

Workforce Compensation & Training	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA FACILITY</b>										
<b>Compensation and Training of Production Workers</b>	— <b>Base Wage</b> (% change)	+1%	+1%							
	<b>Incentive Pay</b> (\$/pair)	\$1.00	\$1.00							
	<b>Fringe Benefits</b> (\$/year)	\$3,000	\$3,000							
	<b>Best Practices</b> (\$/worker)	\$600	\$600							
<b>Supervisory Staff</b> (ratio of workers to supervisors)	40 to 1	40 to 1								
<b>Supervisory Compensation</b> (% change)	0%	0%								
<b>EUROPE-AFRICA FACILITY</b>										
<b>Compensation and Training of Production Workers</b>	— <b>Base Wage</b> (% change)	0%	0%							
	<b>Incentive Pay</b> (\$/pair)	\$0.00	\$0.00							
	<b>Fringe Benefits</b> (\$/year)	\$0	\$0							
	<b>Best Practices</b> (\$/worker)	\$0	\$0							
<b>Supervisory Staff</b> (ratio of workers to supervisors)	0 to 1	0 to 1								
<b>Supervisory Compensation</b> (% change)	0%	0%								
<b>ASIA-PACIFIC FACILITY</b>										
<b>Compensation and Training of Production Workers</b>	— <b>Base Wage</b> (% change)	+1%	+1%							
	<b>Incentive Pay</b> (\$/pair)	\$0.50	\$0.50							
	<b>Fringe Benefits</b> (\$/year)	\$1,500	\$1,500							
	<b>Best Practices</b> (\$/worker)	\$400	\$400							
<b>Supervisory Staff</b> (ratio of workers to supervisors)	40 to 1	40 to 1								
<b>Supervisory Compensation</b> (% change)	0%	0%								
<b>LATIN AMERICA FACILITY</b>										
<b>Compensation and Training of Production Workers</b>	— <b>Base Wage</b> (% change)	0%	0%							
	<b>Incentive Pay</b> (\$/pair)	\$0.00	\$0.00							
	<b>Fringe Benefits</b> (\$/year)	\$0	\$0							
	<b>Best Practices</b> (\$/worker)	\$0	\$0							
<b>Supervisory Staff</b> (ratio of workers to supervisors)	0 to 1	0 to 1								
<b>Supervisory Compensation</b> (% change)	0%	0%								

Branded Footwear Production	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA FACILITY</b>										
<b>Branded Production Specs</b>	— <b>Superior Materials %</b>	32.00%	32.00%							
	<b>Number of Models / Styles</b>	200	200							
	<b>Styling/Features</b> (\$000/model)	\$10	\$10							
	<b>TQM / 6-Sigma</b> (\$/pair)	\$1.00	\$1.00							
<b>Branded Pairs to be Manufactured</b> (000s)	4,050	4,050								
<b>Anticipated Y12 Materials Prices</b> (\$ per pair)	— <b>Standard</b>	\$6.00	\$6.09							
	<b>Superior</b>	\$12.00	\$11.97							
<b>EUROPE-AFRICA FACILITY</b>										
<b>Branded Production Specs</b>	— <b>Superior Materials %</b>	0.00%	0.00%							
	<b>Number of Models / Styles</b>	0	0							
	<b>Styling/Features</b> (\$000/model)	\$0	\$0							
	<b>TQM / 6-Sigma</b> (\$/pair)	\$0.00	\$0.00							
<b>Branded Pairs to be Manufactured</b> (000s)	0	0								
<b>Anticipated Y12 Materials Prices</b> (\$ per pair)	— <b>Standard</b>	\$6.00	\$6.09							
	<b>Superior</b>	\$12.00	\$11.97							
<b>ASIA-Pacific FACILITY</b>										
<b>Branded Production Specs</b>	— <b>Superior Materials %</b>	54.00%	54.00%							
	<b>Number of Models / Styles</b>	200	200							
	<b>Styling/Features</b> (\$000/model)	\$10	\$10							
	<b>TQM / 6-Sigma</b> (\$/pair)	\$0.90	\$0.90							
<b>Branded Pairs to be Manufactured</b> (000s)	4,249	4,249								
<b>Anticipated Y12 Materials Prices</b> (\$ per pair)	— <b>Standard</b>	\$6.00	\$6.09							
	<b>Superior</b>	\$12.00	\$11.97							
<b>LATIN AMERICA FACILITY</b>										
<b>Branded Production Specs</b>	— <b>Superior Materials %</b>	0.00%	0.00%							
	<b>Number of Models / Styles</b>	0	0							
	<b>Styling/Features</b> (\$000/model)	\$0	\$0							
	<b>TQM / 6-Sigma</b> (\$/pair)	\$0.00	\$0.00							
<b>Branded Pairs to be Manufactured</b> (000s)	0	0								
<b>Anticipated Y12 Materials Prices</b> (\$ per pair)	— <b>Standard</b>	\$6.00	\$6.09							
	<b>Superior</b>	\$12.00	\$11.97							

