





CUTTER & BUCK

INTRODUCTION: CEO JOEL FREET

- CUTTER & BUCK THE BRAND**
- CUTTER & BUCK, INC: THE COMPANY**
- UPDATE ON TARIFFS 2025**
- THE FUTURE**
 - NEW TEXAS DISTRIBUTION CENTER**
 - ADDING BRANDS**





THE BRAND





OUR BRAND PILLARS

PROUDLY PACIFIC NORTHWEST

We are proud to call the Pacific Northwest our home, from the bustling Pike Place Market to the pebbled shores of Puget Sound. We work tirelessly to promote and improve our vibrant community.

ROOTED IN SEATTLE, READY FOR MORE

ULTIMATE VERSATILITY

True to our ever-shifting climate and limitless mindset, we move effortlessly between the urban energy of downtown Seattle and the natural beauty of Mount Rainier. Whether it's rain or shine, work or play, we embrace it all.

FIND EPIC EVERY DAY

UNCOMPROMISING QUALITY

We craft our products with the utmost attention to quality and precision, inspired by the high standards of Seattle's vibrant community. Our neighbors are our customers, and we strive to exceed their expectations.

STANDARDS ARE FOR RAISING

CONTINUOUS IMPROVEMENT

We are optimists, empowering people to take on challenges and improve the world around them.

FIND NEW WAYSFORWARD

SUSTAINABILITY

Sustainability to us means finding harmony between business, nature, and society. We find harmony by creating long lasting and timeless products incorporating sustainable production practices.

TOWARD EVER BETTER





WHAT WE MAKE /

ICONIC STYLES

ENGINEERED FOR EXCEPTIONAL VERSATILITY

DESIGNED TO BE YOUR FAVORITE



ICONIC STYLES: We create premium up-leisure sportswear that is timeless and always includes unforgettable styling.



ENGINEERED FOR EXCEPTIONAL VERSATILITY: We take care to ensure each product is comfortable, stylish, and appropriate for lots of different activities.



DESIGNED TO BE YOUR FAVORITE: We design every product to fit great and we choose super comfortable and durable fabrics you'll want to wear again and again.



THE PACIFIC NORTHWEST LIFESTYLE BRAND

GLOBAL BRAND PRESENCE

- NORTH AMERICA
- EUROPE
- MIDDLE EAST, AFRICA (LICENSED)
- AUSTRALIA/NZ (LICENSED)
- EAST ASIA (LICENSED)
- SE ASIA (LICENSED)

USA COMMERCIAL PARTNERSHIPS

- NATIONAL FOOTBALL LEAGUE (NFL)
- MAJOR LEAGUE BASEBALL (MLB)
- NCAA: ALL COLLEGES AND UNIVERSITIES
- MARQUEE GOLF CHAMPIONSHIPS
- FAMOUS CUSTOMERS: FANATICS.COM,
AMAZON.COM, NORDSTROM, PEBBLE BEACH,
TORREY PINES, PINEHURST





