carefully on mossy rocks. The background is filled with green foliage and fallen branches.

**DIRECT TO
CONSUMER**

5.11 

PRIORITY RETAIL EXPANSION PLAN



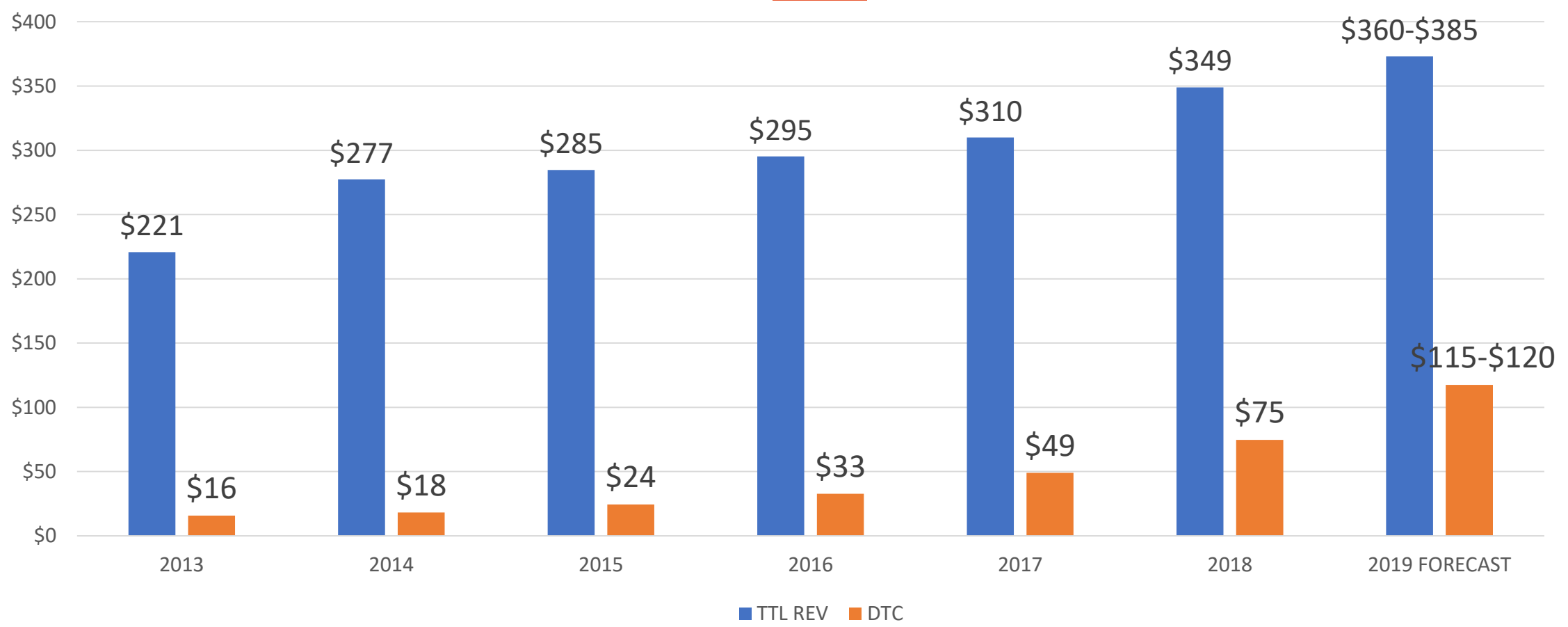
EXPERIENCE DRIVEN



A man with a short beard and hair, wearing a green outdoor jacket, stands in a mountainous landscape. He is holding binoculars and looking towards the right. The background features snow-covered mountain peaks and evergreen trees. The lighting suggests a bright, sunny day.

