

COMPASS
DIVERSIFIED



DIALED IN.™

INVESTOR OVERVIEW

December 10th, 2020



INVESTOR OVERVIEW

WHO ARE WE?

WHAT DO WE DO?

WHY IS IT IMPORTANT?

WHAT IS OUR POTENTIAL?

WHAT ARE OUR KEYS TO SUCCESS?



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MOUNTAIN



ATHLETIC



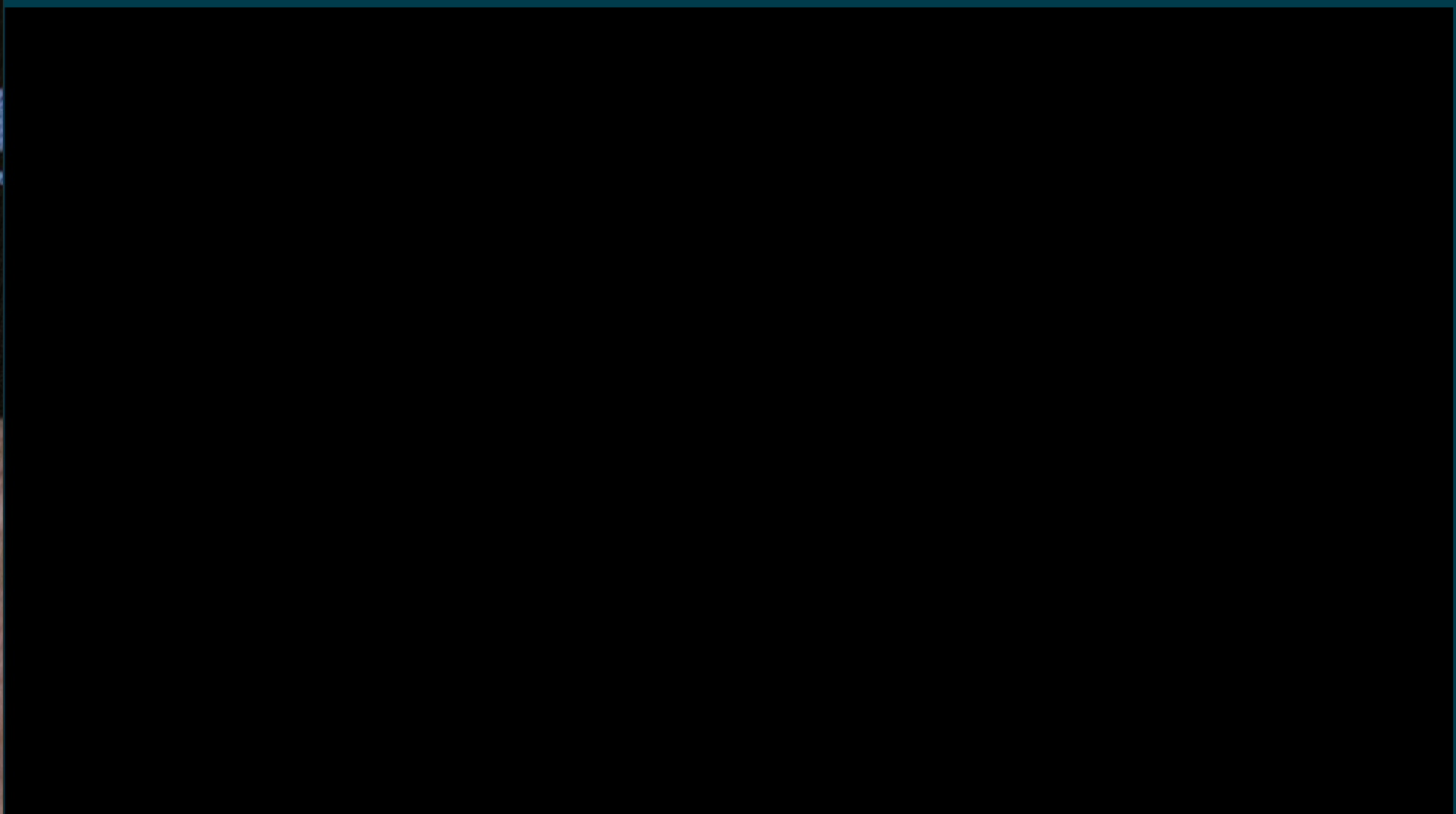
PROFESSIONAL

WHO ARE WE?

