



BAIRD INVESTOR CONFERENCE

October 27, 2020

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AGENDA

I. INTRODUCTION

II. BRAND

III. CUSTOMER

IV. CHANNEL

V. PRODUCT

VI. GROWTH STRATEGY

VII. FINANCIAL OVERVIEW

VIII. POWERING THROUGH COVID



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



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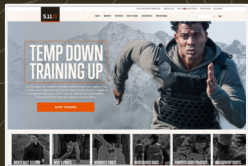
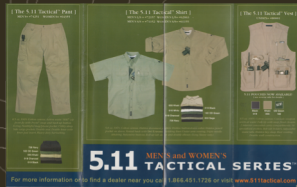
HISTORY OF GROWTH & INNOVATION

FROM: A PROFESSIONAL BRAND

TO: A LIFESTYLE CONSUMER BRAND

1979-2009

RECOGNIZING THE POTENTIAL



TA ASSOCIATES

2010-2018

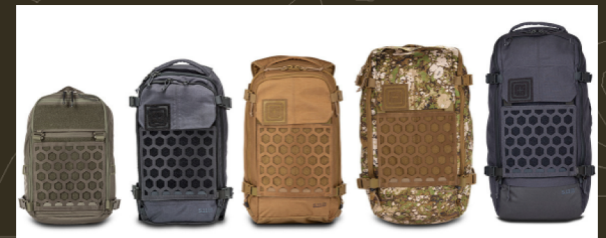
BUILDING THE FOUNDATION



COMPASS
DIVERSIFIED

2019-2021+

BECOMING A GLOBAL ICONIC BRAND





COMPANY VISION

TO BE AN ICONIC GLOBAL BRAND
ROOTED IN INNOVATING PURPOSE-BUILT GEAR
FOR THE MOST DEMANDING MISSIONS
WHILE INSPIRING THE WORLD
TO ALWAYS BE READY.



A MINDSET OF PREPAREDNESS – OUR VALUE PROPOSITION



COMFORTABLE

The importance we put on comfort enables individuals to focus on the task at hand.

DURABLE

Built to last, our products handle the elements and endure the most rigorous situations.



INNOVATIVE

Every day demands change, so we use the latest technologies to ensure top performance.

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QUALITY

There is pride in every stitch sewn and decision made. We focus on the small details to ensure the best quality products.



DESIGN

We not only deliver on usability, our designs are aesthetically pleasing to take you through your day.

PURPOSE

We create everything for a specific reason and to fulfill a specific need.



