

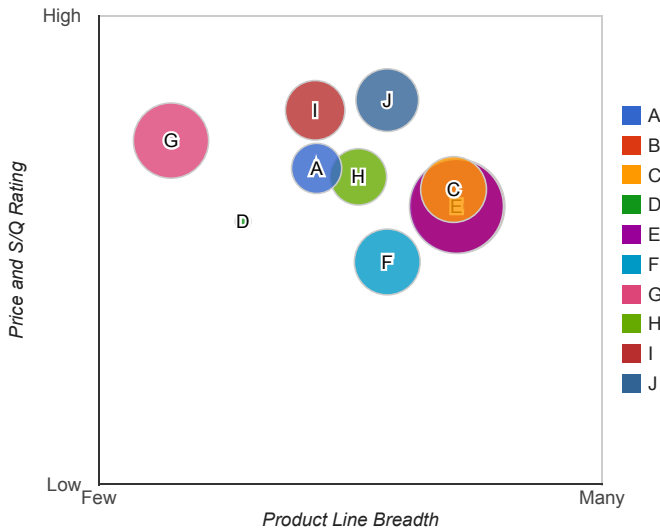
INDUSTRY 20

MARKET SNAPSHOT — NORTH AMERICA

YEAR 11

North America Year 11	Competitive Efforts by Company												Ind. Avg.	Co. I vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J	K	L		
INTERNET SEGMENT														
Price (\$ per pair at retail)	75.00	66.00	70.00	78.00	66.00	66.00	68.00	73.00	73.99	76.00			71.20	+3.9%
S/Q Rating (1 to 10 stars)	5★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.1★	+0.9★
Models Offered	151	249	246	100	248	200	50	180	150	200			177	-15.3%
Free Shipping	Yes	No	No	No	No	No	No	Yes	Yes	Yes			Some	Above
Advertising (\$000s)	7,000	12,000	7,000	7,000	12,000	7,000	14,500	6,000	8,000	7,000			8,750	-8.6%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Online Orders (000s)	59	144	83	28	144	84	101	69	72	77			86	-16.3%
Pairs Sold (000s)	59	144	83	28	144	84	101	69	72	77			86	-16.3%
Market Share	6.9%	16.7%	9.6%	3.3%	16.7%	9.8%	11.7%	8.0%	8.4%	8.9%			10.0%	-1.6pts.
WHOLESALE SEGMENT														
Price (\$ per pair at wholesale)	50.00	50.00	55.00	55.00	50.00	52.00	49.00	49.00	53.99	47.00			51.10	+5.7%
S/Q Rating (1 to 10 stars)	5★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.1★	+0.9★
Models Availability	151	249	249	103	249	200	54	200	200	200			186	+7.5%
Advertising (\$000s)	7,000	12,000	7,000	7,000	12,000	7,000	14,500	6,000	8,000	7,000			8,750	-8.6%
Rebate Offer (\$ per pair)	3	3	2	3	3	4	3	3	4	3			3.10	+29.0%
Retail Outlets Utilized	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000			3,000	0.0%
Retailer Support (\$ per outlet)	400	450	400	400	450	300	450	400	600	400			425	+41.2%
Delivery Time (weeks)	4	3	2	3	3	2	3	3	2	2			2.7	-25.9%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Retailer Demand (000s)	1,000	1,810	1,182	713	1,810	1,139	1,614	1,244	1,289	1,660			1,346	-4.2%
Gained/Lost (due to stockouts)	+60	-85	+15	+35	-138	+68	-98	+53	+77	-91			-10	
Pairs Sold (000s)	1,060	1,725	1,197	748	1,672	1,207	1,516	1,297	1,366	1,569			1,336	+2.2%
Market Share	7.9%	12.9%	9.0%	5.6%	12.5%	9.0%	11.4%	9.7%	10.2%	11.8%			10.0%	+0.2pts.
PRIVATE-LABEL SEGMENT														
Bid Price (max = \$46.10)	0.00	39.90	0.00	0.00	35.00	35.00	33.00	35.00	34.99	35.00			Total Private-Label Pairs (000s)	
S/Q Rating (min = 4★)	0★	4★	4★	0★	4★	3★	4★	4★	6★	5★			Demand = 2,000	
Pairs Offered (000s)	0	190	100	0	286	185	111	500	229	220			Offered = 1,821	
Pairs Sold (000s)	0	190	0	0	286	0	111	500	229	220			Sold = 1,536	
Market Share	0.0%	12.4%	0.0%	0.0%	18.6%	0.0%	7.2%	32.6%	14.9%	14.3%				

