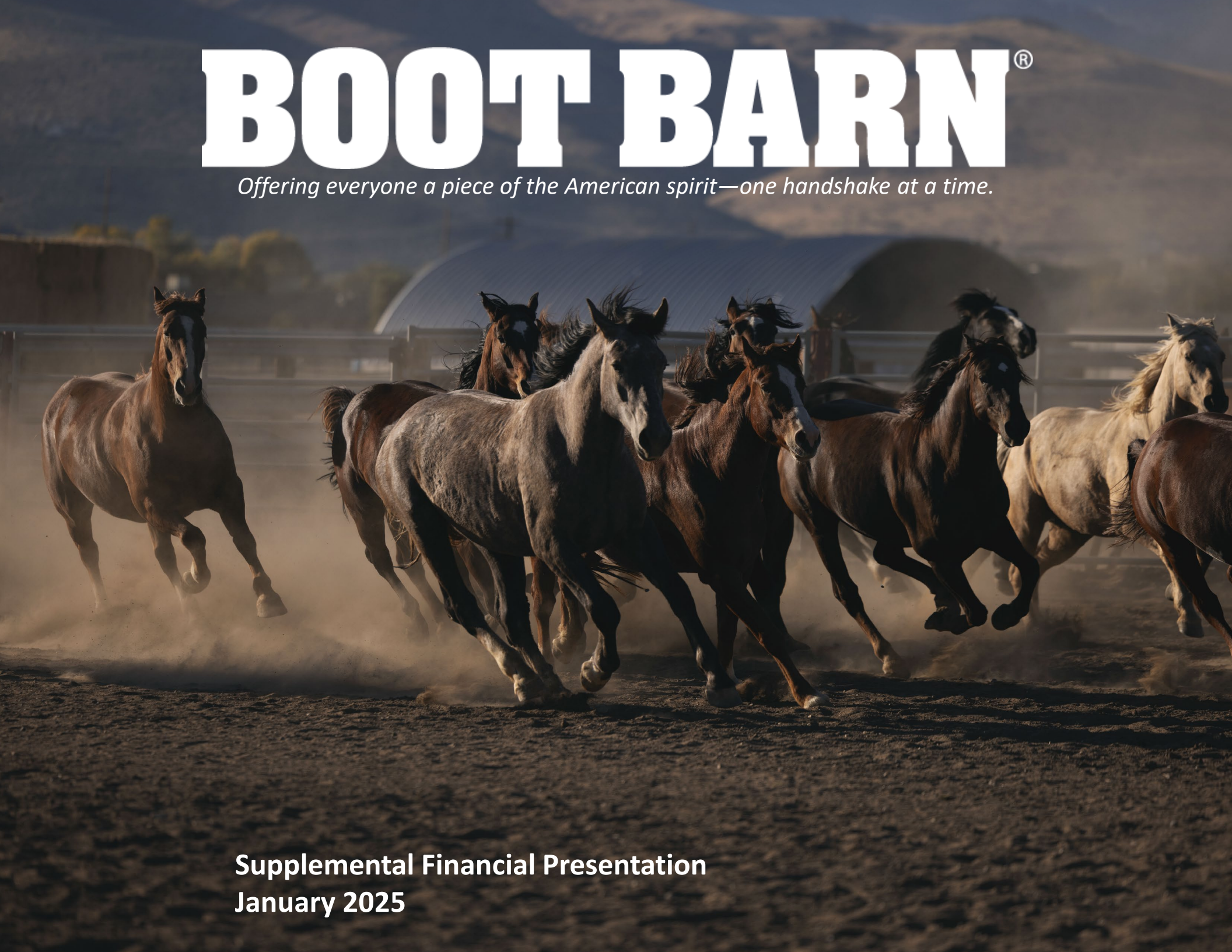
# BOOT BARN®

*Offering everyone a piece of the American spirit—one handshake at a time.*



**Supplemental Financial Presentation**
**January 2025**

# Important Information

**Forward-Looking Statements**

This presentation contains forward-looking statements that are subject to risks and uncertainties. All statements other than statements of historical fact included in this presentation are forward-looking statements. You can identify forward-looking statements by the fact that they generally include words such as "anticipate," "estimate," "expect," "project," "plan," "intend," "believe," "outlook" and other words of similar meaning in connection with any discussion of the timing or nature of future operating or financial performance or other events but not all forward-looking statements contain these identifying words. These forward-looking statements are based on assumptions that Boot Barn Holdings, Inc.'s (the "Company," "we," "us," and "our") management has made in light of their industry experience and on their perceptions of historical trends, current conditions, expected future developments and other factors that they believe are appropriate under the circumstances. As you consider this presentation, you should understand that these statements are not guarantees of performance or results. They involve risks, uncertainties (some of which are beyond the Company's control) and assumptions. These risks, uncertainties and assumptions include, but are not limited to, the following: decreases in consumer spending due to declines in consumer confidence, local economic conditions or changes in consumer preferences; the Company's ability to effectively execute on its growth strategy; and the Company's failure to maintain and enhance its strong brand image, to compete effectively, to maintain good relationships with its key suppliers, and to improve and expand its exclusive product offerings. The Company discusses the foregoing risks and other risks in greater detail under the heading "Risk factors" in the periodic reports filed by the Company with the Securities and Exchange Commission. Although the Company believes that these forward-looking statements are based on reasonable assumptions, you should be aware that many factors could affect the Company's actual financial results and cause them to differ materially from those anticipated in the forward-looking statements. Because of these factors, the Company cautions that you should not place undue reliance on any of these forward-looking statements. New risks and uncertainties arise from time to time, and it is impossible for the Company to predict those events or how they may affect the Company. Further, any forward-looking statement speaks only as of the date on which it is made. Except as required by law, the Company does not intend to update or revise the forward-looking statements in this presentation after the date of this presentation.

**Industry and Market Information**

Statements in this presentation concerning our industry and the markets in which we operate, including our general expectations and competitive position, business opportunity and market size, growth and share, are based on information from independent industry organizations and other third-party sources, data from our internal research and management estimates. Management estimates are derived from publicly available information and the information and data referred to above and are based on assumptions and calculations made by us based upon our interpretation of such information and data. The information and data referred to above are imprecise and may prove to be inaccurate because the information cannot always be verified with complete certainty due to the limitations on the availability and reliability of raw data, the voluntary nature of the data gathering process and other limitations and uncertainties. As a result, please be aware that the data and statistical information in this presentation may differ from information provided by our competitors or from information found in current or future studies conducted by market research institutes, consultancy firms or independent sources.

