

Q4'FY22 EARNINGS

MAY 19, 2022



Safe Harbor Statement

Certain statements included in this release are "forward-looking statements" within the meaning of the federal securities laws. Forward-looking statements are made based on our expectations and beliefs concerning future events impacting VF and therefore involve several risks and uncertainties. You can identify these statements by the fact that they use words such as "will," "anticipate," "estimate," "expect," "should," and "may" and other words and terms of similar meaning or use of future dates, however, the absence of these words or similar expressions does not mean that a statement is not forward-looking. All statements regarding VF's plans, objectives, projections and expectations relating to VF's operations or financial performance, and assumptions related thereto are forward-looking statements. We caution that forward-looking statements are not guarantees and that actual results could differ materially from those expressed or implied in the forward-looking statements. VF undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. Potential risks and uncertainties that could cause the actual results of operations or financial condition of VF to differ materially from those expressed or implied by forward-looking statements include, but are not limited to: risks arising from the widespread outbreak of an illness or any other communicable disease, or any other public health crisis, including the coronavirus (COVID-19) global pandemic; the level of consumer demand for apparel, footwear and accessories; disruption to VF's distribution system; changes in global economic conditions and the financial strength of VF's customers, including as a result of current inflationary pressures; fluctuations in the price, availability and quality of raw materials and contracted products; disruption and volatility in the global capital and credit markets; VF's response to changing fashion trends, evolving consumer preferences and changing patterns of consumer behavior; intense competition from online retailers and other direct-to-consumer business risks; third-party manufacturing and product innovation; increasing pressure on margins; VF's ability to implement its business strategy; VF's ability to grow its international, direct-to-consumer and digital businesses; VF's ability to transform its model to be more consumer-minded, retail-centric and hyper-digital; retail industry changes and challenges; VF's ability to create and maintain an agile and efficient operating model and organizational structure; VF's and its vendors' ability to maintain the strength and security of information technology systems; the risk that VF's facilities and systems and those of our third-party service providers may be vulnerable to and unable to anticipate or detect data or information security breaches and data or financial loss; VF's ability to properly collect, use, manage and secure business, consumer and employee data and comply with privacy and security regulations; foreign currency fluctuations; stability of VF's vendors' manufacturing facilities and VF's ability to establish and maintain effective supply chain capabilities; continued use by VF's suppliers of ethical business practices; VF's ability to accurately forecast demand for products; continuity of members of VF's management; VF's ability to recruit, develop or retain qualified employees; VF's ability to protect trademarks and other intellectual property rights; possible goodwill and other asset impairment; maintenance by VF's licensees and distributors of the value of VF's brands; VF's ability to execute acquisitions and dispositions and integrate acquisitions; business resiliency in response to natural or man-made economic, political or environmental disruptions; changes in tax laws and additional tax liabilities, including for the timing of income inclusion associated with our acquisition of the *Timberland*[®] brand in 2011; legal, regulatory, political, economic, and geopolitical risks, including those related to the current conflict in Ukraine; changes to laws and regulations; adverse or unexpected weather conditions; VF's indebtedness and its ability to obtain financing on favorable terms, if needed, could prevent VF from fulfilling its financial obligations; climate change and increased focus on environmental, social and governance issues; and tax risks associated with the spin-off of our Jeanswear business completed in 2019. More information on potential factors that could affect VF's financial results is included from time to time in VF's public reports filed with the SEC, including VF's Annual Report on Form 10-K, and Quarterly Reports on Form 10-Q, and Forms 8-K filed or furnished with the SEC.

GAAP to Non-GAAP

All numbers and information presented are on a continuing operations basis, and thus exclude the Occupational Workwear business. Additionally, unless otherwise noted, all numbers are on an “adjusted” basis which excludes transaction and deal related activities associated primarily with the acquisition and integration of Supreme Holdings, Inc., costs related to VF’s business model transformation, costs related to a transformation initiative for our Asia-Pacific regional operations, specific charges related to certain assets impacted by the conflict in Ukraine and certain discrete tax activities.