INTERNET SEGMENT Strategic Group Map



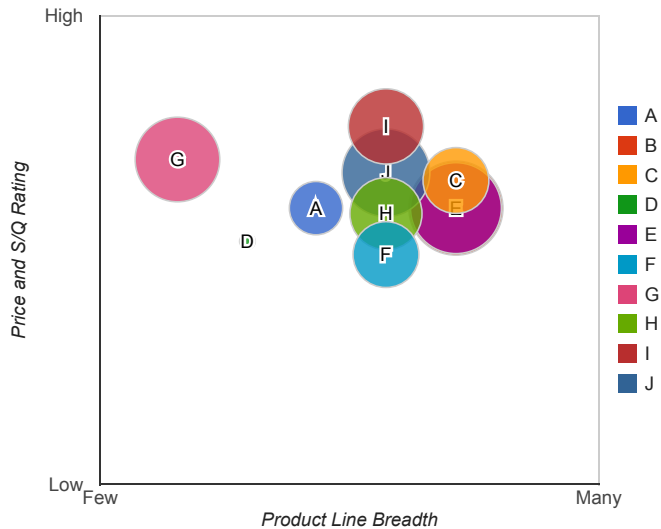
Company I's Competitive Strengths

- S/Q Rating
- Free Shipping

Company I's Competitive Weaknesses

- Models Offered

WHOLESALE SEGMENT Strategic Group Map



Company I's Competitive Strengths

- S/Q Rating
- Rebate Offer
- Retailer Support
- Delivery Time

Company I's Competitive Weaknesses

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Competitive Intelligence Reports

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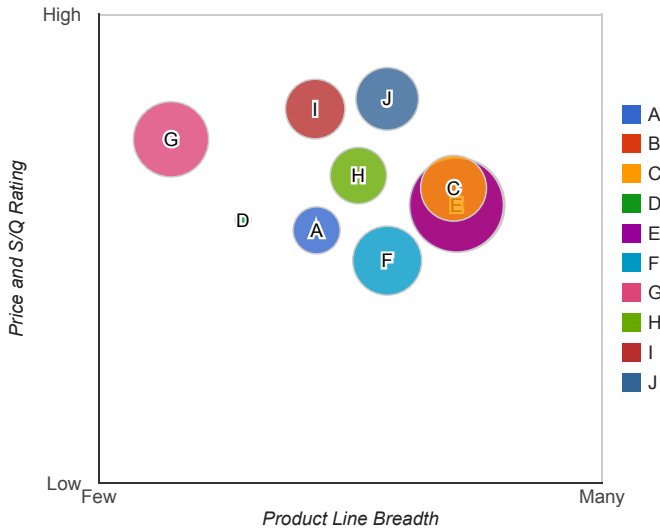
INDUSTRY 20