LOYAL BRAND FOLLOWING

2020 SOCIAL MEDIA

382MM

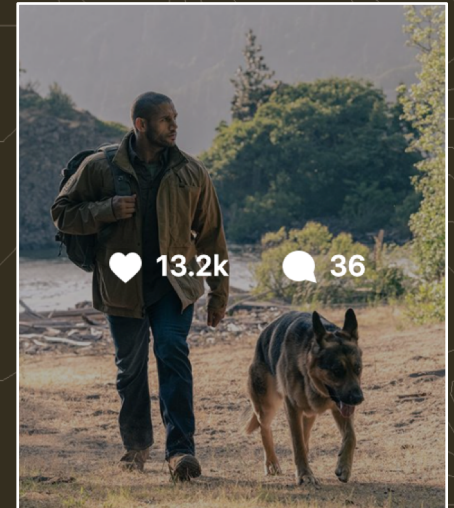


Impressions - Facebook - Twitter - IG

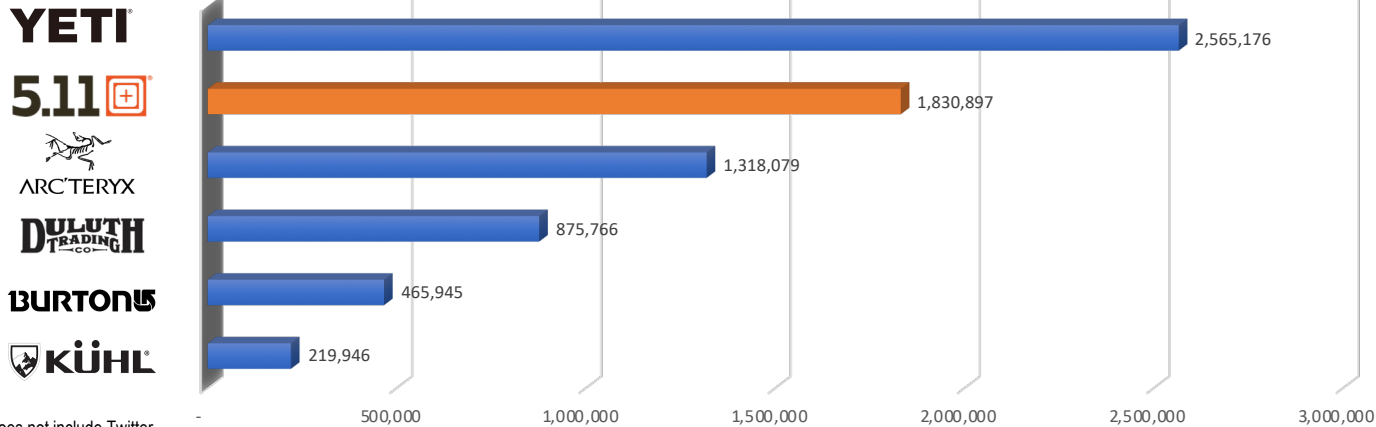
2.4MM
FOLLOWERS

4.2MM
LIKES

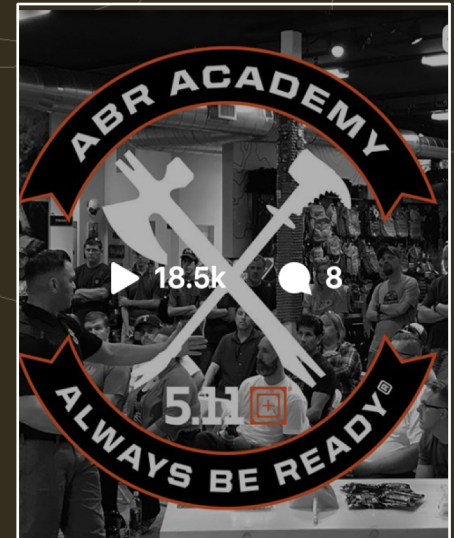
1.6MM
#ALWAYSBEREADY



Facebook/IG Followers*



*Does not include Twitter



A woman with braided hair, wearing a dark tank top, khaki pants, and a harness, is rappelling down a rope. She is looking upwards with a focused expression. The background is a bright blue sky with scattered white clouds and green trees. In the foreground, a large, rusted metal object with embossed patterns is visible, partially obscuring the bottom of the frame.

DECODING THE BUSINESS

DECODING THE BUSINESS

Professional 55%
Consumer 45%
Tactical Consumer
Everyday Consumer

MULTI-CUSTOMER

MULTI-CHANNEL

Wholesale 69%
Direct-to-Consumer 31%
Retail 54%
Ecommerce 46%


Domestic 78%
International 22%

MULTI-REGION

MULTI-PRODUCT

Apparel 65%
Gear 25%
Footwear 10%

MULTI-CUSTOMER



PROFESSIONAL

- + 75% male / 25% female
- + 31-45 years old
- + Annual HHI \$50K-\$125K
- + Active Military or Primary Industry includes Special Ops, Law Enforcement, Fire, EMS/EMT, Corrections, Private Security