All numbers presented on an “organic” basis exclude the impact of the acquisition of Supreme Holdings, Inc. (through the one-year anniversary of the acquisition). Unless otherwise noted, “reported” and “organic” are the same.

This presentation also refers to “reported” amounts in accordance with U.S. generally accepted accounting principles (“GAAP”), which include translation and transactional impacts from foreign currency exchange rates. This release also refers to “constant dollar” amounts, which exclude the impact of translating foreign currencies into U.S. dollars. Unless otherwise noted, “reported” and “constant dollar” are the same. Reconciliations of GAAP to Non-GAAP measures are presented in the Appendix to this presentation. These reconciliations identify and quantify all excluded items, and provide management’s view of why this information is useful to investors.

Due to the significant impact of the coronavirus (COVID-19) global pandemic on prior year figures, this presentation contains comparisons to the same period in fiscal year 2020 for additional context.

Please refer to the press release dated May 19, 2022 for more information.

— STEVE RENDLE

CHAIRMAN,
PRESIDENT & CEO



Q4'FY22 Earnings: Agenda

Transformative year with significant milestones achieved despite headwinds

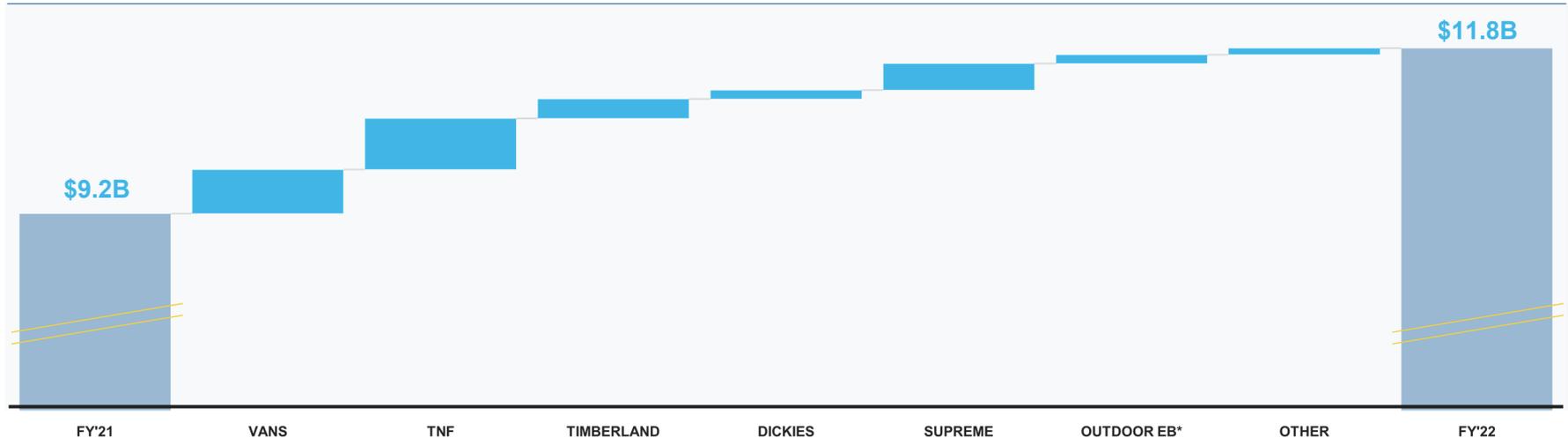
- Enterprise Portfolio Strategy Update – Steve Rendle (Chairman, President & CEO)
- *The North Face*® – Steve Murray (Global Brand President)
- *Vans*® – Kevin Bailey (Global Brand President)
- Financial Update – Matt Puckett (EVP, CFO)
- Closing Remarks – Steve Rendle
- Q&A

Broad-based growth highlights portfolio strength

Solid results delivered in a challenging and highly dynamic environment

- Revenue \$11.8B, +27% C\$, despite COVID headwinds and new challenges during Q4'FY22
 - + High single digit % organic revenue growth vs. FY'20
- Broad-based growth with record sales achieved at five brands including *Vans*[®], *The North Face*[®] and *Dickies*[®]
- Outdoor Emerging Brands contributed a meaningful amount of profitable growth
- Wins partially offset by lower than planned growth at *Vans*[®]