MARKET SNAPSHOT — EUROPE-AFRICA

YEAR 11

Europe-Africa Year 11	Competitive Efforts by Company												Ind. Avg.	Co. I vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J	K	L		
INTERNET SEGMENT														
Price (\$ per pair at retail)	75.00	66.00	70.00	78.00	66.00	66.00	68.00	73.00	73.99	76.00			71.20	+3.9%
S/Q Rating (1 to 10 stars)	4★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.0★	+1.0★
Models Offered	151	249	246	100	248	200	50	180	150	200			177	-15.3%
Free Shipping	Yes	No	No	No	No	No	No	Yes	Yes	Yes			Some	Above
Advertising (\$000s)	7,000	12,000	7,000	7,000	12,000	8,000	15,000	6,000	7,500	7,000			8,850	-15.3%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Online Orders (000s)	54	143	82	28	143	90	102	69	70	77			86	-18.6%
Pairs Sold (000s)	54	143	82	28	143	90	102	69	70	77			86	-18.6%
Market Share	6.3%	16.7%	9.6%	3.3%	16.7%	10.5%	11.9%	8.0%	8.2%	9.0%			10.0%	-1.8pts.
WHOLESALE SEGMENT														
Price (\$ per pair at wholesale)	48.75	48.00	52.00	55.00	49.50	53.00	49.00	49.00	49.99	48.00			50.22	-0.5%
S/Q Rating (1 to 10 stars)	4★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.0★	+1.0★
Models Availability	151	249	249	105	249	200	54	200	200	200			186	+7.5%
Advertising (\$000s)	7,000	12,000	7,000	7,000	12,000	8,000	15,000	6,000	7,500	7,000			8,850	-15.3%
Rebate Offer (\$ per pair)	3	3	2	3	3	3	3	3	4	3			3.00	+33.3%
Retail Outlets Utilized	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000			3,000	0.0%
Retailer Support (\$ per outlet)	400	450	400	400	450	300	400	400	500	400			410	+22.0%
Delivery Time (weeks)	4	3	3	3	3	2	3	3	2	2			2.8	-28.6%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Retailer Demand (000s)	949	1,917	1,267	693	1,810	1,094	1,595	1,219	1,439	1,477			1,346	+6.9%
Gained/Lost (due to stockouts)	+106	-89	+135	+61	-75	+116	-129	+79	-456	+61			-19	
Pairs Sold (000s)	1,055	1,828	1,402	754	1,735	1,210	1,466	1,298	983	1,538			1,327	-25.9%
Market Share	8.0%	13.8%	10.6%	5.7%	13.1%	9.1%	11.1%	9.8%	7.4%	11.6%			10.0%	-2.6pts.
PRIVATE-LABEL SEGMENT														
Bid Price (max = \$45.22)	35.00	0.00	35.00	35.00	0.00	35.00	33.00	35.00	0.00	35.00				
S/Q Rating (min = 4★)	4★	0★	4★	5★	0★	3★	4★	4★	0★	5★				
Pairs Offered (000s)	185	0	240	185	0	185	88	500	0	432			Demand = 2,000	
Pairs Sold (000s)	185	0	240	185	0	0	0	500	0	432			Offered = 1,815	
Market Share	12.0%	0.0%	15.6%	12.0%	0.0%	0.0%	0.0%	32.4%	0.0%	28.0%			Sold = 1,542	