NINETEEN YEARS AND COUNTING.

BOA® was born in the Rocky Mountains in 2001 with a revolutionary performance fit system that transformed how snowboarders “dialed in” their boots.

From the highest peaks to the valley floors, and beyond, we are passionate about inspiring and enabling you to perform at your best.



Click to watch video [here](#)



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FOCUSED. CONFIDENT. FEARLESS.

BOA inspires you to get “dialed in” to perform at your peak: focused, confident, and fearless to go further.



ELLEN NOBLE



TRAVIS RICE



MAX BERGER



DOM & KATIE GROSSMAN



BORA-hansgrohe



VINCENT VIET



CANYON//SRAM RACING



MARK SOLLORS



TARO TAMAI



MICHAEL KABICHER



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THE WORLD'S
GREATEST
ATHLETES ARE
"DIALED IN" TO PERFORM
BETTER
IN BOA.



Trayvon Bromell
USA Olympian 2016
100m



Jon Rahm
PGA Tour Pro
Ranked 3rd in the World



Peter Sagan
3x UCI World Champion



Vincent Viet
Professional Trail Runner



Travis Rice
Snowboard Legend



Sebastian Kienle
2014 Ironman Champion



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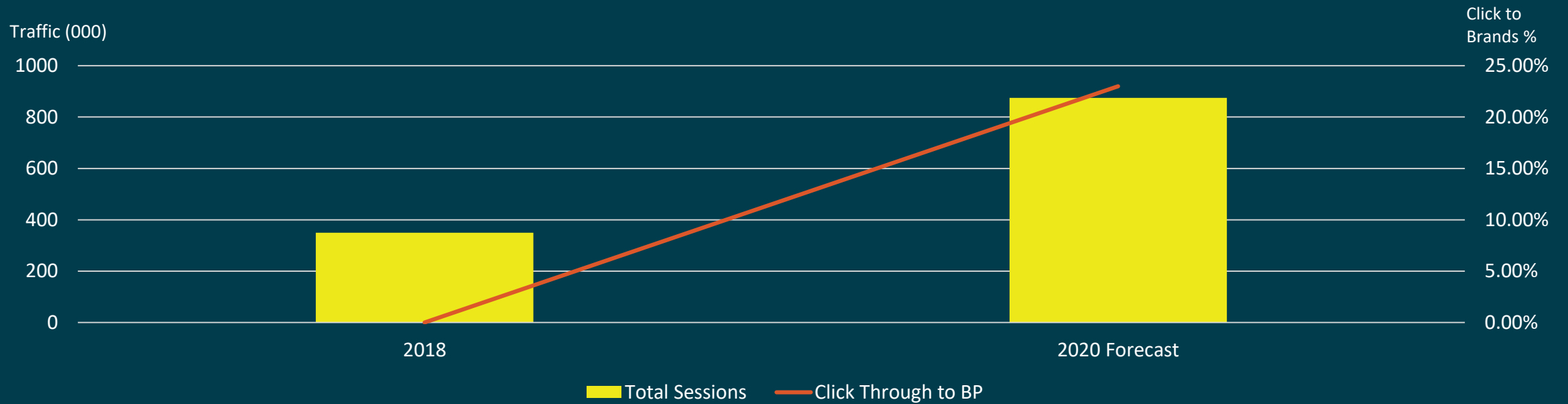


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BUILDING GLOBAL DIGITAL MARKETING PLATFORM.



- NEW GLOBAL CONSUMER BOAFIT.COM AND CONSUMER DIRECT MARKETING LAUNCHED IN 2019
- TRAFFIC MORE THAN DOUBLED AND DROVE 200K+ CONSUMERS TO BRAND PARTNER WEBSITES IN 2020



WHAT DO WE DO?

DISRUPTIVE.
INNOVATIVE.
HIGH QUALITY.

We create disruptive, innovative,
high-quality products and solutions
that transform fit and performance.

255 patents issues/pending worldwide.

8 Trademarks in 40 countries.

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MAKING THE BEST GEAR EVEN BETTER.

400 + Premium Brand Partners.

Deep Collaborative Design /Product Development / and Marketing support

Operational support globally with 98%+ on time deliver and world class quality.