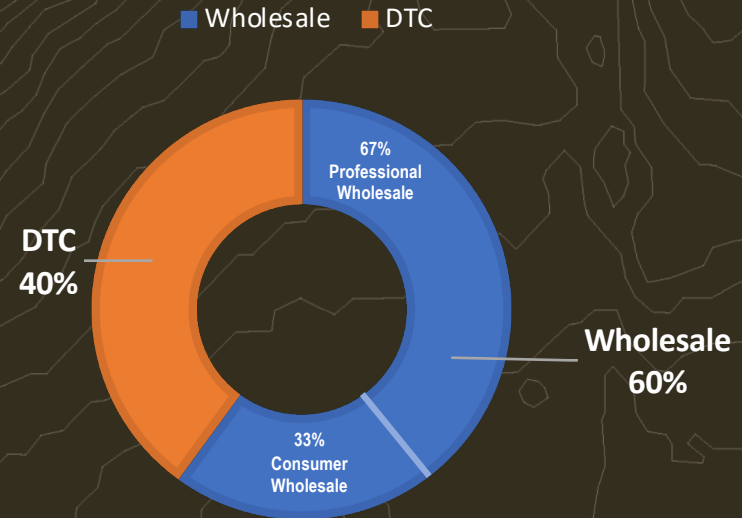
EVERYDAY CONSUMER

- + 64% male / 36% female
- + 31-65 years old
- + Annual HHI \$50K-\$250K+
- + Non-Military / Civilian
- + May use firearms for home or self-defense
- + Actively participates in key outdoor adventure or recreational activities, tactical shooting, fitness, travel

MULTI-CHANNEL (DOMESTIC)

Our multi-channel business provides consumers with access to our best products, our best brand experience and our best services.

We segment our consumer distribution with a hierarchy that maximizes strategic partnerships, geographic access and product segmentation.



PROFESSIONAL WHOLESALE

B2G MILFED KEY ACCOUNTS UNIFORM DEALERS



CONSUMER WHOLESALE

DIGITAL MARKETPLACES HUNT & FISH BALL, BAT, GLOVE MILITARY EXCHANGES WORK WEAR/ FARM, GUN SPECIALTY



DTC

RETAIL & DIGITAL



MULTI-PRODUCT

TRAIN



At the Range

At Home



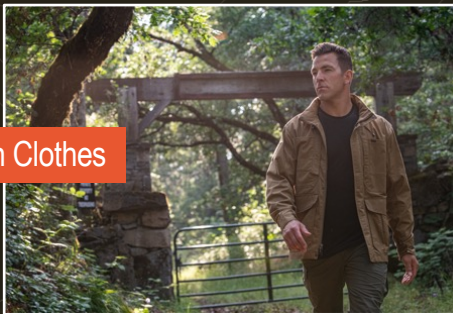
Outdoors

PROTECT



Uniform

Admin Staff



Plain Clothes

EXPERIENCE



On Travel

At Home



Out & About

FROM TRAINING TO EVERYDAY READY

- + Utilitarian, comfortable and durable
- + Crossover products work across all channels
- + Many points of entry through apparel, bags, footwear and accessories
- + Global appeal to broad range of consumers
- + 37 issued patents protect key intellectual properties



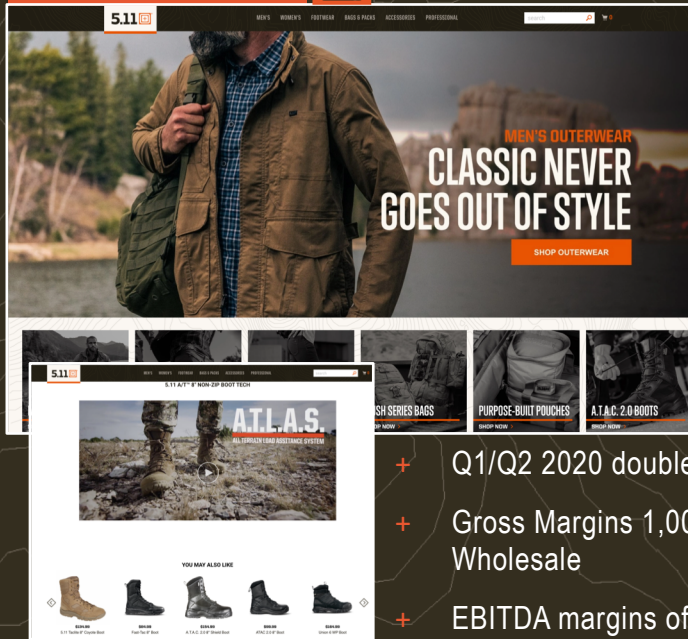
A man with a beard, wearing a blue puffer jacket, dark jeans, and brown boots, is crossing a shallow, rocky stream in a forest. He is carrying a black backpack and is captured in a dynamic, forward-leaning pose as he steps from one rock to another. The water is clear and flows over the rocks, creating small white rapids. The background is filled with lush green foliage and fallen tree trunks, suggesting a dense, natural environment. An orange banner is overlaid on the left side of the image, containing the text 'GROWTH STRATEGY: DTC'. The bottom right corner features the 5.11+ logo on a black background with white topographic lines.