**Recent Developments**

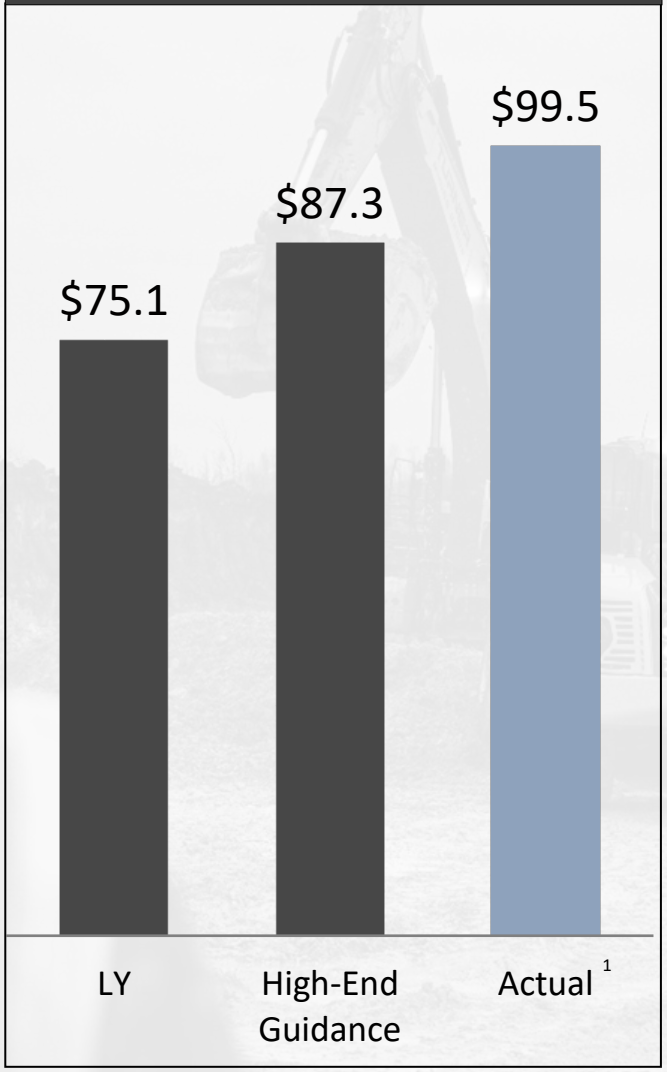
Our business and opportunities for growth depend on consumer discretionary spending, and as such, our results are particularly sensitive to economic conditions and consumer confidence. Inflation and other challenges affecting the global economy could impact our operations and will depend on future developments, which are uncertain. These and other effects make it more challenging for us to estimate the future performance of our business, particularly over the near-to-medium term. For further discussion of the uncertainties and business risks affecting the Company, see the sections captioned "Risk factors" in our periodic reports filed with the Securities and Exchange Commission.

# Q3 Fiscal 2025 Financial Results

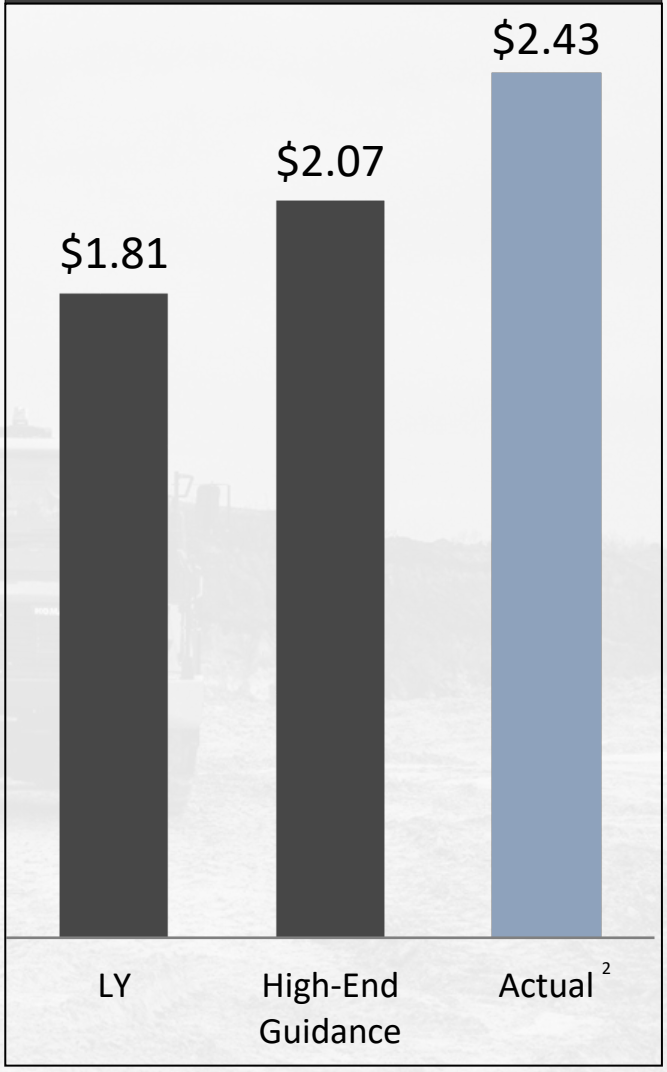
## Q3 Total Sales ($M)




## Q3 Income from Operations ($M)




## Q3 GAAP EPS




[1]Included in income from operations for the current period is a net benefit of $6.7 million primarily related to the Company's former Chief Executive Officer's ("CEO") forfeiture of unvested long-term equity incentive compensation and the reversal of fiscal 2025 cash incentive bonus expense as a result of his resignation. These expenses were not deductible for income taxes.

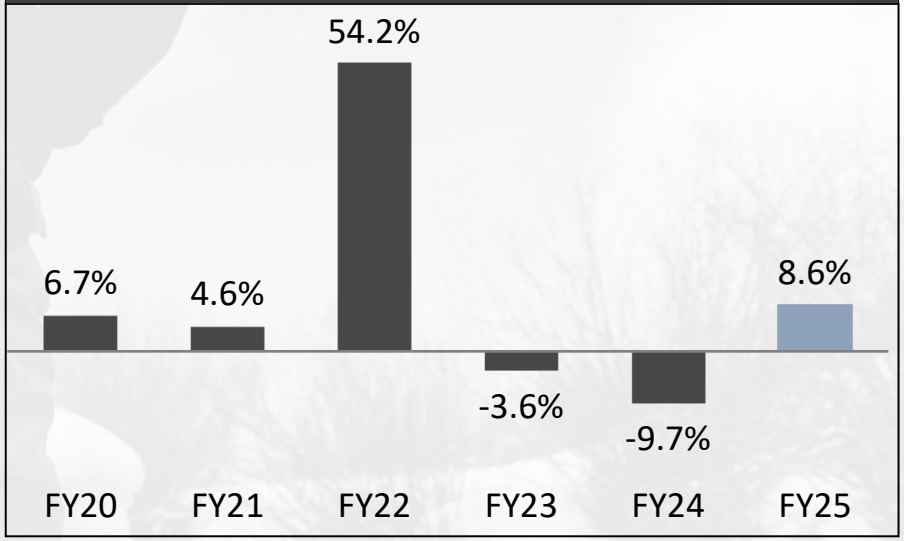
[2]Net income per diluted share in the third quarter is $2.43 based on 30.9 million weighted average diluted shares outstanding and a 24.3% effective tax rate. Included in net income per diluted share is an estimated $0.22 benefit related to the former CEO's resignation. Our projected effective tax rate for Q4 Fiscal 2025 is 25.4%, and we currently expect our Fiscal 2026 effective tax rate to be approximately 26%.