INTERNET SEGMENT Strategic Group Map



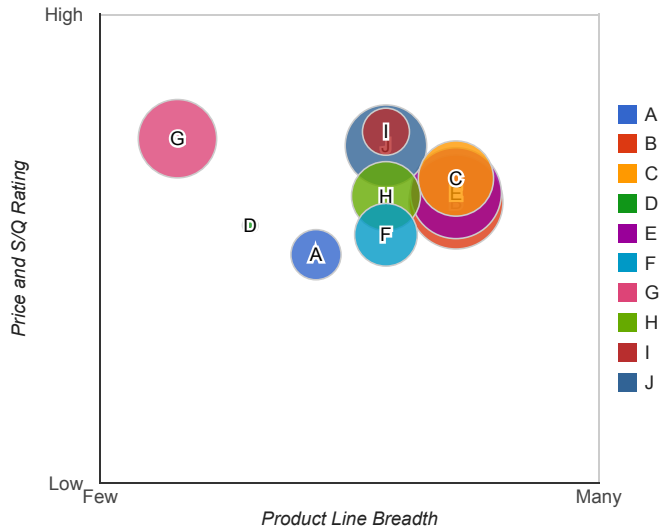
Company I's Competitive Strengths

- S/Q Rating
- Free Shipping

Company I's Competitive Weaknesses

- Models Offered
- Advertising

WHOLESALE SEGMENT Strategic Group Map



Company I's Competitive Strengths

- S/Q Rating
- Rebate Offer

Company I's Competitive Weaknesses

- Advertising

- Retailer Support
- Delivery Time

Competitive Intelligence Reports

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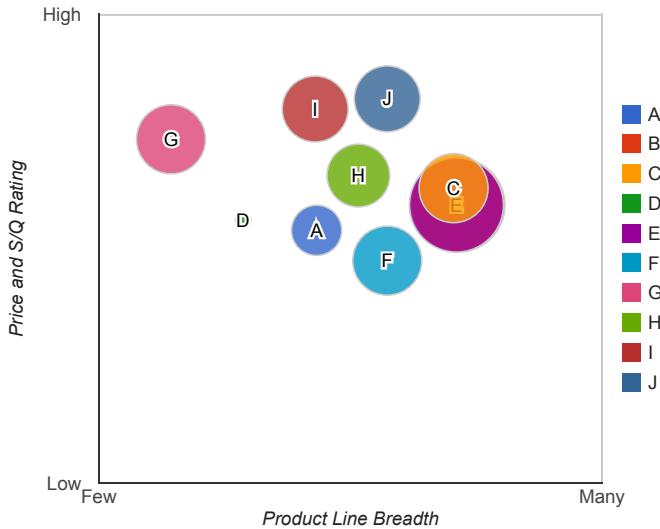
INDUSTRY 20

MARKET SNAPSHOT — ASIA-PACIFIC

YEAR 11

Asia-Pacific Year 11	Competitive Efforts by Company												Ind. Avg.	Co. I vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J	K	L		
INTERNET SEGMENT														
Price (\$ per pair at retail)	75.00	66.00	70.00	78.00	66.00	66.00	68.00	73.00	73.99	76.00			71.20	+3.9%
S/Q Rating (1 to 10 stars)	4★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.0★	+1.0★
Models Offered	151	249	246	100	248	200	50	180	150	200			177	-15.3%
Free Shipping	Yes	No	No	No	No	No	No	Yes	Yes	Yes			Some	Above
Advertising (\$000s)	3,500	7,000	3,500	3,500	7,000	3,500	7,500	4,000	4,500	3,500			4,750	-5.3%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Online Orders (000s)	40	96	60	21	96	62	61	54	55	56			60	-8.3%
Pairs Sold (000s)	40	96	60	21	96	62	61	54	55	56			60	-8.3%
Market Share	6.7%	16.0%	10.0%	3.5%	16.0%	10.3%	10.2%	9.0%	9.2%	9.3%			10.0%	-0.9pts.
WHOLESALE SEGMENT														
Price (\$ per pair at wholesale)	42.50	43.00	45.00	48.00	43.50	51.00	43.00	42.00	45.99	43.00			44.70	+2.9%
S/Q Rating (1 to 10 stars)	4★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.0★	+1.0★
Models Availability	152	249	249	103	249	200	54	200	200	200			186	+7.5%
Advertising (\$000s)	3,500	7,000	3,500	3,500	7,000	3,500	7,500	4,000	4,500	3,500			4,750	-5.3%
Rebate Offer (\$ per pair)	2	2	2	3	2	6	2	2	3	3			2.70	+11.1%
Retail Outlets Utilized	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500			1,500	0.0%
Retailer Support (\$ per outlet)	400	400	400	400	400	300	400	500	500	400			410	+22.0%
Delivery Time (weeks)	4	3	2	2	3	3	3	3	2	2			2.7	-25.9%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Retailer Demand (000s)	679	1,228	988	575	1,204	671	973	964	991	1,029			930	+6.6%
Gained/Lost (due to stockouts)	+30	-139	+44	+26	-111	+28	+43	-12	+44	+46			0	
Pairs Sold (000s)	709	1,089	1,032	601	1,093	699	1,016	952	1,035	1,075			930	+11.3%
Market Share	7.6%	11.7%	11.1%	6.5%	11.8%	7.5%	10.9%	10.2%	11.1%	11.6%			10.0%	+1.1pts.
PRIVATE-LABEL SEGMENT														
Bid Price (max = \$39.70)	35.00	34.90	35.00	35.00	35.00	35.00	33.00	35.00	34.59	35.00			Total Private-Label Pairs (000s)	
S/Q Rating (min = 4★)	4★	4★	4★	5★	4★	3★	4★	4★	6★	5★			Demand = 2,000	
Pairs Offered (000s)	185	189	128	188	237	185	111	500	838	300			Offered = 2,861	
Pairs Sold (000s)	185	189	0	188	0	0	111	489	838	0			Sold = 2,000	
Market Share	9.3%	9.5%	0.0%	9.4%	0.0%	0.0%	5.6%	24.5%	41.9%	0.0%				