BROAD-BASED REVENUE GROWTH

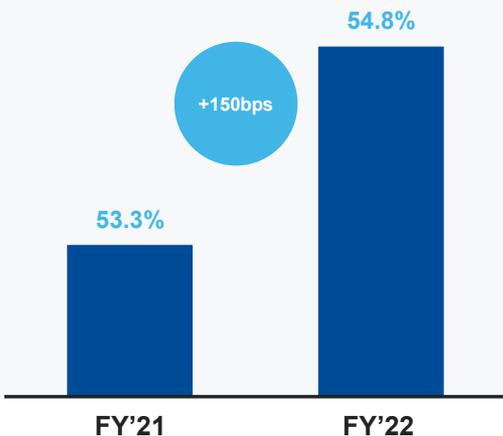


*Outdoor Emerging Brands

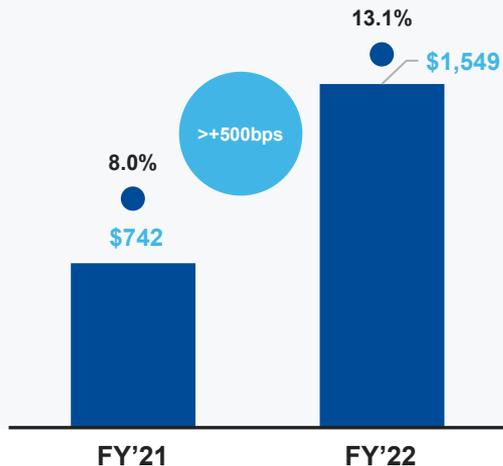
Enterprise strategy delivers returns

Strong P&L execution, delivering against our Long Range Plan targets

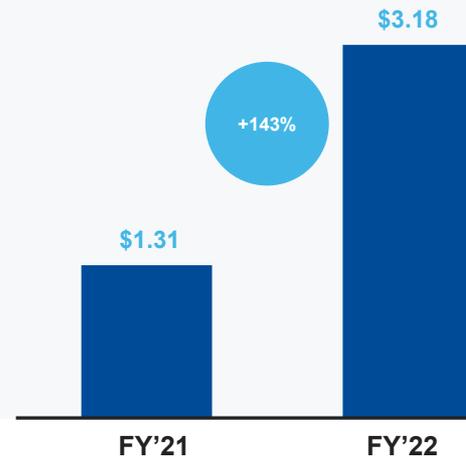
ADJUSTED GROSS MARGIN



ADJUSTED OPERATING PROFIT/MARGIN



ADJUSTED EPS*



*Diluted
\$ in millions, except per share amounts

Leveraging our strategic platforms

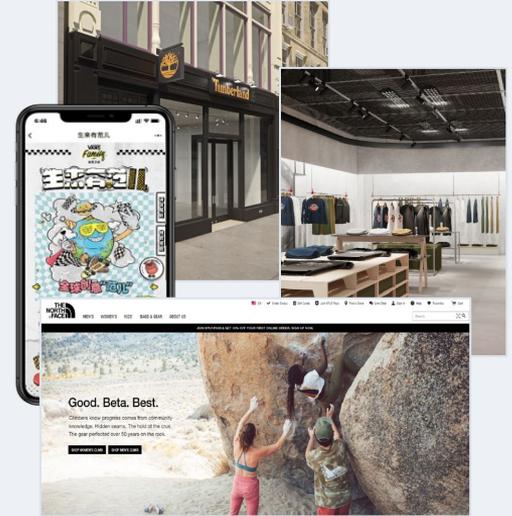
Consumer data platform: Insight & analytics



Consumer
Data & Analytics



Digital
Go To Market



Consumer Experience

Leveraging our strategic platforms



International Platform: EMEA

- Marketplace partnerships and management
- Acceleration of digital ecosystem
- Elevation of brand position
- Quality of execution