GROWTH STRATEGY: DTC

5.11+

OMNI-CHANNEL GROWTH STRATEGY

DTC: ECOMMERCE



511tactical.com

- + Q1/Q2 2020 double-digit growth
- + Gross Margins 1,000 bps higher than Wholesale
- + EBITDA margins of 27-32%
- + Average Customer Order of \$115
- + Customer-First Focus
- + SFS (Ship From Store)
- + BOPIS (Buy Online Pick Up in Store)

DTC: RETAIL



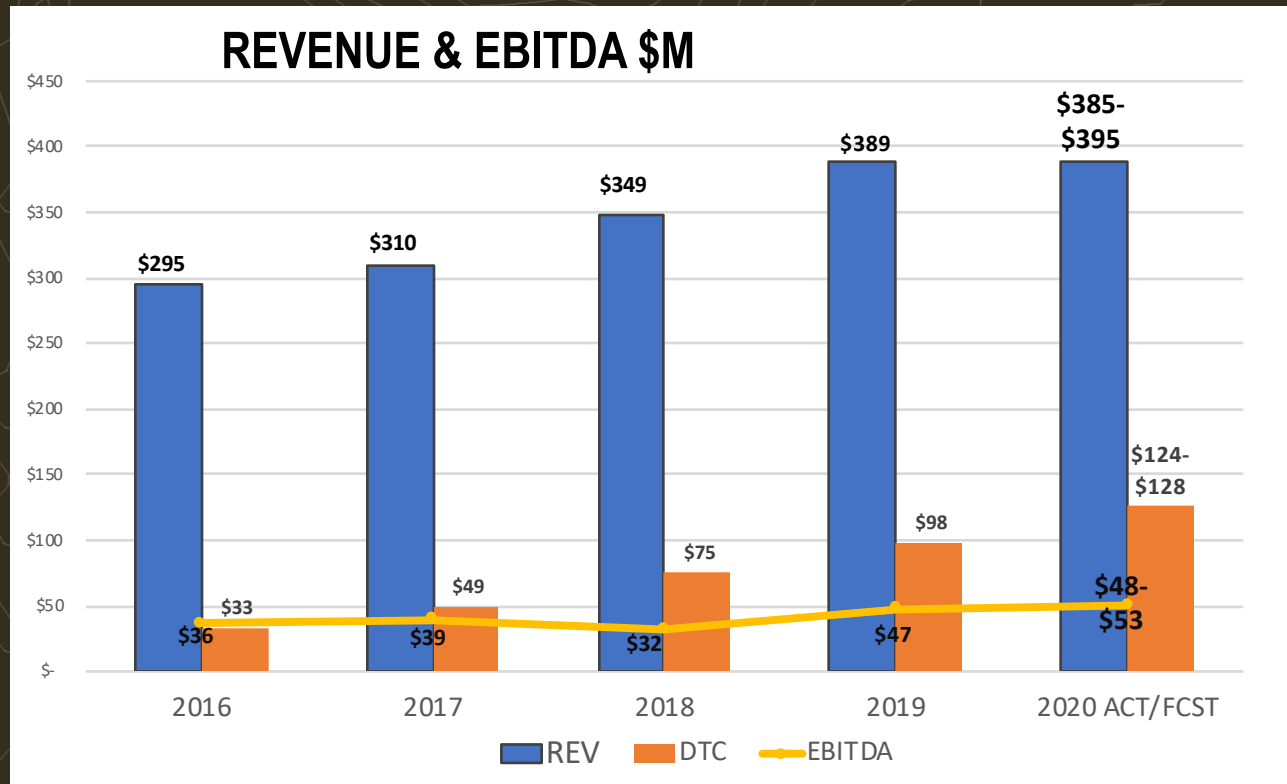
- + Average store size target of 4,000-4,500 square feet
- + Cash contribution of 25%+
- + Store cash on cash payback of 18 months (target)
- + Opportunity to expand to substantially greater number of additional retail stores