INTERNET SEGMENT Strategic Group Map



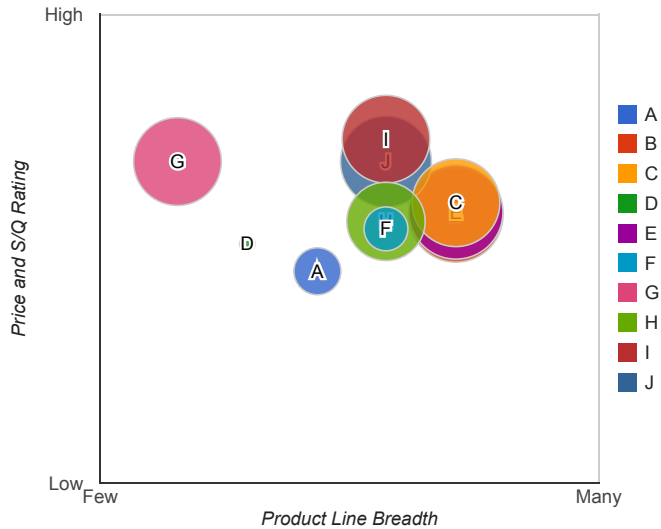
Company I's Competitive Strengths

- S/Q Rating
- Free Shipping

Company I's Competitive Weaknesses

- Models Offered

WHOLESALE SEGMENT Strategic Group Map



Company I's Competitive Strengths

- S/Q Rating
- Rebate Offer

Company I's Competitive Weaknesses

- Retailer Support
- Delivery Time

Competitive Intelligence Reports

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INDUSTRY 20

MARKET SNAPSHOT — LATIN AMERICA

YEAR 11

Latin America
Year 11

	Competitive Efforts by Company												Ind. Avg.	Co. I vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J	K	L		
INTERNET SEGMENT														
Price (\$ per pair at retail)	75.00	66.00	70.00	78.00	66.00	66.00	68.00	73.00	73.99	76.00			71.20	+3.9%
S/Q Rating (1 to 10 stars)	4★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.0★	+1.0★
Models Offered	151	249	246	100	248	200	50	180	150	200			177	-15.3%
Free Shipping	Yes	No	No	No	No	No	No	Yes	Yes	Yes			Some	Above
Advertising (\$000s)	3,500	7,000	3,500	3,500	7,000	3,000	7,200	4,000	4,500	3,500			4,670	-3.6%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Online Orders (000s)	40	97	60	21	97	59	60	54	55	56			60	-8.3%
Pairs Sold (000s)	40	97	60	21	97	59	60	54	55	56			60	-8.3%
Market Share	6.7%	16.2%	10.0%	3.5%	16.2%	9.9%	10.0%	9.0%	9.2%	9.4%			10.0%	-0.8pts.