CUTTER & BUCK, INC:
THE COMPANY





THE COMPANY

OBJECTIVE: BE THE WORLD'S BEST SPORTSWEAR SUPPLIER

GREAT PRODUCT SELECTION FOR CORPORATE AND RETAIL

C&B: ICONIC, VERSATILE FAVORITES

CLIQUE: MODERN, SPORTY ESSENTIALS

HIGH SERVICE LEVEL

- 98% INVENTORY SERVICE LEVEL
- SECRET SAUCE: FAST EMBROIDERY AND FULFILLMENT
- TRUSTED B2B TECHNOLOGY PLATFORMS

HIGH PROFIT LEVEL

- NWG SOURCING PARTNERSHIP
- SEEK LOWEST POSSIBLE COSTS

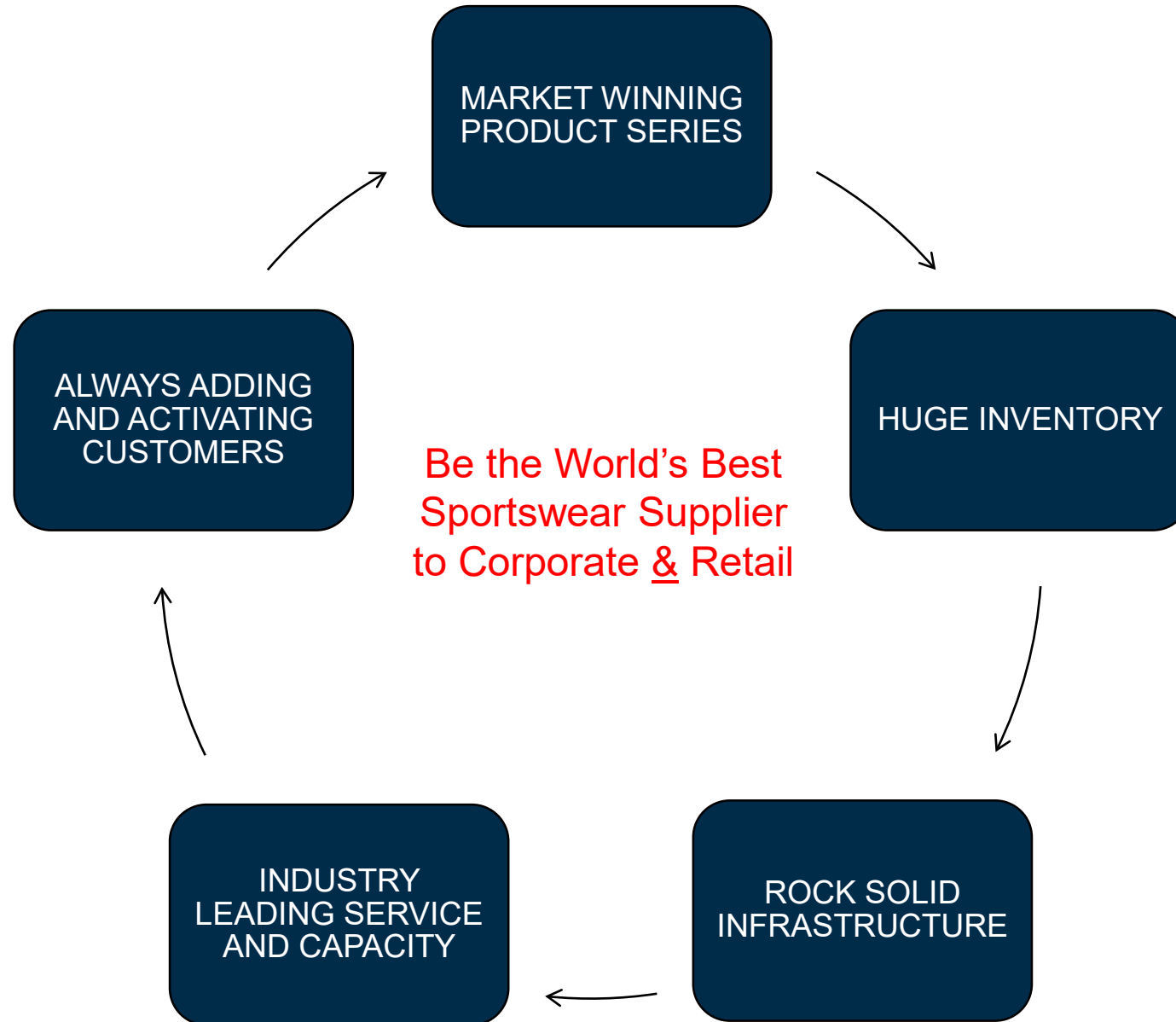
SUSTAINABILITY THROUGH EFFICIENCY

- FABRICS WITH CERTIFIED SUSTAINABLE ATTRIBUTES
- CONSISTENT ORDERS FOR FACTORIES
- ZERO AIR FREIGHT
- ZERO PRINT CATALOGS





THE C&B FLYWHEEL STRATEGY





MARKET WINNING PRODUCT SERIES



ADAPT KNIT HYBRID
RECYCLED FULL ZIP JACKET

MCC00032/ LCC00008



* MEN'S ONLY



ADAPT KNIT STRETCH RECY-
CLED QUARTER ZIP PULLOVER

MCK01143/ LCK00128



ADAPT KNIT HYBRID RECYCLED
MENS QUARTER ZIP

MCC00034



ADAPT KNIT HEATHER MENS
QUARTER ZIP PULLOVER

MCK01086



ADAPT ECO KNIT HEATHER
RECYCLED WOMENS FULL ZIP

LCK00151



ADAPT ECO KNIT RECYCLED
HEATHERED HOODED PULLOVER

LCK00203/MCK01341



*WOMEN'S ONLY

“WIN” an identified Market across Channels on Quality, Design, Stock Levels, Sustainability, and Price (not always necessary)

ONE BASE FABRIC IN MANY STYLES & COLORS

\$50 MUSD PRODUCT LIFECYCLE SALES

←Adapt Recycled Knit Layering Series

- Introduced 2022
- Sell across Corporate and all Retail
- 2024 US Sales \$12 MUSD
- 2025 Forecast \$16 MUSD
- Sustained GM of 60%+
- Lifetime Sales Estimate \$100MUSD+



C&B SERVICE AND CAPACITY



The Cutter & Buck Seattle Fulfillment Center Features next-gen automation providing world-class speed of decoration and fulfillment.