# Q3 Fiscal 2025 Financial Results

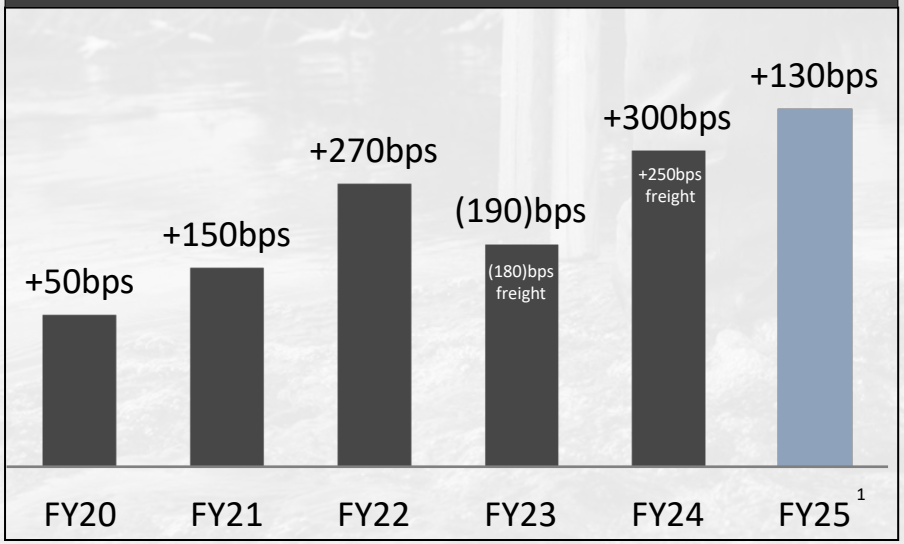
## Q3 Total Sales ($M)




## Q3 Consolidated SSS%




## Q3 Merchandise Margin %



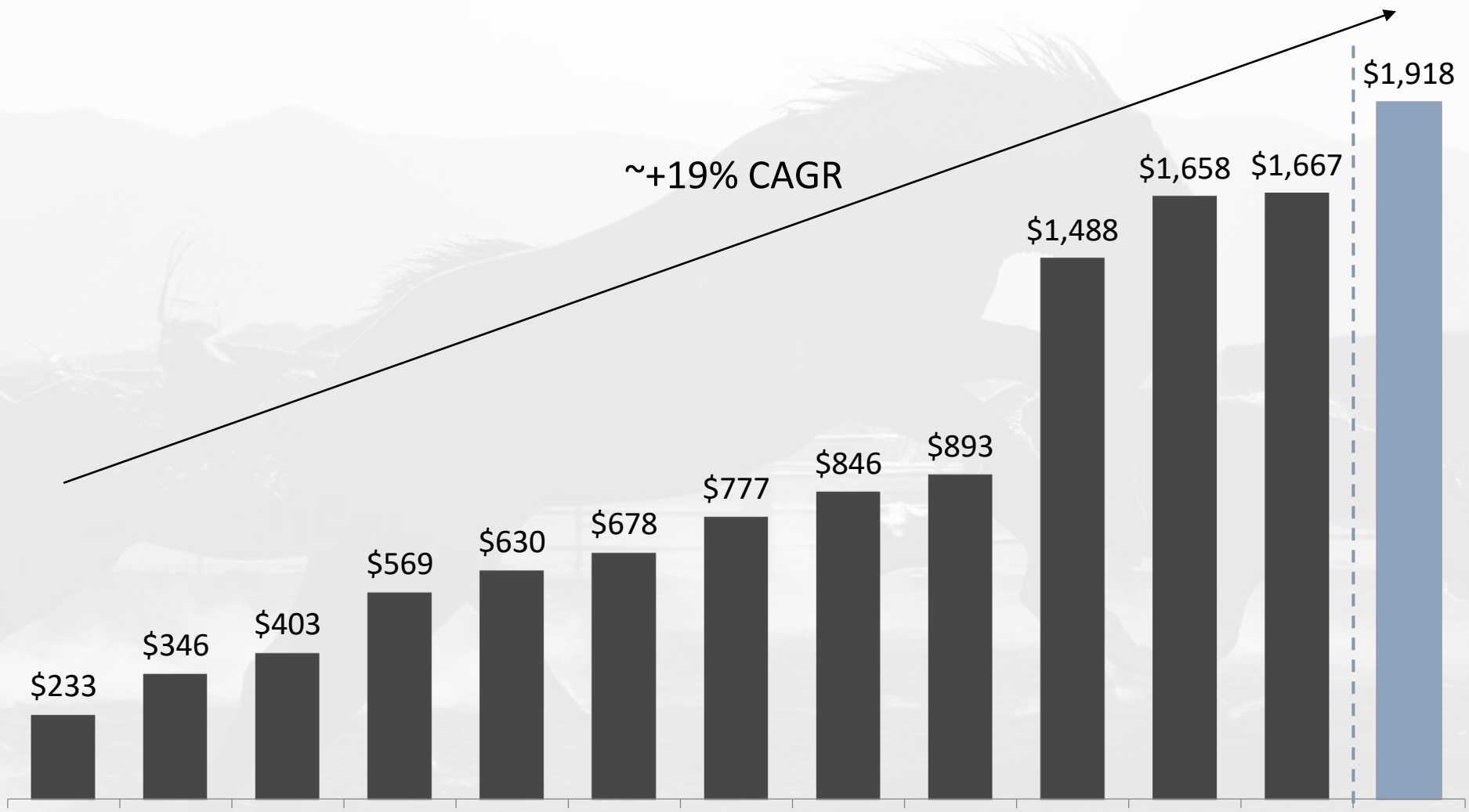

## Q3 GAAP EPS




[1]The estimated 130 basis points of merchandise margin expansion was primarily driven by supply chain efficiencies, better buying economies of scale, and growth in exclusive brand penetration.
[2]Net income per diluted share in the third quarter is $2.43 based on 30.9 million weighted average diluted shares outstanding and a 24.3% effective tax rate. Included in net income per diluted share is an estimated $0.22 benefit related to the former CEO's resignation. Our projected effective tax rate for Q4 Fiscal 2025 is 25.4%, and we currently expect our Fiscal 2026 effective tax rate to be approximately 26%.

# Over a Decade of Strong Sales Growth

## Total Sales ($M)




| | FY13 | FY14 | FY15 | FY16 | FY17[1] | FY18 | FY19 | FY20 | FY21 | FY22 | FY23[1] | FY24 | FY25 E[2] |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total Sales Growth | 38% | 48% | 16% | 41% | 11% | 8% | 15% | 9% | 6% | 67% | 11% | 1% | 15% |
| SSS% Growth | 11.9% | 6.7% | 7.3% | (0.1)% | 0.3% | 5.2% | 10.0% | 5.0% | 3.1% | 53.7% | (0.1)% | (6.2)% | 5.9% |

[1]Fiscal 2017 and Fiscal 2023 were 53-week years.
[2]Reflects the high end of the Company's guidance range provided on the Company's third quarter earnings call held on January 30, 2025.

# Strategic Initiatives Update

1. **New Stores**
2. **Same Store Sales**
3. **Omni-Channel**
4. **Merchandise Margin & Exclusive Brands**