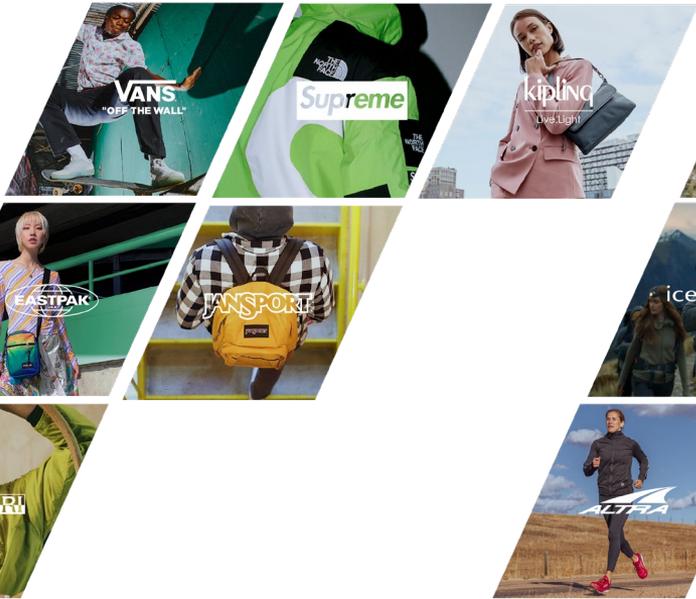


International Platform: APAC

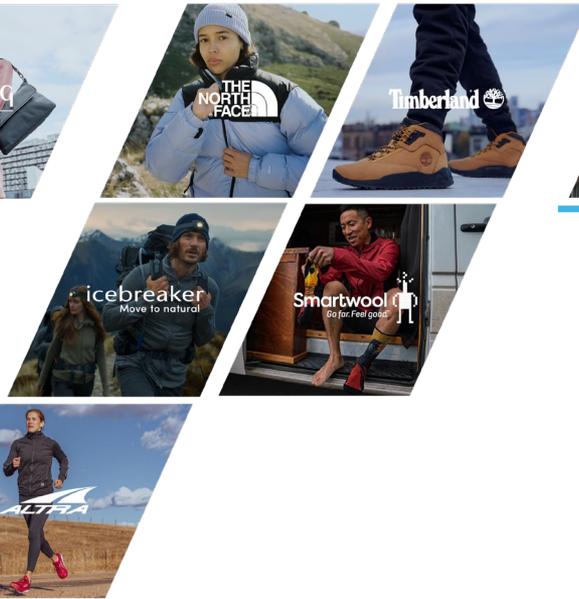
- Local for local approach
- Talent investment in Shanghai brand hub
- Strengthening product creation, digital and marketing
- Elevating store formats and driving further omni-channel integration