A man with a beard, wearing a green outdoor jacket and a backpack, stands in a snowy mountain landscape. He is holding binoculars and looking towards the right. The background features snow-covered mountains and evergreen trees. An orange banner is overlaid on the left side of the image.

FINANCIAL OVERVIEW

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FINANCIALS AT A GLANCE



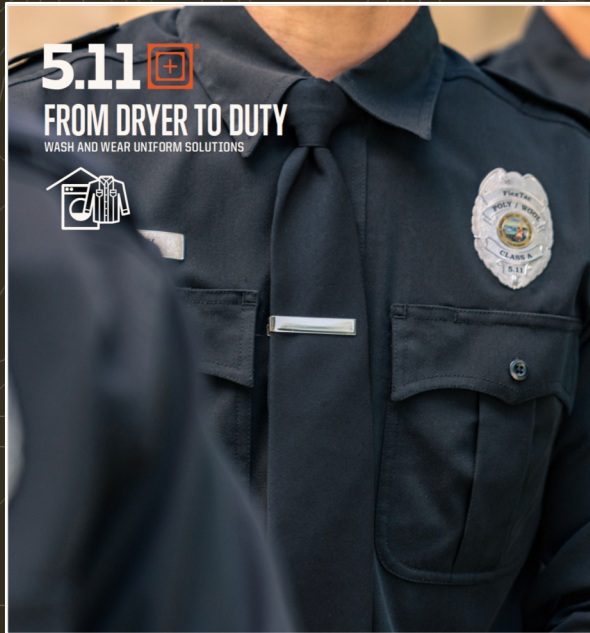
YEAR ->	2016	2017	2018	2019	2020F
End of Year Retail Store Count	10	26	45	61	73

A man in military-style gear is climbing a rocky cliff. He is wearing a green jacket, tan pants, and a large green tactical backpack. He is looking upwards and to the right, reaching out with his right hand. The background is a rugged, mossy rock face.

POWERING THROUGH COVID

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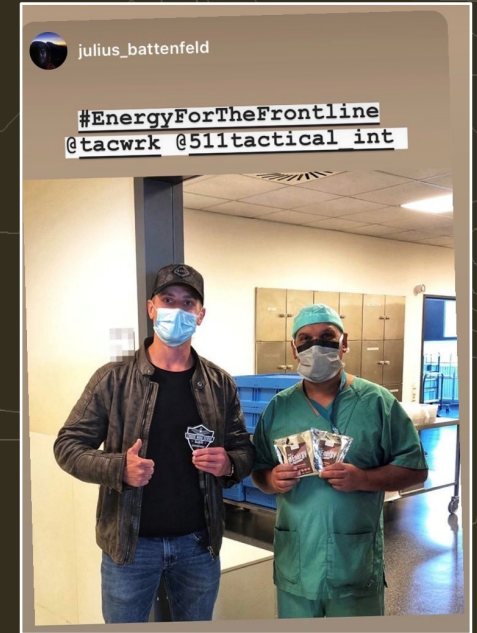
TOGETHER STRONG



Wash & Wear Uniform Solutions



Country Singer Lucas Hoge / Everyday Hero Giveback Campaign



Energy For the Frontline Giveback Campaign

COVID Didn't Change Our Strategy. It Accelerated It.

A scenic view of a mountain peak at sunset. The sky is a mix of orange, yellow, and blue. The mountain is dark and rocky, with some greenery on the lower slopes. The text 'ALWAYS BE READY' is overlaid in the center in a bold, white, sans-serif font. There is also a large, faint outline of the word 'LEADER' in the background.

ALWAYS BE READY