FINANCIAL OVERVIEW

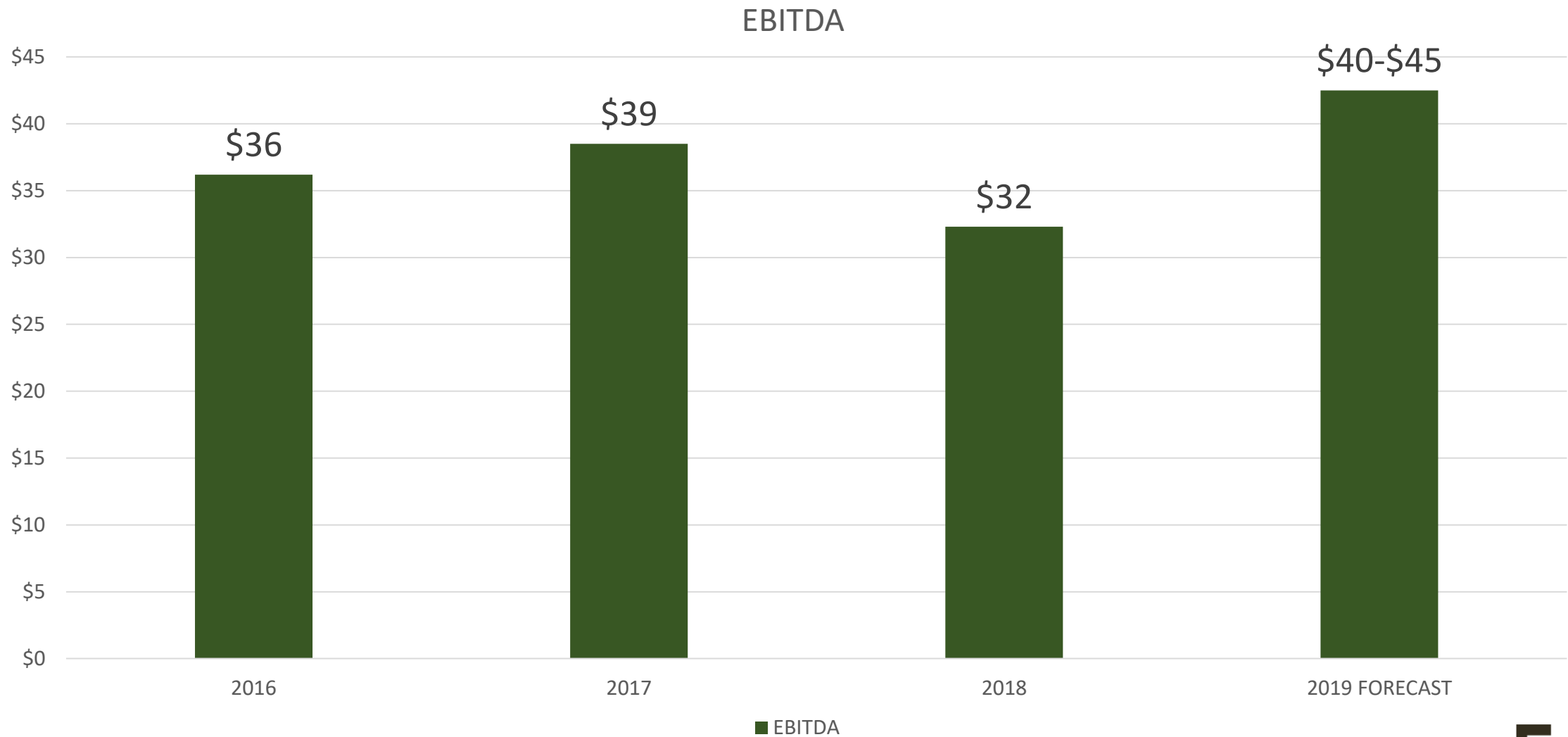
Total & Direct-To-Consumer REV (\$M)



■ TTL REV ■ DTC

<u>Year -></u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019F</u>
End of Year Store Count	1	3	4	10	26	45	50 - 60

Annual Adjusted EBITDA (\$M)