Strong family of brands

ACTIVE



OUTDOOR



WORK



— **STEVE** **MURRAY**

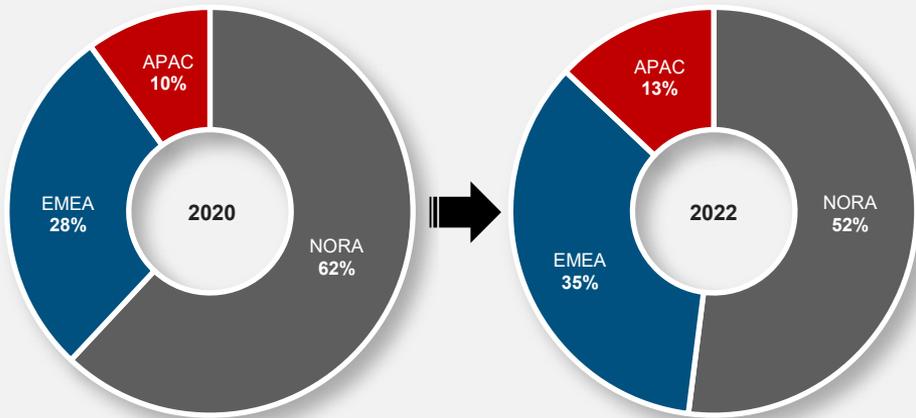
GLOBAL BRAND PRESIDENT,
THE NORTH FACE®



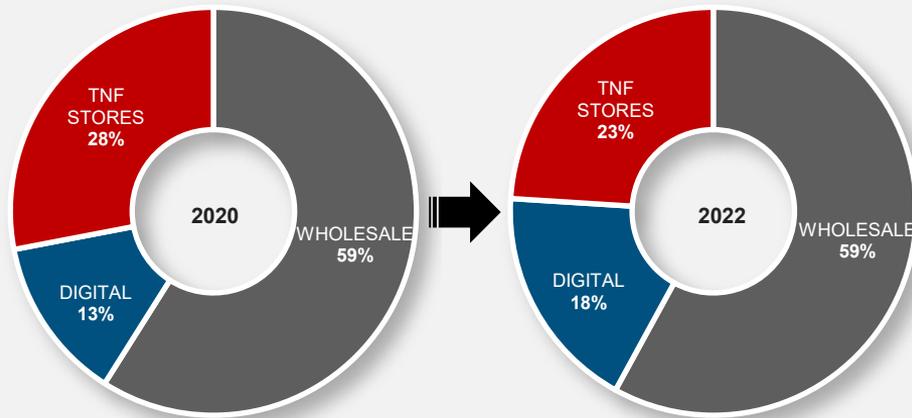
THE NORTH FACE GROWTH FY'20 TO FY'22

The North Face has grown annual revenues 21% over the past two years, to \$3.26 Billion, with the mix strategically shifting in favor of both International Regions and Digital sales

REGIONAL SHIFT



CHANNEL SHIFT



DRIVERS OF SUCCESS

ELEVATED PRODUCT FOCUS



- Successfully launched several proprietary, pinnacle performance, On Mountain technologies, Futurelight™, AMK, Vectiv™
- Diversified and expanded Logowear, Sportswear and Footwear, to better complement market leading Outerwear
- Key collaborations, Gucci, Supreme, KAWS, to drive brand heat Off Mountain

INTEGRATED MARKETPLACE STRATEGY



- Elevated storytelling, navigation and customer experience in our DTC channels
- Reshaped our Wholesale footprint to better align with brand strategy
- Invested in our omni-channel capabilities
- Dramatically reduced promotional cadence in all geographic Regions

ENHANCED CONSUMER ENGAGEMENT



- Fewer, but more impactful, anthemic campaigns and activations, optimizing Brand versus Performance marketing
- Increased and better targeted consumer engagement, across social media and digital channels
- In-sourced Marketing capabilities to increase reaction time and better control brand representation

FY'23 AREAS OF FOCUS



Lead in Snow and Trail

- Maintain our Outdoor Apparel leadership by re-launching the iconic Summit Series™
- Reinforce our Snow credentials with new Freeride, Circularity Fleece and Ski Touring collections
- Continue to disrupt Trail Running by expanding our footwear line
- Celebrate 30 years of Nuptse™, while building on our Base Camp™ luggage franchise



365 Business

- Capitalize on the fusion of Outdoor, Athletic and Athleisure trends, through versatile Trailwear and Outdoor Active collections
- Drive energy in water & sun product through our growing Hike and Camp franchises
- Elevate and amplify Logowear through a good, better, best approach
- Capitalize and expand on key franchises - Half Dome, Box Logo, graphic T's



Open Brand Aperture

- Introduce new consumers to the brand by making the Outdoors more accessible, through our Explore Fund, Athlete Development Program, Walls are Meant For Climbing Day and community activations
- Build on the success of our award winning XPLR PASS™ loyalty program, customizing benefits to incentivize and retain

**KEVIN
BAILEY**

GLOBAL BRAND PRESIDENT,
VANS®



FY'22 LEARNINGS



CORE CLASSICS

- Opportunity for Vans Classic Icon management to be better optimized with consumer trends
- Product Marketing and Demand Creation spend must stay focused on Heritage and Progression



BRAND HEAT

- Vans top tier distribution needs a more focused strategic approach
- Collaborations have become a crowded space and must be carefully curated
- Geographies require more localized relevance