Production Facilities	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA FACILITY</b>										
Production — Purchase of — New (000s of pairs)	0	0								
Equipment Refurb (000s of prs)	0	0								
Sale of Equipment (000s of prs)	0	0								
Production — Option A (reject rate reduction)	No	No								
Imprvmt Option B (setup cost reduction)	No	No								
Options Option C (S/Q rating increase)	No	No								
Option D (productivity increase)	No	No								
Construction of Additional Space (000s of pairs)	0	0								
<b>EUROPE-AFRICA FACILITY</b>										
Production — Purchase of — New (000s of pairs)	0	0								
Equipment Refurb (000s of prs)	0	0								
Sale of Equipment (000s of prs)	0	0								
Production — Option A (reject rate reduction)	No	No								
Imprvmt Option B (setup cost reduction)	No	No								
Options Option C (S/Q rating increase)	No	No								
Option D (productivity increase)	No	No								
Construction of Additional Space (000s of pairs)	0	0								
<b>ASIA-PACIFIC FACILITY</b>										
Production — Purchase of — New (000s of pairs)	500	0								
Equipment Refurb (000s of prs)	0	0								
Sale of Equipment (000s of prs)	0	0								
Production — Option A (reject rate reduction)	Yes	No								
Imprvmt Option B (setup cost reduction)	No	No								
Options Option C (S/Q rating increase)	No	No								
Option D (productivity increase)	No	No								
Construction of Additional Space (000s of pairs)	0	0								
<b>LATIN AMERICA FACILITY</b>										
Production — Purchase of — New (000s of pairs)	0	0								
Equipment Refurb (000s of prs)	0	0								
Sale of Equipment (000s of prs)	0	0								
Production — Option A (reject rate reduction)	No	No								
Imprvmt Option B (setup cost reduction)	No	No								
Options Option C (S/Q rating increase)	No	No								
Option D (productivity increase)	No	No								
Construction of Additional Space (000s of pairs)	0	0								

Branded Distribution	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA FACILITY</b>										
Pairs Shipped — North America Warehouse	2,421	2,421								
from Facility to (000s) Europe-Africa Warehouse	1,330	1,330								
Asia-Paific Warehouse	0	0								
Latin America Warehouse	0	0								
<b>EUROPE-AFRICA FACILITY</b>										
Pairs Shipped — North America Warehouse	0	0								
from Facility to (000s) Europe-Africa Warehouse	0	0								
Asia-Paific Warehouse	0	0								
Latin America Warehouse	0	0								
<b>ASIA-PACIFIC FACILITY</b>										
Pairs Shipped — North America Warehouse	0	0								
from Facility to (000s) Europe-Africa Warehouse	730	730								
Asia-Paific Warehouse	1,545	1,545								
Latin America Warehouse	1,545	1,545								
<b>LATIN AMERICA FACILITY</b>										
Pairs Shipped — North America Warehouse	0	0								
from Facility to (000s) Europe-Africa Warehouse	0	0								
Asia-Paific Warehouse	0	0								
Latin America Warehouse	0	0								

Inventory Clearance		Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Percentage of Pairs Cleared (from prior-year inventory)	North America	0%	0%								
	Europe-Africa	0%	0%								
	Asia-Pacific	0%	0%								
	Latin America	0%	0%								