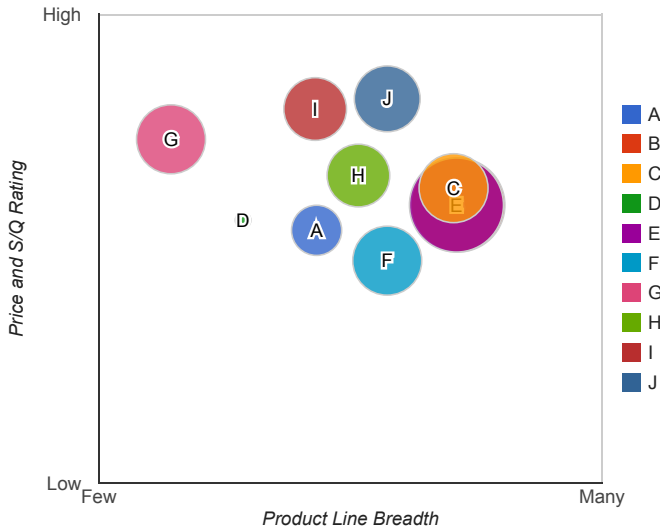
WHOLESALE SEGMENT

Price (\$ per pair at wholesale)	43.00	48.00	50.00	48.00	47.50	53.00	44.00	42.00	49.99	44.00			46.95	+6.5%
S/Q Rating (1 to 10 stars)	4★	5★	5★	4★	5★	4★	6★	5★	6★	6★			5.0★	+1.0★
Models Availability	151	249	246	103	249	200	54	200	200	200			185	+8.1%
Advertising (\$000s)	3,500	7,000	3,500	3,500	7,000	3,000	7,200	4,000	4,500	3,500			4,670	-3.6%
Rebate Offer (\$ per pair)	2	2	2	3	2	5	2	2	2	2			2.40	-16.7%
Retail Outlets Utilized	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500			1,500	0.0%
Retailer Support (\$ per outlet)	400	450	400	400	450	300	400	500	500	400			420	+19.0%
Delivery Time (weeks)	4	3	3	2	3	3	3	3	2	2			2.8	-28.6%
Celebrity Appeal	0	0	0	0	0	0	0	0	0	0			0	0.0%
Retailer Demand (000s)	755	1,099	846	622	1,117	642	1,010	1,123	912	1,080			921	-1.0%
Gained/Lost (due to stockouts)	+115	-134	-597	+279	-145	+208	-4	-211	-229	-12			-73	
Pairs Sold (000s)	870	965	249	901	972	850	1,006	912	683	1,068			848	-19.5%
Market Share	10.3%	11.4%	2.9%	10.6%	11.5%	10.0%	11.9%	10.8%	8.1%	12.6%			10.0%	-1.9pts.

PRIVATE-LABEL SEGMENT

Bid Price (max = \$41.95)	0.00	34.90	35.00	0.00	35.00	35.00	33.00	35.00	0.00	35.00			Total Private-Label Pairs (000s)	
S/Q Rating (min = 4★)	0★	4★	4★	0★	4★	3★	4★	4★	0★	5★			Demand = 2,000	
Pairs Offered (000s)	0	196	187	0	100	185	88	519	0	200			Offered = 1,475	
Pairs Sold (000s)	0	196	187	0	100	0	0	519	0	200			Sold = 1,202	
Market Share	0.0%	16.3%	15.6%	0.0%	8.3%	0.0%	0.0%	43.2%	0.0%	16.6%				

INTERNET SEGMENT
Strategic Group Map



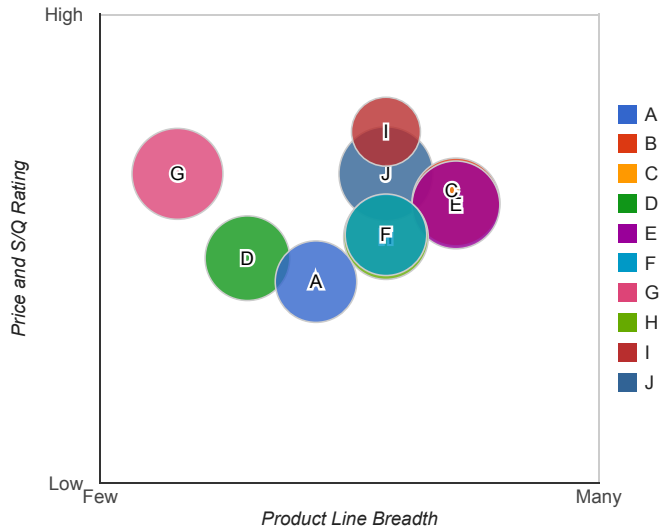
Company I's
Competitive Strengths

- S/Q Rating
- Free Shipping

Company I's
Competitive Weaknesses

- Models Offered

WHOLESALE SEGMENT
Strategic Group Map



Company I's
Competitive Strengths

- S/Q Rating
- Retailer Support

Company I's
Competitive Weaknesses

- Rebate Offer

- Delivery Time

Competitive Intelligence Reports

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