CHINA

- Region must remain agile to adapt to the changing dynamics of Covid
- Knowledge transfer in move from Hong Kong to Shanghai effected by travel restrictions
- Brands potentially over-reliant on Tmall

ACTIONS UNDERWAY



CLASSICS SINCE FOREVER CAMPAIGN

- Expanded reach strategy
- Regular refresh on messaging
- Drive traffic back to Vans.com
- Product Collaboration Focus



BRAND HEAT

- Pinnacle product team established
- Updated Consumer Muse
- Regionalized Collaborations
- Consumer Event Activations



DIGITAL EXPERIENCE

- New eCommerce platform launch
- Website redesign
- Leverage VF CX/UX hub
- Mobile Commerce App Launch in Q2



DISTRIBUTION

- Traffic Activations for owned-DTC
- Elevated Consumer Stories
- Vans Family® Loyalty tactics



DATA-DRIVEN DECISIONS

- AI Dashboards deployed
- Leverage VF Consumer Data and Analytics hub
- Go-To-Market process Evolution



CHINA

- Expanded Digital engagement platforms
- Increased Localization of Product
- VF Shanghai Digital Hub fueling data-driven consumer engagement

FY'23 STRATEGIC PRIORITIES



BRAND HEAT

WIN WITH EXISTING AND ATTRACT NEW CONSUMERS

- Activating updated Brand Foundation & Muse
- *Classic since Forever* Campaign
- Pinnacle SBU team
- Enhanced Consumer Data & Analytics



PRODUCT & MARKETING RELEVANCE

IMPROVE AGILITY AND REGIONAL RELEVANCE

- Classics Footwear & Style Adaptations
- Progression Footwear for Wear Occasions and 365 relevance
- Customs Acceleration
- Elevated Head to Toe Apparel



DTC-LED

ENHANCE OUR DIRECT CONSUMER CONNECTIONS

- End to End Consumer Journey operational design
- B&M Environments
- Digital & Mobile Platform Updates
- Vans Family® Loyalty to own the consumer



DIGITAL CAPABILITIES

BE A DIGITAL LEADER FOR OUR CONSUMERS & IN OUR PRACTICES

- Leverage VF Data and Analytics capabilities
- Accelerate Go-To-Market Evolution
- Engage Consumers on Metaverse/Roblox
- Shanghai Digital Hub

**MATT
PUCKETT**

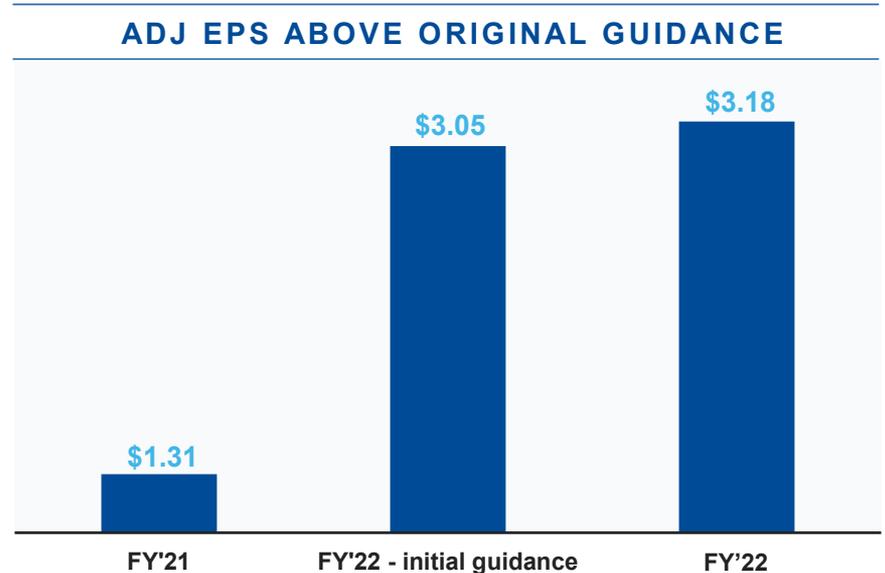
EVP, CFO



FY'22 Financial Overview

Strength of diversified business model

- Revenue +27% C\$ to \$11.8 billion, above initial guidance
 - + High single digit % organic growth vs. FY20
- Adjusted Gross Margin +150 bps to 54.8%
 - Exceeds pre-pandemic levels excluding ~\$160M additional air freight costs
- Adjusted operating margin +510 bps to 13.1%
 - Continued strategic investments
 - Tight cost discipline and SG&A leverage
- Adjusted EPS +143% to \$3.18, above initial guidance