# ①15% New Unit Growth



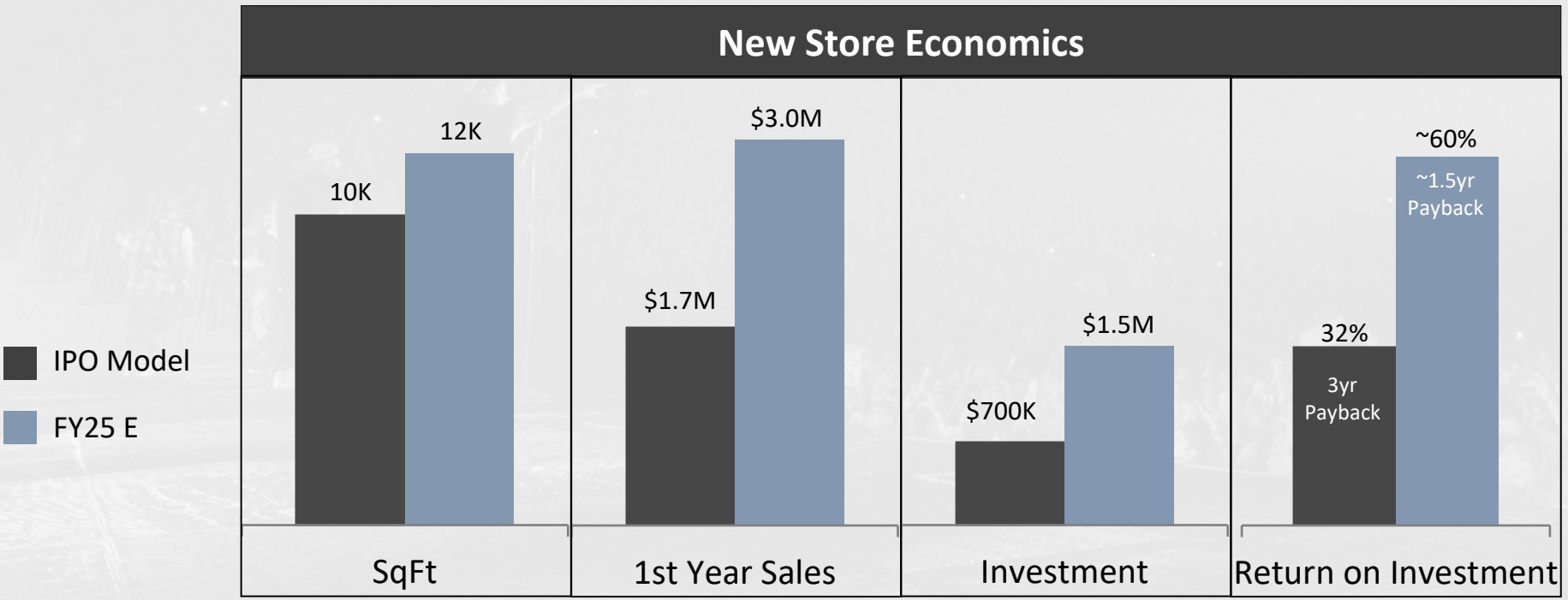

[1]Represents management's guidance to open a total of 60 new stores in Fiscal 2025, as provided on the Company's third quarter earnings call held on January 30, 2025.