MOUNTAIN	SNOW	BURTON		SALOMON SNOWBOARDS	VANS	RIDE
	OUTDOOR	LA SPORTIVA	zamberlan HANDMADE PHILOSOPHY	BLACKYAK	adidas TERREX	MERRELL
	CYCLING		BONTRAGER	SCOTT	SHIMANO	fi'zi:k
ATHLETIC	GOLF	FJ #1 SHOE IN GOLF	adidas	MIZUNO	ECCO	
	RUNNING/ COURT		saucony	adidas	YONEX	FILA
PROFESSIONAL	WORKWEAR	Sievi	jalas FOR FEET WITH A TASK	RED WING SHOES	asics	K2
	MEDICAL	DONJOY Knee Bracing	exos	ÖSSUR	THUASNE	DeRoyal Improving Care. Improving Business.



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**WE DELIVER DISTINCT
PERFORMANCE ADVANTAGES**

**FAST.
EFFORTLESS.
PRECISION FIT.**



AGILITY AND SPEED

Enables faster, more powerful directional changes through a seamless connection between equipment and body.



POWER AND PRECISION

Power without compromising precision, delivering more explosive action and unparalleled accuracy.



ENDURANCE AND HEALTH

Go further, faster, and stronger, saving energy by improving circulation and efficiency.



DURABILITY AND QUALITY

Engineered with high quality, durable materials and rigorously field tested, guaranteed to perform in any environment.



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TUNED. TESTED. TRUE. PROVEN DURABILITY.

BOA conducts rigorous field tests across all segments. Different environments are simulated in the BOA Test Lab to ensure every part that hits the market is proven to BOA's exacting durability standards.

- 150 different tests and over 18,000 hours go into the development of every BOA dial.
- 892 BOA field testers put product through the ringer all over the world.
- Over 40,000 hours of field testing a year on muddy trails, icy descents, dusty construction sites, and in slurry rivers.

THE BOA GUARANTEE

Fit for life with BOA. The BOA Fit System dials and laces are guaranteed for the lifetime of the product on which they are integrated.