Our fulfillment capacity is built for the demands of the world's best e-commerce Retailers and nationwide in-store replenishment.

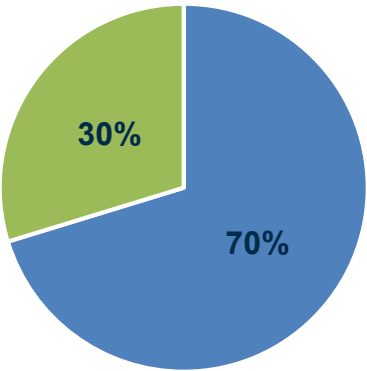


With 350 Embroidery Heads, Cutter & Buck has daily embroidery capacity for 15,000 units, with order minimums of 1 unit. Perfect for D2C Consumer Orders & Corporate Company Stores and Employee Programs, and Retail Store Replenishment Programs



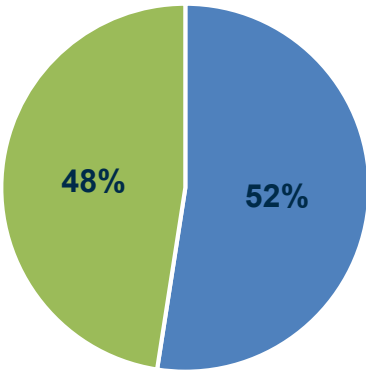
BUSINESS SNAPSHOT

Brand Sales
\$



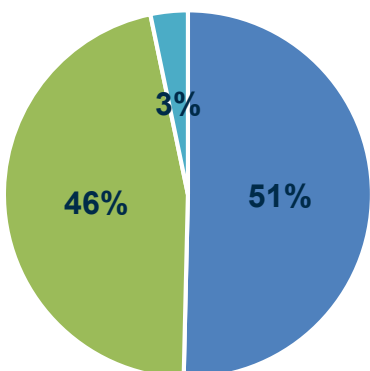
- CUTTER & BUCK
- CLIQUE

Brand Sales
Units



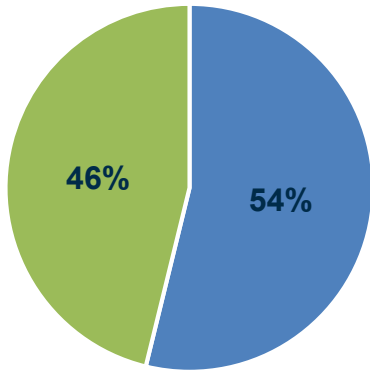
- CUTTER & BUCK
- CLIQUE

Channel Sales



- CORPORATE
- RETAIL
- D2C

Customers



- CORPORATE
- RETAIL



TARIFFS

NewWave
G R O U P
S O U R C I N G



CUTTER & BUCK®

TARIFF RESPONSE:

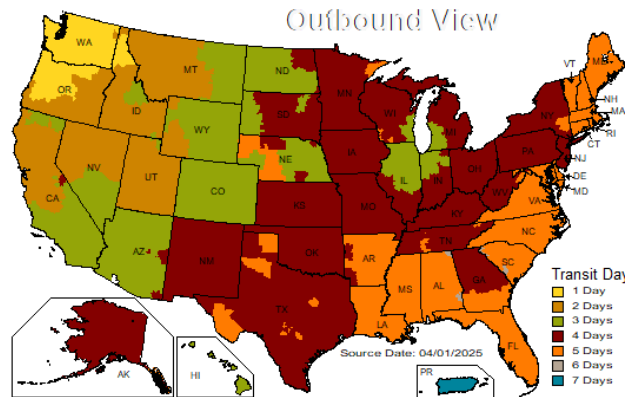
- 100% of products sourced by NWG Sourcing: enables visibility and fast management
- Actively moving to No-Duty countries to strategically improve our GM since 2017= limited exposure to the highest Tariffs.
- Egypt, Kenya, Vietnam, Ethiopia = 90%+ of active production (Zero in China)
- MWPS Strategy: High Volume “Blocks” of production that can be moved into new or between parallel capacity “easily”
- Increasing Purchase Quantities on MWPS to lock in Pricing and Capacity: continuously negotiating lower pricing
- Used the crisis to move remaining MWPS to No Duty/Lower Tariff Locations
- Optimizing GM: Increased Prices June to take advantage of market conditions
- Bottom Line: Tariff costs will flow through COGS in the mid-term. We’ll continue the resilient MWPS strategy to keep lifting the Initial GM seeking No-Duty and Low Tariff Sourcing.