# ①Profitable New Units & Expanding Our National Footprint



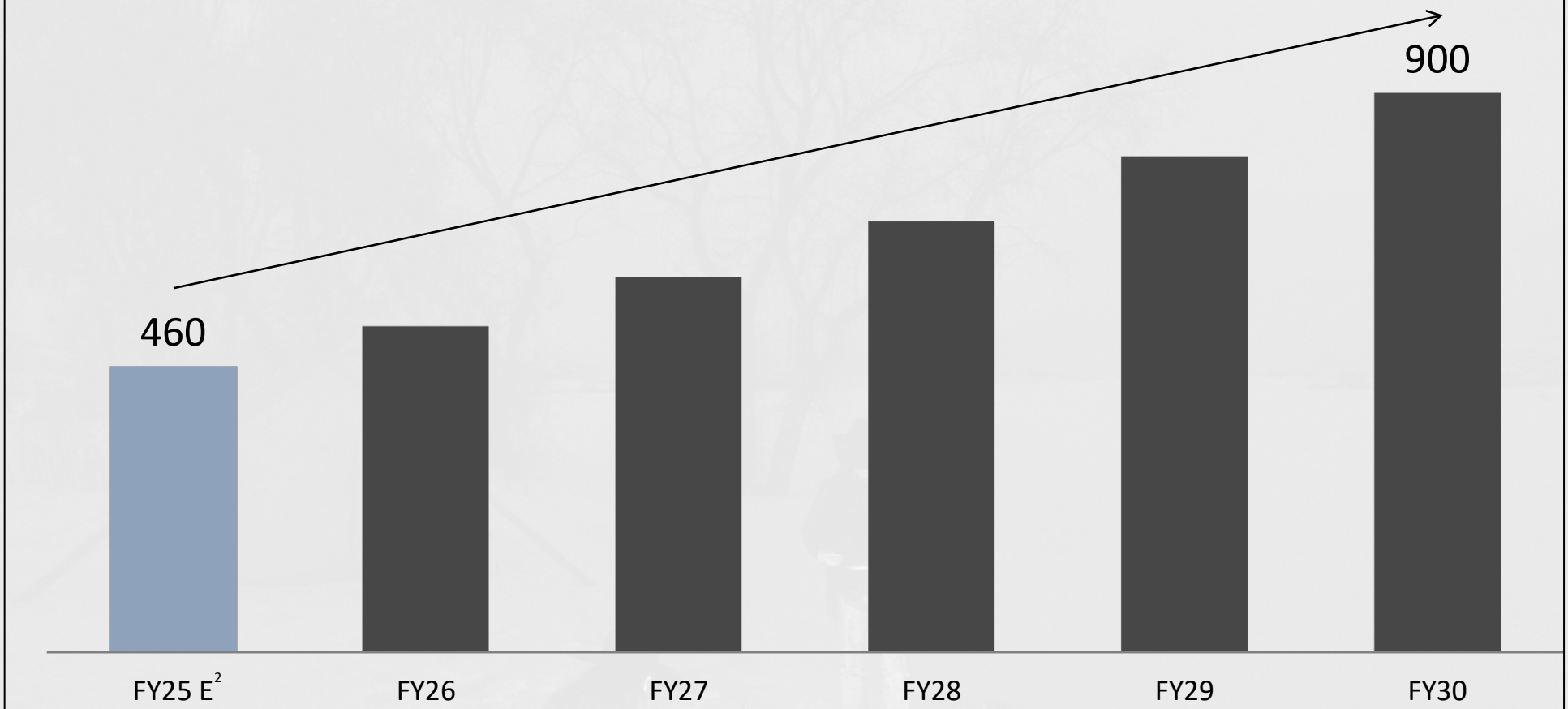

FY25 Q3

- 438 stores
- 46 states



# ① Looking Forward: 15% New Unit Growth

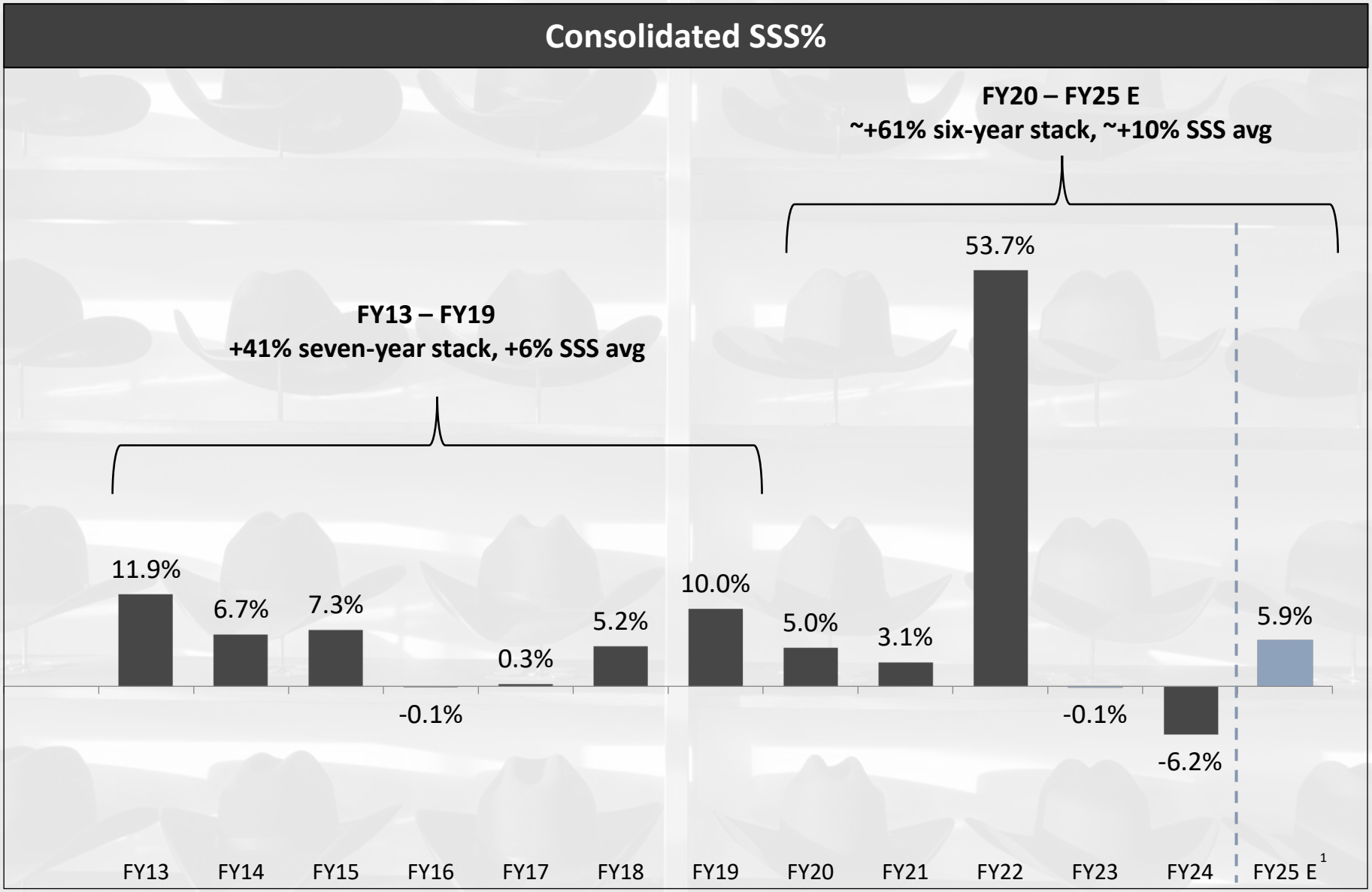
**New Store Opportunity[1]**




[1]Illustrative example of 15% new unit growth annually.
[2]Represents management's guidance to open a total of 60 new stores in Fiscal 2025, as provided on the Company's third quarter earnings call held on January 30, 2025.

- ~500 additional stores opportunity
- Expected to contribute ~$1.5 billion in sales
- Payback in ~18 months (ROIC ~60%)
- All stores positive 4-wall EBITDA

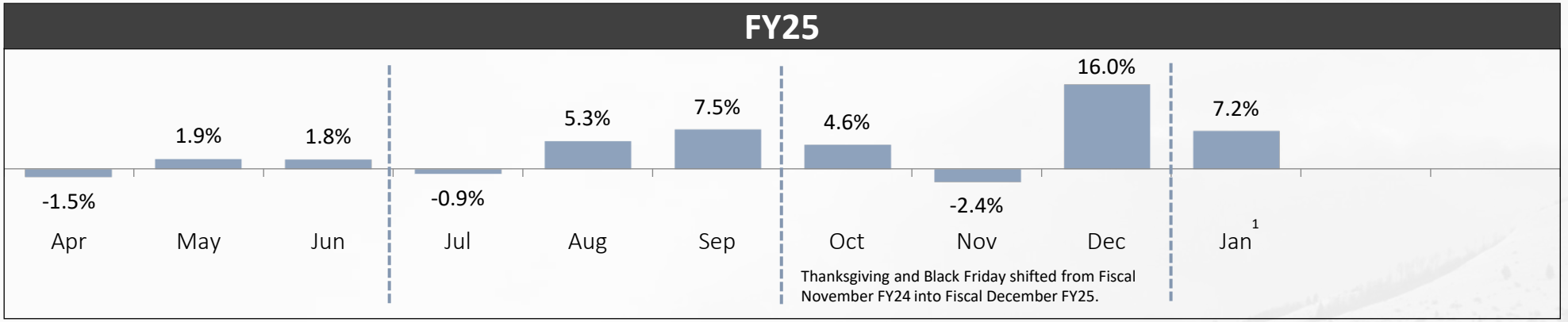
# ② Over A Decade of Strong Same Store Sales

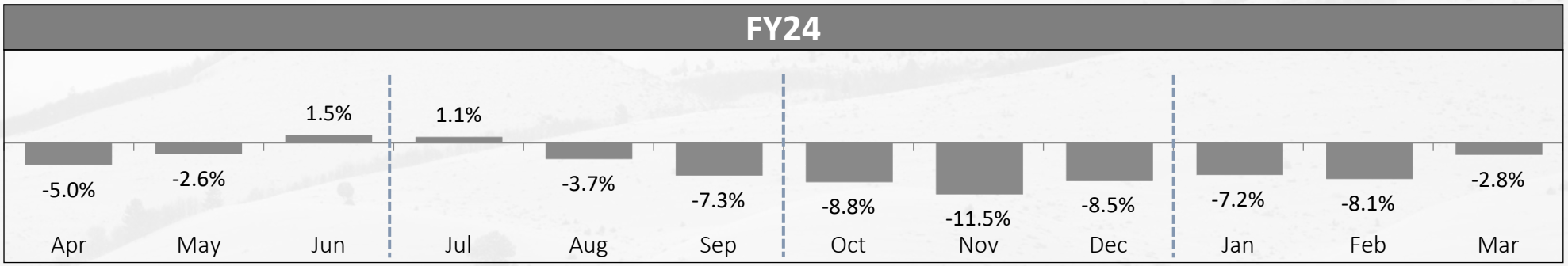


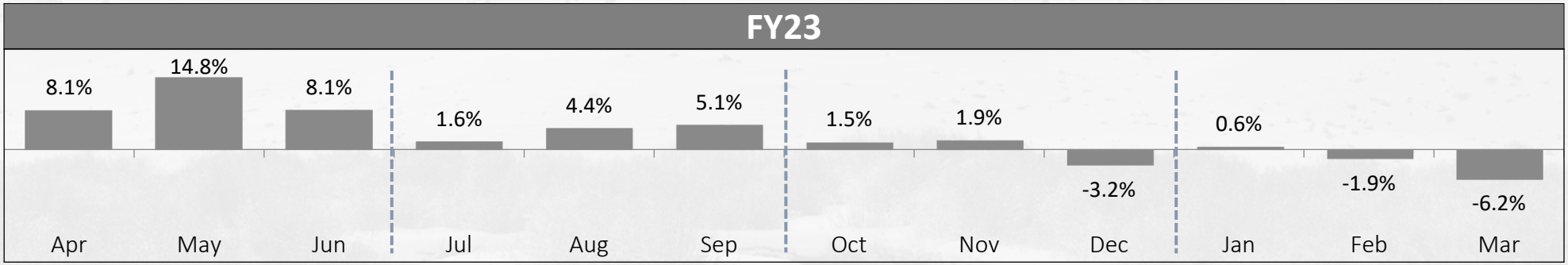

[1]Reflects the high end of the Company's guidance range provided on the Company's third quarter earnings call held on January 30, 2025.