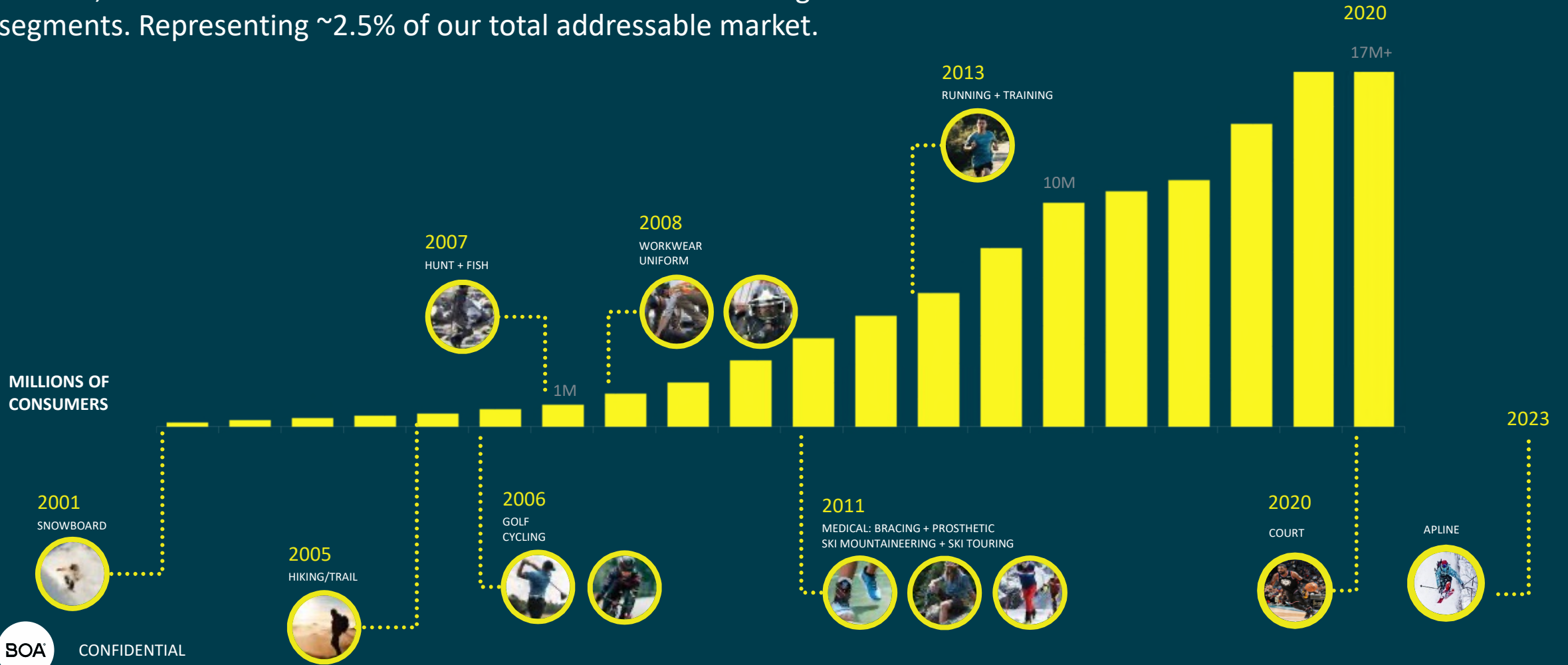


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MILLIONS OF CONSUMERS ARE DIALED IN.

In 2020, 17M+ consumers are “Dialed In” with BOA across 12 global market segments. Representing ~2.5% of our total addressable market.

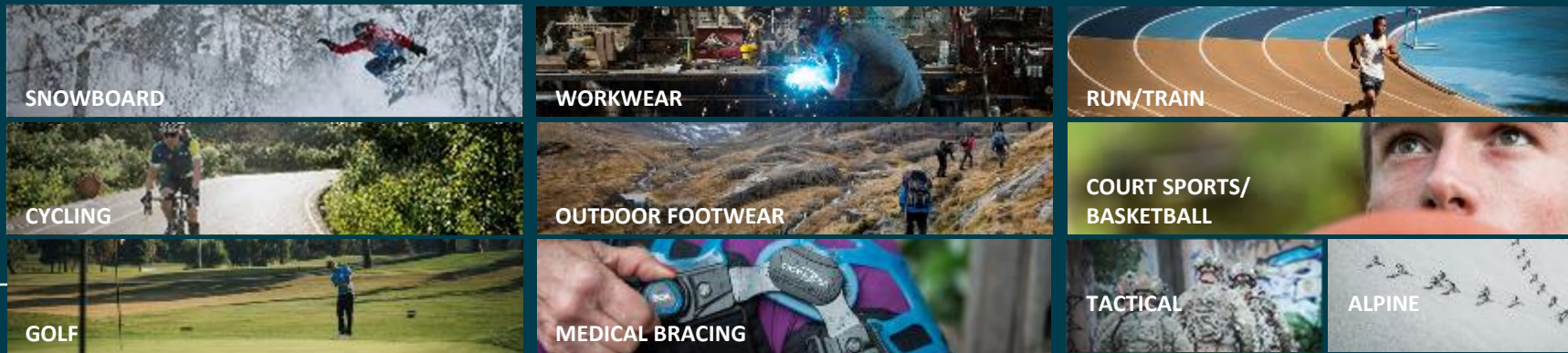


SIGNIFICANT GROWTH POTENTIAL.