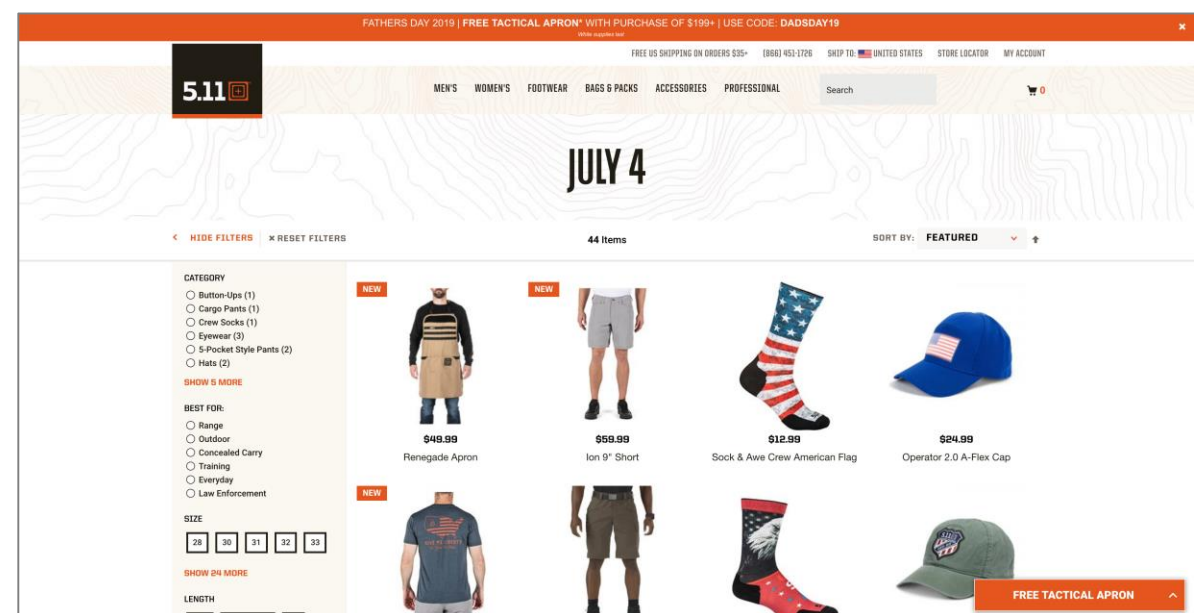
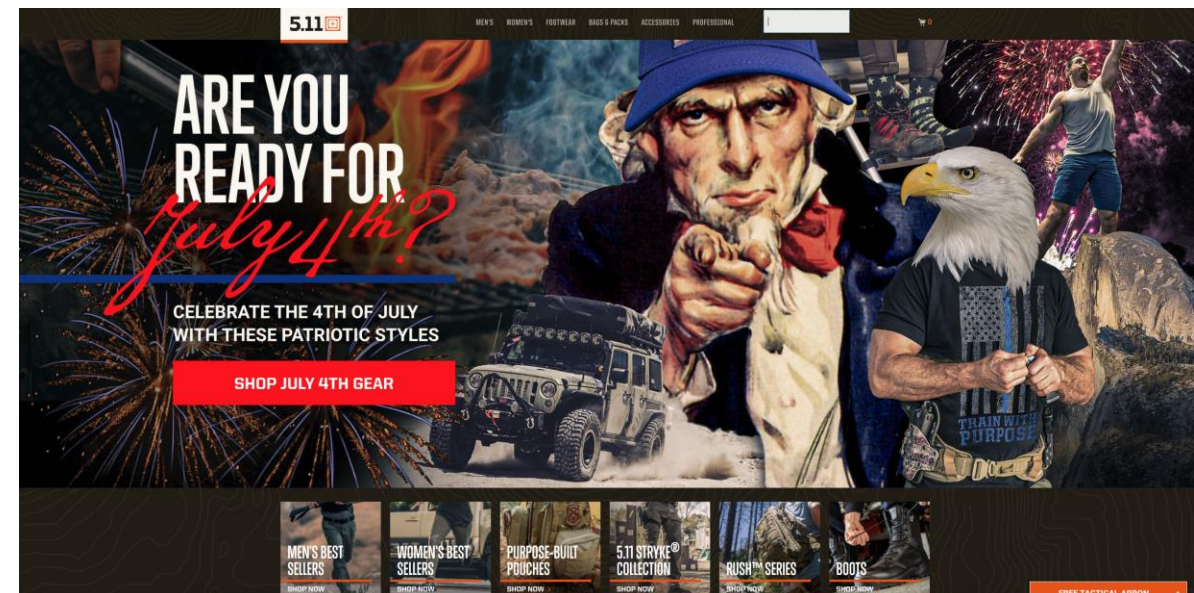
ECONOMICS

- + Average store first year revenue of \$1.1M to \$1.3M
- + New store investment of \$550-\$600K including inventory and pre-opening expenditures
- + Average store size target of 3,500-5,000 square feet
- + Cash contribution of 25%+
- + Store cash on cash payback of 18 months (target)
- + Opportunity to expand to a substantially greater number of additional retail locations



ECONOMICS

- + +20% Revenue Growth over 2018
- + Gross Margins 1,000 bps higher than Wholesale
- + EBITDA margins of 25-30%
- + Average Customer Order of \$110



ALWAYS BE READY[®]



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