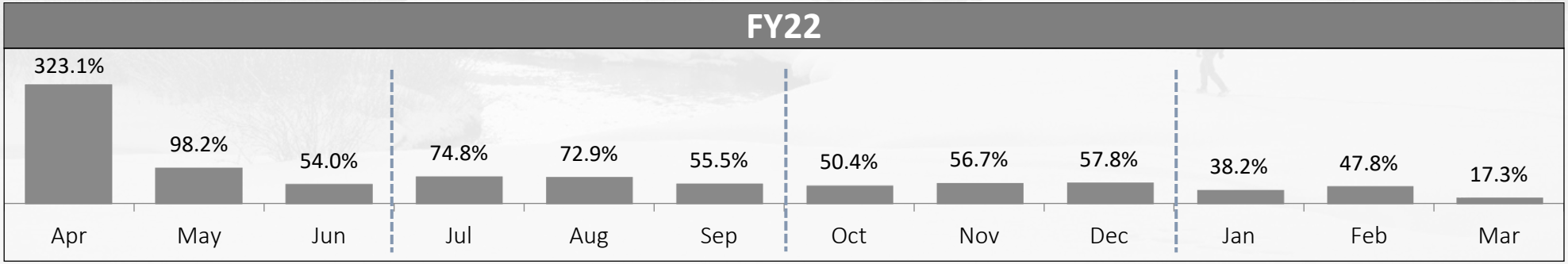
# ② Store SSS% by Month

Stores are ~88% of FY25 Q3 Sales




[1]Represents preliminary retail store same store sales for January Fiscal 2025.

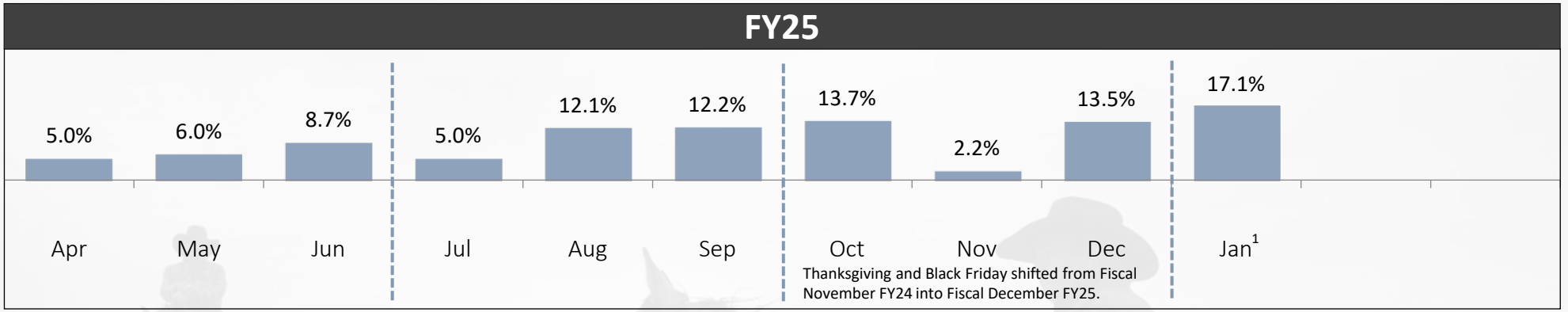
# ③ Omni-Channel Capabilities

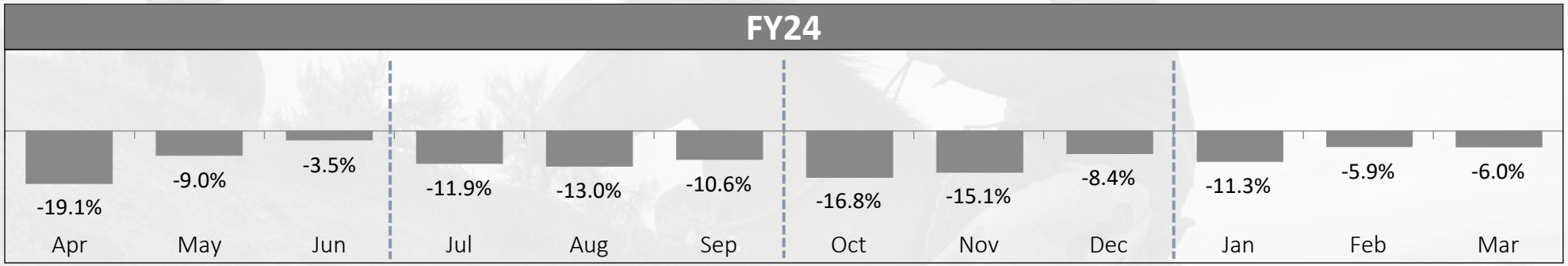


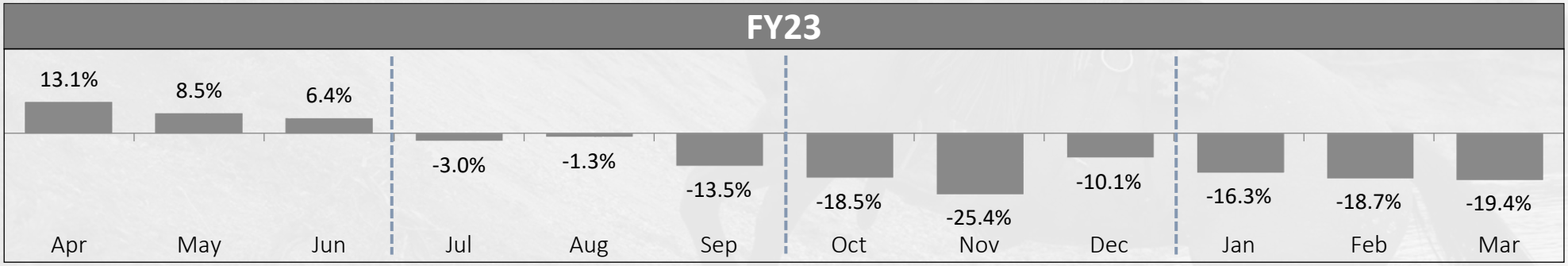
| Drive Store Traffic | Deliver Digital Experience in Stores |
|---|---|
| • Bring Long Tail to Stores<br>• Ship to Store / BOPIS<br>• Return in Store | • Mobile App<br>• Range Finder (AI-enabled)<br>• WHIP (endless aisle)<br>• Cassidy (piloting in-store consumer AI solution) |
| **Fulfill Online Demand Efficiently** | **Drive Online Profitability** |
| • DC Fulfillment<br>• Store Fulfillment<br>• Same Day Delivery | • Boot Barn retail price consistent across channels<br>• Infrequent promotions<br>• Profitable ROAS standard<br>• Maximize clearance margin |

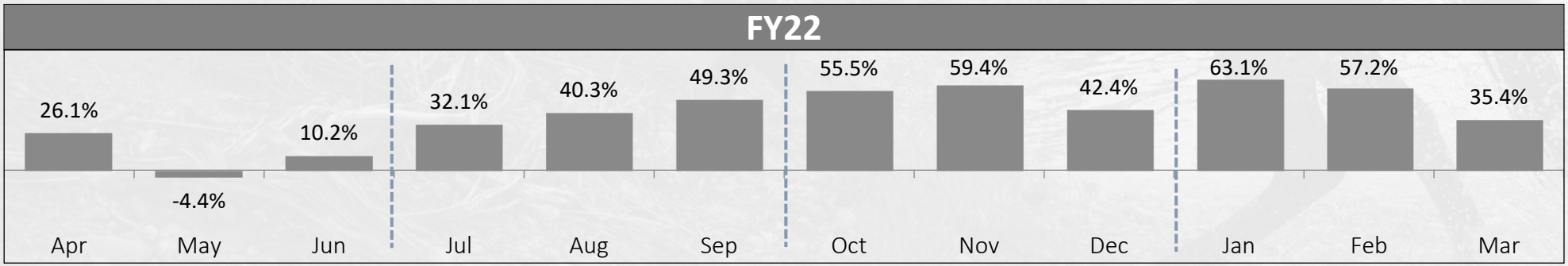
# ③ Ecommerce SSS% by Month

Ecommerce is ~12% of FY25 Q3 Sales




[1]Represents preliminary e-commerce same store sales for January Fiscal 2025.