Internet Marketing		Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA MARKET</b>											
Internet Marketing Decisions	Retail Price (\$ per pair)	\$67.00	\$67.00								
	Search Engine Ads (\$000s)	\$5,000	\$5,000								
	Free Shipping	No	No								
Competitive Assumptions	Retail Price (\$ per pair)	\$67.00	\$68.78								
	Search Engine Ads (\$000s)	\$5,000	\$5,083								
	Free Shipping	None	Few								
<b>EUROPE-AFRICA MARKET</b>											
Internet Marketing Decisions	Retail Price (\$ per pair)	\$72.00	\$72.00								
	Search Engine Ads (\$000s)	\$4,500	\$4,500								
	Free Shipping	No	No								
Competitive Assumptions	Retail Price (\$ per pair)	\$72.00	\$72.89								
	Search Engine Ads (\$000s)	\$4,500	\$4,472								
	Free Shipping	None	None								
<b>ASIA-PACIFIC MARKET</b>											
Internet Marketing Decisions	Retail Price (\$ per pair)	\$67.00	\$67.00								
	Search Engine Ads (\$000s)	\$4,000	\$4,000								
	Free Shipping	No	No								
Competitive Assumptions	Retail Price (\$ per pair)	\$67.00	\$68.78								
	Search Engine Ads (\$000s)	\$4,000	\$3,972								
	Free Shipping	None	None								
<b>LATIN AMERICA MARKET</b>											
Internet Marketing Decisions	Retail Price (\$ per pair)	\$72.00	\$72.00								
	Search Engine Ads (\$000s)	\$4,000	\$4,000								
	Free Shipping	No	No								
Competitive Assumptions	Retail Price (\$ per pair)	\$72.00	\$73.00								
	Search Engine Ads (\$000s)	\$4,000	\$3,944								
	Free Shipping	None	None								

Wholesale Marketing		Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA MARKET</b>											
<b>Wholesale Marketing Decisions</b>	Wholesale Price (\$ per pair)	\$48.00	\$48.00								
	Brand Advertising (\$000s)	\$10,000	\$10,000								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3	3								
	Retailer Support (\$ per outlet)	\$4,000	\$4,000								
<b>Competitive Assumptions</b>	S/Q Rating	4.0★	3.9★								
	Model Availability	200	247								
	Wholesale Price (\$ per pair)	\$48.00	\$48.44								
	Brand Advertising (\$000s)	\$10,000	\$10,167								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3.0	3.0								
	Retailer Support (\$ per outlet)	\$4,000	\$3,944								
<b>EUROPE-AFRICA MARKET</b>											
<b>Wholesale Marketing Decisions</b>	Wholesale Price (\$ per pair)	\$53.00	\$53.00								
	Brand Advertising (\$000s)	\$9,000	\$9,000								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3	3								
	Retailer Support (\$ per outlet)	\$4,000	\$4,000								
<b>Competitive Assumptions</b>	S/Q Rating	4.0★	3.9★								
	Model Availability	200	241								
	Wholesale Price (\$ per pair)	\$53.00	\$53.44								
	Brand Advertising (\$000s)	\$9,000	\$9,167								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3.0	3.0								
	Retailer Support (\$ per outlet)	\$4,000	\$3,972								
<b>ASIA-PACIFIC MARKET</b>											
<b>Wholesale Marketing Decisions</b>	Wholesale Price (\$ per pair)	\$48.00	\$48.00								
	Brand Advertising (\$000s)	\$8,000	\$8,000								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3	3								
	Retailer Support (\$ per outlet)	\$2,750	\$2,750								
<b>Competitive Assumptions</b>	S/Q Rating	4.0★	3.8★								
	Model Availability	200	227								
	Wholesale Price (\$ per pair)	\$48.00	\$48.44								
	Brand Advertising (\$000s)	\$8,000	\$8,056								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3.0	3.0								
	Retailer Support (\$ per outlet)	\$2,750	\$2,722								
<b>LATIN AMERICA MARKET</b>											
<b>Wholesale Marketing Decisions</b>	Wholesale Price (\$ per pair)	\$53.00	\$53.00								
	Brand Advertising (\$000s)	\$7,500	\$7,500								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3	3								
	Retailer Support (\$ per outlet)	\$2,750	\$2,750								
<b>Competitive Assumptions</b>	S/Q Rating	4.0★	3.8★								
	Model Availability	200	227								
	Wholesale Price (\$ per pair)	\$53.00	\$53.44								
	Brand Advertising (\$000s)	\$7,500	\$7,611								
	Rebate Offer (\$ per pair)	\$5.00	\$5.00								
	Delivery Time (weeks)	3.0	3.0								
	Retailer Support (\$ per outlet)	\$2,750	\$2,694								