US DISTRIBUTION EXPANSION

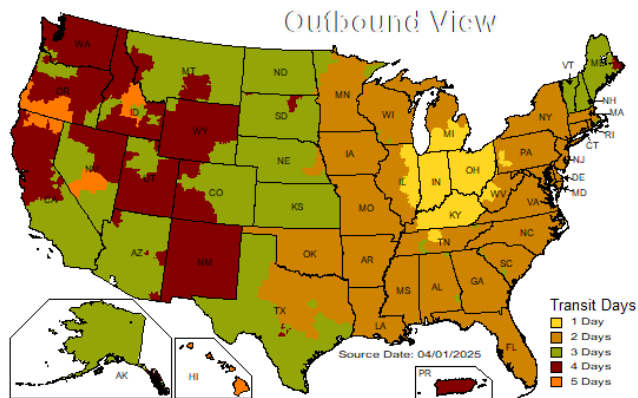
SEATTLE- C. 2001

Huge Decoration Capacity: Embroidery, Heat Transfer
8,000,000 Units Storage Capacity

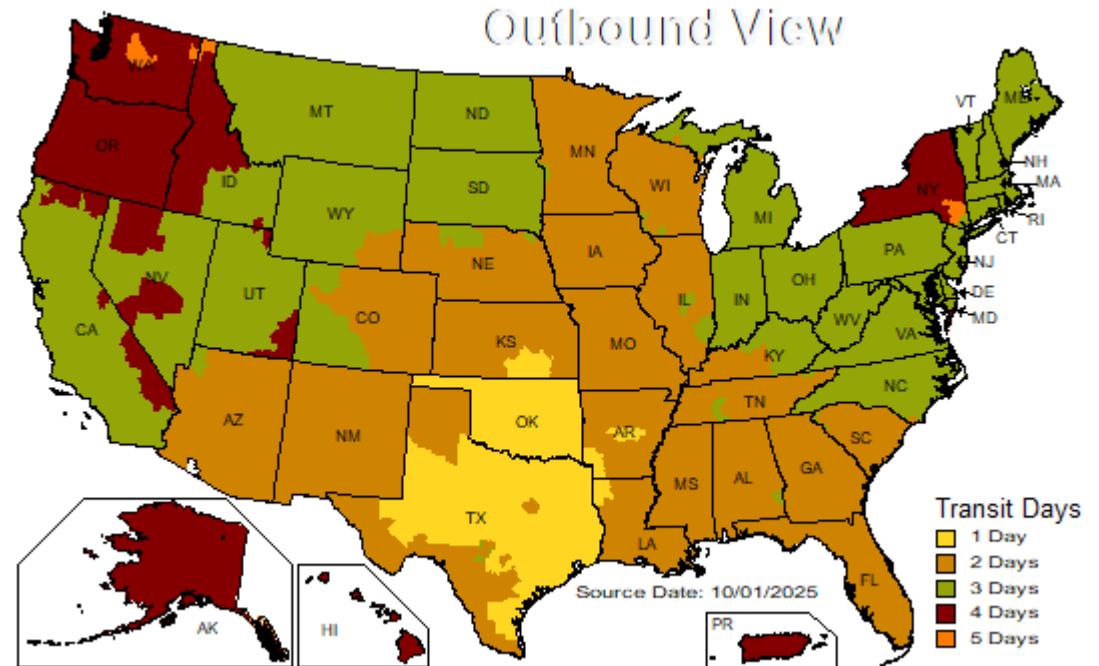


CINCINNATI C. 2009

Blank Product Only
2.5 Million Units Storage Capacity
Reaches North Central and Northeastern Population Centers in 1-2 Days



DALLAS- OPENING OCTOBER 2026



10 Million Units Storage Capacity for our HUGE inventory needs for C&B, CLIQUE, CRAFT, TENSION

Improves service speed to 2/3 existing customer base, high-density of decorators

Extends Holiday Shipping Days (between Thanksgiving and Christmas) by 2-4 Days

In-House Decoration startup to increase C&B overall capacity



DALLAS FULFILLMENT CENTER OPENING OCTOBER 2026



CONSUMER EXPOSURE TO 100,000 DRIVERS DAILY

SHOWROOM TO ESTABLISH THE LOCAL MARKET

**SAME DAY AND NEXT DAY TO HUNDREDS OF EXISTING
CUSTOMERS**

A HUGE INVENTORY OF:

CUTTER & BUCK PREMIUM SPORTSWEAR

CLIQUE CORPORATE APPAREL

TENSON, THE SWEDISH OUTDOOR BRAND®

CRAFT CORPORATE PERFORMANCE WEAR & TEAMWEAR