# ④ Exclusive Brands Portfolio

## WESTERN







## COUNTRY







## ARTIST INSPIRED







## WORK







## RANCH & RODEO







## PREMIUM

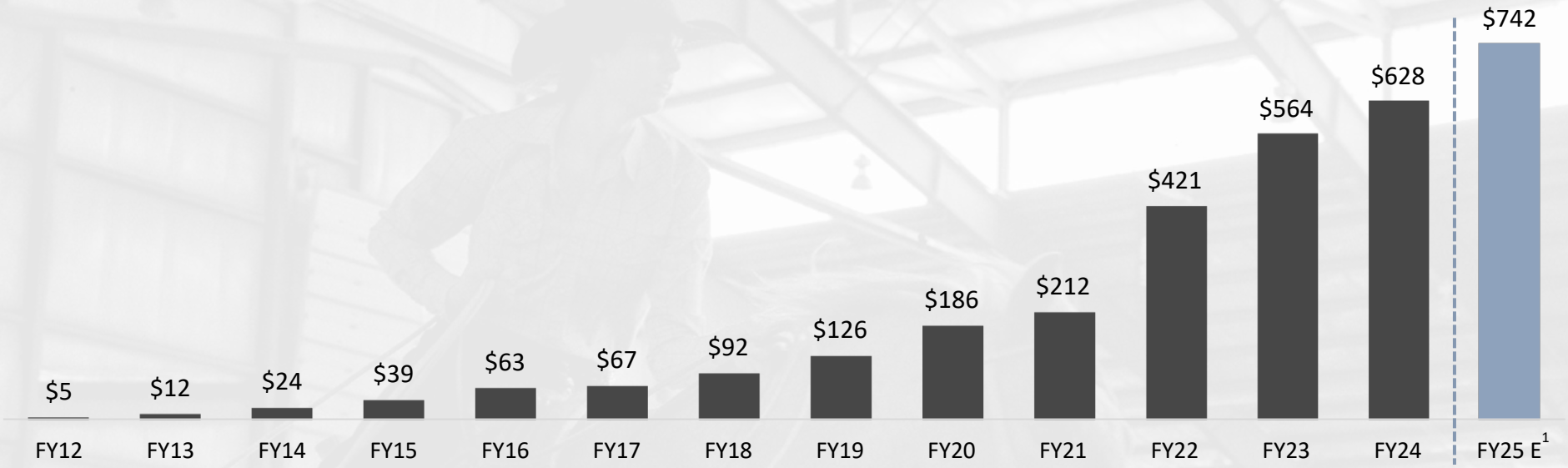



## VALUE



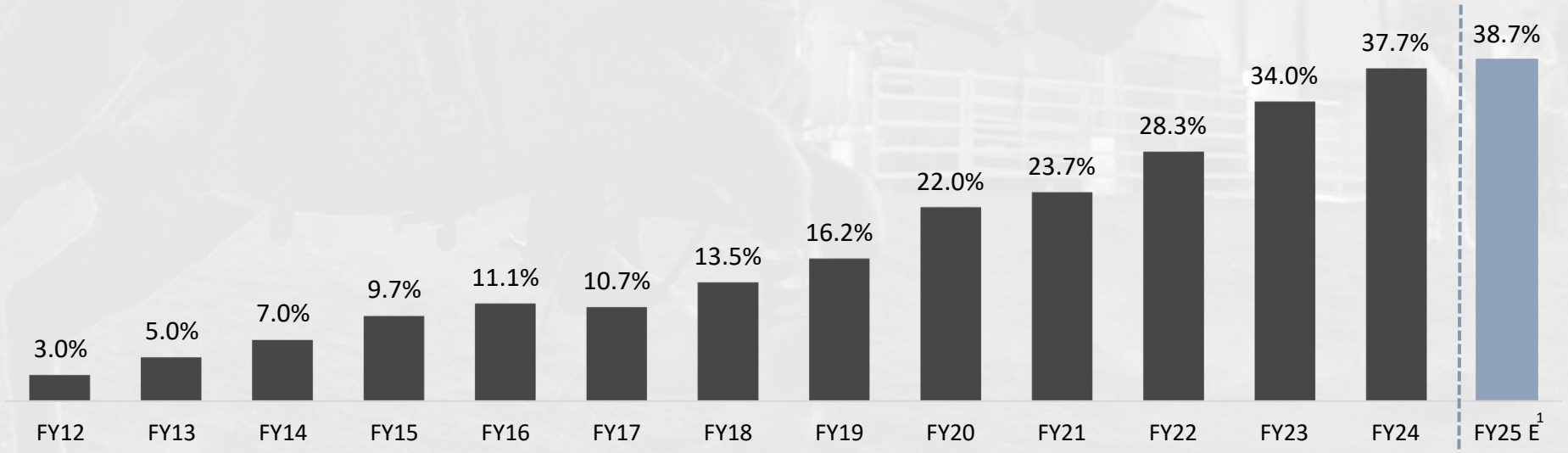
# ④ Exclusive Brands Penetration Growth

## Full Year Exclusive Brands Sales ($M)




## Full Year Exclusive Brands Penetration %

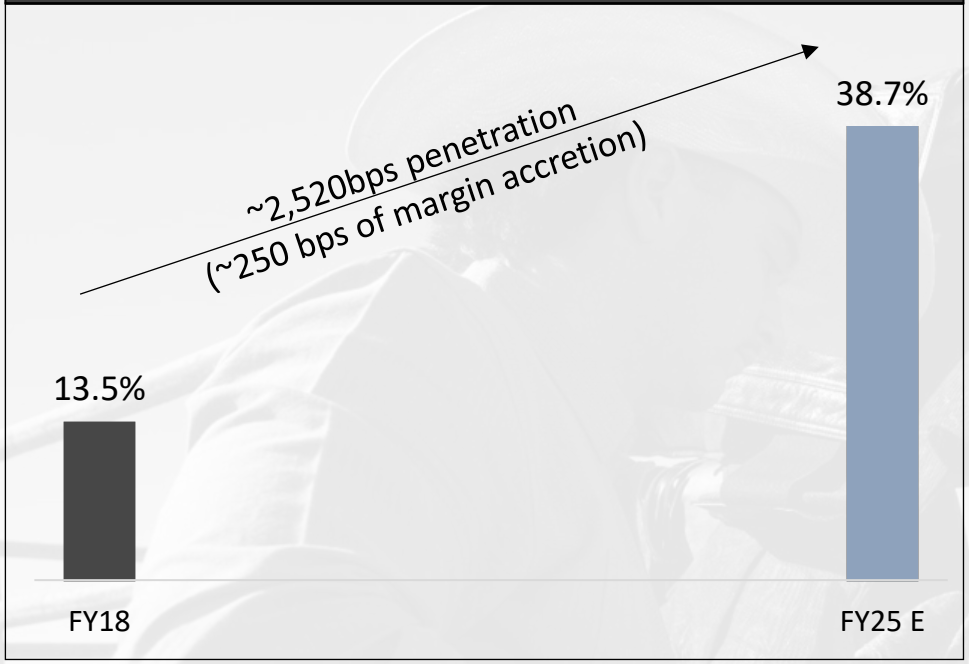
Margin enhancement ~1,000 bps vs. 3rd party brands