Private-Label Production	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA FACILITY</b>										
Private-Label — Superior Materials %	16.00	16.00								
Specs										
Number of Models / Styles	6	6								
Styling/Features (\$000/model)	\$3	\$3								
Pairs to be — North America Warehouse	215	215								
Produced & Europe-Africa Warehouse	215	215								
Shipped to Asia-Paific Warehouse	0	0								
(000s) Latin America Warehouse	0	0								
<b>EUROPE-AFRICA FACILITY</b>										
Private-Label — Superior Materials %	0.00	0.00								
Specs										
Number of Models / Styles	0	0								
Styling/Features (\$000/model)	\$0	\$0								
Pairs to be — North America Warehouse	0	0								
Produced & Europe-Africa Warehouse	0	0								
Shipped to Asia-Paific Warehouse	0	0								
(000s) Latin America Warehouse	0	0								
<b>ASIA-PACIFIC FACILITY</b>										
Private-Label — Superior Materials %	26.00	26.00								
Specs										
Number of Models / Styles	12	12								
Styling/Features (\$000/model)	\$3	\$3								
Pairs to be — North America Warehouse	0	0								
Produced & Europe-Africa Warehouse	0	0								
Shipped to Asia-Paific Warehouse	222	222								
(000s) Latin America Warehouse	222	222								
<b>LATIN AMERICA FACILITY</b>										
Private-Label — Superior Materials %	0.00	0.00								
Specs										
Number of Models / Styles	0	0								
Styling/Features (\$000/model)	\$0	\$0								
Pairs to be — North America Warehouse	0	0								
Produced & Europe-Africa Warehouse	0	0								
Shipped to Asia-Paific Warehouse	0	0								
(000s) Latin America Warehouse	0	0								

Private-Label Contract Offers	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>NORTH AMERICA MARKET</b>										
Pairs Offered for Sale (000s)	200	200								
Price Offer (\$ per pair)	\$32.00	\$32.00								
Incorporate Projected Outcomes	Yes	Yes								
<b>EUROPE-AFRICA MARKET</b>										
Pairs Offered for Sale (000s)	200	200								
Price Offer (\$ per pair)	\$37.00	\$37.00								
Incorporate Projected Outcomes	Yes	Yes								
<b>ASIA-PACIFIC MARKET</b>										
Pairs Offered for Sale (000s)	200	200								
Price Offer (\$ per pair)	\$32.00	\$32.00								
Incorporate Projected Outcomes	Yes	Yes								
<b>LATIN AMERICA MARKET</b>										
Pairs Offered for Sale (000s)	200	200								
Price Offer (\$ per pair)	\$37.00	\$37.00								
Incorporate Projected Outcomes	Yes	Yes								

Celebrity Endorsements		Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>Contract Offer</b> — (\$000s)	Judy Judge	\$1,500	\$0								
	Kimmie Jimmel	\$1,250	\$0								
	Bud Birkenstock	\$0	\$0								
	Jose Montana	\$0	\$0								
	Samuelle Jackson	\$0	\$0								
	Bronko Mars	\$0	\$0								
	Steff Caraway	\$0	\$0								
	Jay XYZ	\$0	\$0								
	Nunchuck Norris	\$0	\$0								
	Roger Federation	\$0	\$0								
	Nick Shavan	\$0	\$0								
	Anderson Blooper	\$0	\$0								
	Mic Jagermeister	\$0	\$0								
	Jim Hardball	\$0	\$0								
	LaBron Game	\$0	\$0								
Flint Westwood	\$0	\$0									
<b>Offer Priority</b> —	Judy Judge	1	0								
	Kimmie Jimmel	2	0								
	Bud Birkenstock	0	0								
	Jose Montana	0	0								
	Samuelle Jackson	0	0								
	Bronko Mars	0	0								
	Steff Caraway	0	0								
	Jay XYZ	0	0								
	Nunchuck Norris	0	0								
	Roger Federation	0	0								
	Nick Shavan	0	0								
	Anderson Blooper	0	0								
	Mic Jagermeister	0	0								
	Jim Hardball	0	0								
	LaBron Game	0	0								
Flint Westwood	0	0									
<b>Spending Cap on Contracts</b> (\$000s)		\$1,500	\$0								

CSRC Initiatives		Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Recycled Boxing/Packaging		No	No								
Energy Efficiency Initiatives		\$0	\$0								
<b>Charitable</b> —	<b>Total \$</b> (before taxes)	\$0	\$0								
	<b>Contributions</b> % of Pretax Profit	1%	1%								
Ethics Training/Enforcement		No	No								
Improved Working —	Cafeteris/Child Care	Yes	Yes								
	Vent./Lighting/Safety	No	No								
Supplier Code of Conduct		No	No								

Finance and Cash Flow		Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>Sources of</b> — <b>Additional</b> <b>Cash</b>	1-Year Loan	\$0	\$0								
	5-Year Loan	\$0	\$0								
	10-Year Loan	\$0	\$0								
	Stock Issue (000s of shares)	0	0								
<b>Uses for</b> — <b>Excess</b> <b>Cash</b>	Early Repayment of	None	None								
	Long-Term Loans	None	None								
	Dividend (\$ per share)	\$0.00	\$0.00								
Stock Repurchase (000s shrs)		0	0								