MID-LATE ADOPTION SEGMENTS

EARLY ADOPTION SEGMENTS

PIONEERING SEGMENTS



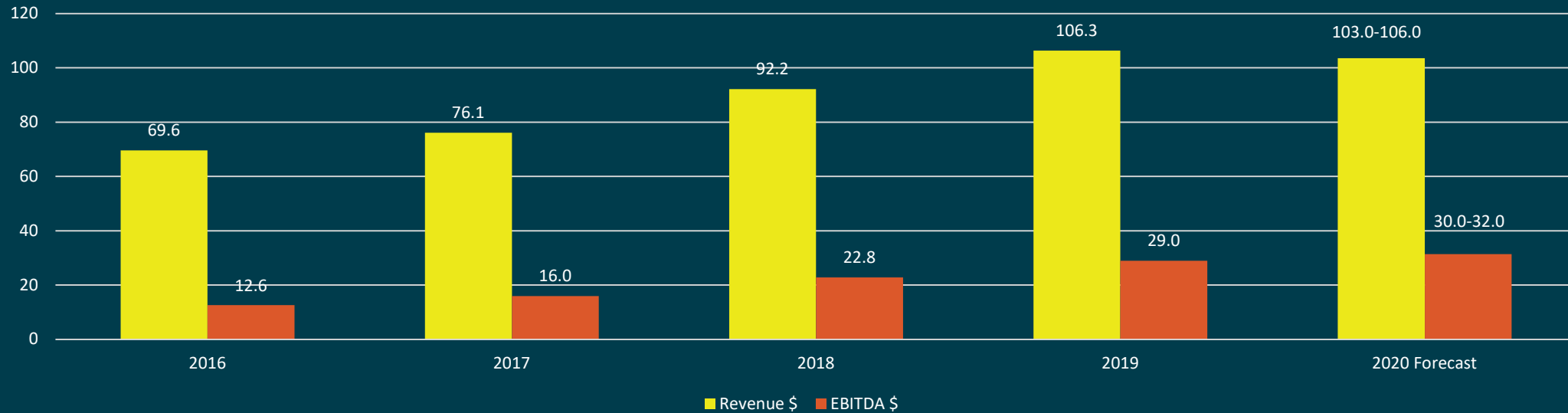
	MID-LATE ADOPTION SEGMENTS	EARLY ADOPTION SEGMENTS	PIONEERING SEGMENTS	TOTAL
*MARKET SIZE (End market units)	~10.0MM	320MM+	420MM+	~750MM
BOA SHARE (% units with Boa)	~40%	~3%	~<1%	~2.5%
BOA MID-LONG TERM POTENTIAL	~65%+	~10%+	~5%+	~10%+

*Estimate based on various industry studies and brand partner insights/meetings. BOA addressable market represents less than 10% of total athletic/outdoor footwear and headwear market estimated at >10+ billion.

*All other current market share – laces ~95%, Velcro ~2%.



STRONG UNDERLYING BUSINESS MODEL.



- **2016-2019- REVENUE CAGR OF ~15%. EBITDA CAGR OF 32%.**
- **EBITDA AS A % OF REVENUE INCREASES FROM 18% TO 30% FROM 2016 TO 2020.**
- **LOW CAPEX (ROUGHLY 4% OF SALES), NEGATIVE WORKING CAPITAL.**
- **2020 REVENUE NEGATIVELY IMPACTED DUE TO COVID, HOWEVER TRACKING TO BE UP IN EBITDA.**

DEDICATED TO THE COMMUNITY AND ENVIRONMENT.

BOA is deeply committed to the community and to the environment

By 2026:

BOA WILL:

- Cut virgin plastic use by 40%+, as a % of total volume.
- Incorporate recycling or renewable materials into 100% of its products
- Utilize recycled materials in 100% of its packaging
- Continuous improvement in our facilities energy efficiency and waste reduction

2020 Progress:

15% 2020 Plastic Usage Reduction as % of Total BOA Volume

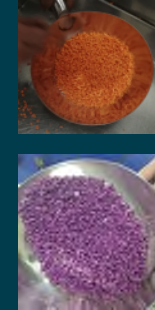
84% 2020 Sustainable Packaging % of Total Packaging

37% 2020 % of Products with Recycled Renewable Materials

Recognized as a 2020 Business Leader by Scraps LLC.



Regrind Color Material for Future Production



Sustainable Packaging



A group of BOA employees went to the Delany Community Farm, a unique community garden that helps refugees work in the sustainable food industry and provide local, organic food to the Denver metro area



Armed with pickers in hand, BOA employees participated in a trail clean up on Mt. Bierstadt—one of Colorado's most popular 14ers.



BOA worked with Wish for Wheels, a non-profit organization that provides new bikes and helmets to Title 1 schools in the local community.



BOA's Non-Profit Partners



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BOA recognizes its responsibility as good corporate citizens to help enrich the surrounding community

KEYS TO SUCCESS.

LEADERSHIP IN KEY INDUSTRIES/SEGMENTS- End market and consumer knowledge/foresight.

PIONEER NEW END PRODUCT SOLUTIONS- Measurable, meaningful, continuous innovation.

DEEP PARTNERSHIPS WITH LEADING BRANDS GLOBALLY- Make the best gear better.

BUILD OUR BRAND- Dialed In Pioneers, Digital leadership and Consumer/BP engagement.

OPERATIONAL EXCELLENCE- Quality, efficiency, speed, sustainability, global connectivity.

GLOBAL PASSIONATE TEAM- We are pioneers: creative, disciplined, driven & inclusive.