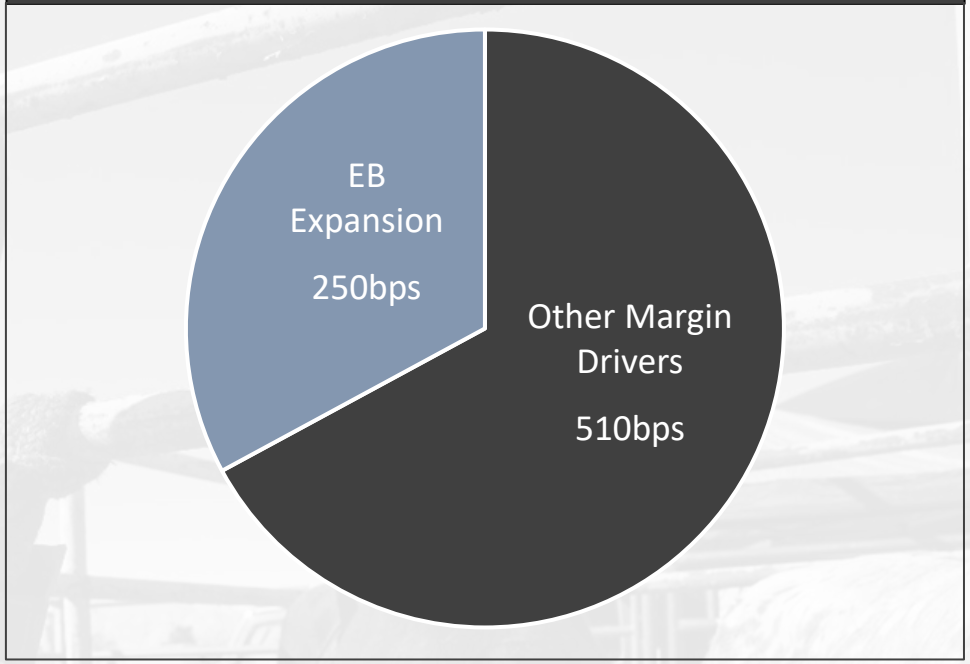

[1]FY25 estimated 38.7% consolidated exclusive brand penetration reflects 100 basis points of growth over Fiscal 2024, as provided in the Company's guidance outlined on its third quarter earnings call held on January 30, 2025.

# ④ Exclusive Brands Growth & Margin Expansion

## Exclusive Brands Penetration Growth Over Seven Years

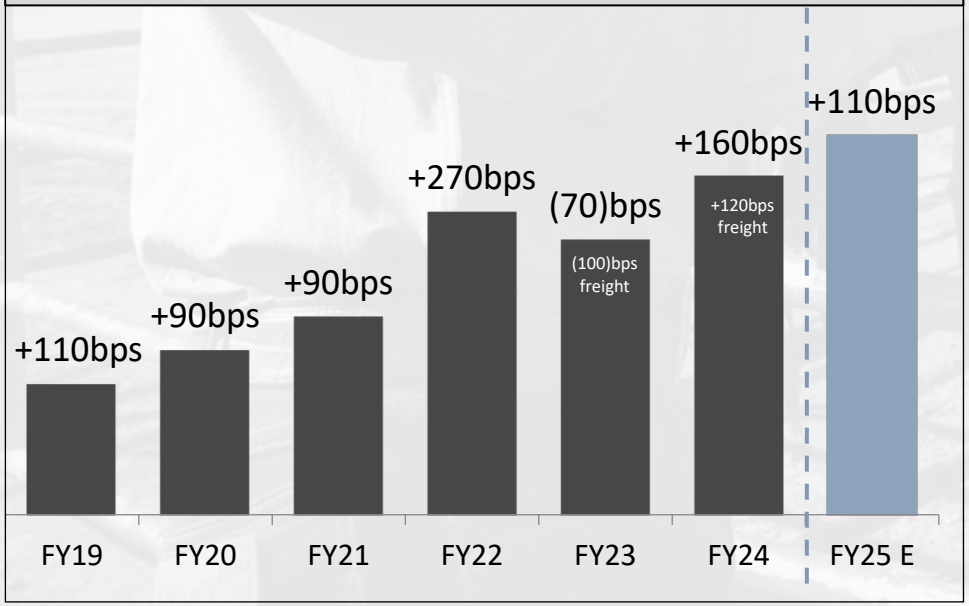



## EB is Only 1/3 of Margin Appreciation




## Merchandise Margin Growth Over Seven Years

Estimated 760bps of Total Merchandise Margin Expansion




Margin Drivers

- Full-price selling
- Buying economies of scale
- Supply chain efficiencies
- Volume discounts
- Exclusive brands sales penetration

# FY25 Guidance



# Q4 Fiscal 2025 Financial Guidance

| Q4 FY25 Financial Guidance | Low End ($M) | High End ($M) |
|---|---|---|
| Total Net Sales | $451 | $460 |
| Consolidated SSS% | 5.3% | 7.8% |
| Store SSS% | 4.7% | 7.2% |
| E-commerce SSS% | 9.6% | 12.1% |
| Total Net Sales Growth % | 16.1% | 18.4% |
| New Store Openings | 21 | 21 |
| Gross Profit | $163.1 | $167.8 |
| % | 36.2% | 36.5% |
| SG&A | $115.4 | $116.4 |
| % | 25.6% | 25.3% |
| Income from Operations | $47.7 | $51.4 |
| % | 10.6% | 11.2% |
| GAAP Earnings per Diluted Share | $1.17 | $1.26 |

# Full Year Fiscal 2025 Financial Guidance

| Full Year FY25 Financial Guidance | Updated Low End ($M) | Updated High End ($M) | High End Guidance Comments | Prior High End ($M) |
|---|---|---|---|---|
| Total Net Sales | $1,908 | $1,918 | | $1,907 |
| Consolidated SSS% | 5.4% | 5.9% | | 5.0% |
| Store SSS% | 4.8% | 5.4% | | 4.5% |
| E-commerce SSS% | 9.7% | 10.2% | | 9.5% |
| Total Net Sales Growth % | 14.5% | 15.1% | 15% new unit growth | 14.4% |
| New Store Openings | 60 | 60 | 21 openings in Q4 | 60 |
| Gross Profit | $711.6 | $716.3 | +110bps merchandise margin<br>+100bps exclusive brands penetration<br>(60)bps buying & occupancy deleverage | $713.4 |
| % | 37.3% | 37.4% | | 37.4% |
| SG&A | $474.3 | $475.2 | | $480.4 |
| % | 24.9% | 24.8% | | 25.2% |
| Income from Operations | $237.3 | $241.1 | | $233.0 |
| % | 12.4% | 12.6% | | 12.2% |
| GAAP Earnings per Diluted Share | $5.81 | $5.90 | $0.30 increase from prior guidance | $5.60 |

# Investment Considerations

## National Leader in Attractive Market

- Leading player in estimated $40 billion industry
- Brick-and-mortar presence in 46 states and online sales in all 50 states plus international
- Pressure-tested model

## World Class Omni-Channel Capabilities

- Strong variety of omni-channel offerings in place
- Ability to drive incremental traffic to stores
- Improved customer satisfaction with added convenience and quicker delivery

## Strong New Unit Growth Opportunities

- Proven ability to open stores in both new and existing markets
- Store-preferred shopping experience
- Minimal sales cannibalization from new stores

## Lifestyle Brand with Loyal Customer

- Genuine lifestyle retail brand
- Extremely loyal customers seeking authenticity
- Lifestyle experience across stores, e-commerce and events

## Exclusive Brands

- 1,000bps margin enhancement vs. 3rd party brands
- Differentiated assortment to satisfy all customer segments
- Proven supply chain reliability

## Profit Enhancement Opportunities

- Proven ability to drive merchandise margin expansion
- Economies of scale in purchasing and ability to leverage expenses

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