Supply Chain

Leveraging scale and diversification to overcome headwinds

ENVIRONMENT

- **Sourcing**
 - Labor, raw material inflation
- **Distribution**
 - Indirect wage inflation
- **Logistics**
 - Freight inflation, longer transit times



Inflation, longer lead times, poor visibility / availability

ACTIONS

- **Sourcing**
 - Regional sourcing hubs supporting production adjacent to consumption
 - Global costing hub supporting pricing actions
- **Distribution**
 - Investments driving efficiency gains and speed of delivery
- **Logistics**
 - Diversification of partners and ports, minimized delays at origins



Reduced lead times, improved availability, optimized pricing, healthy inventory position

FY'22 Big Four Brand Revenue



+20%
+19% C\$



+33%
+32% C\$



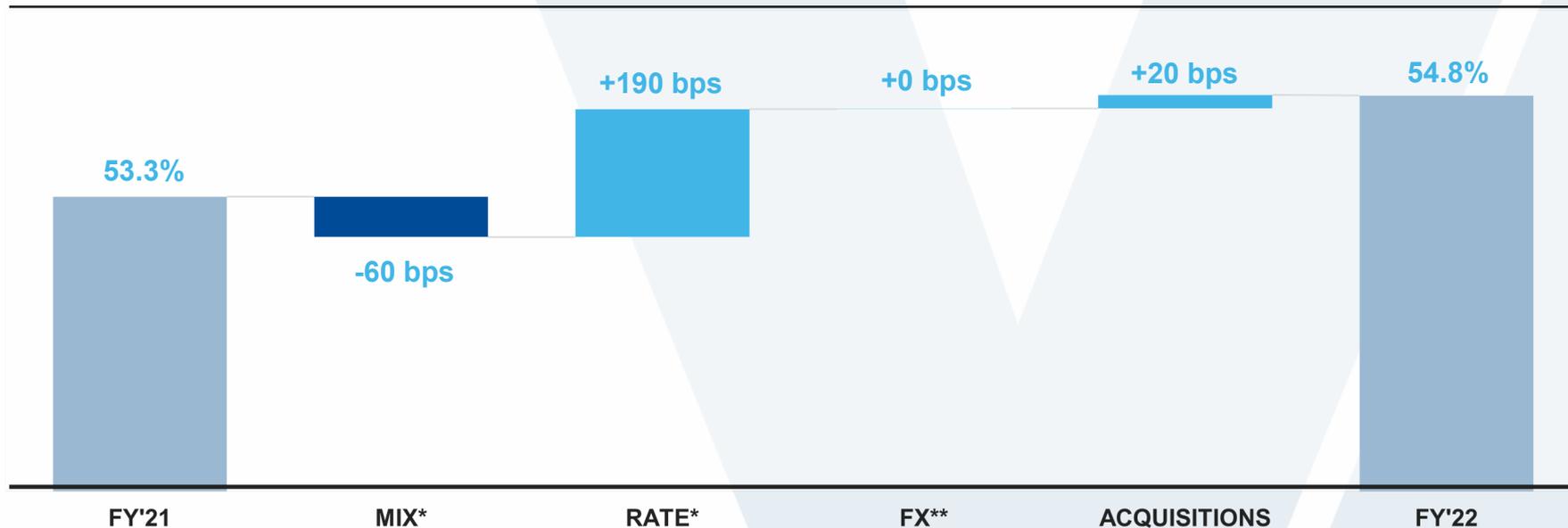
+20%
+20% C\$



+19%
+19% C\$

Gross Margin Bridge

FY'22 vs. FY'21



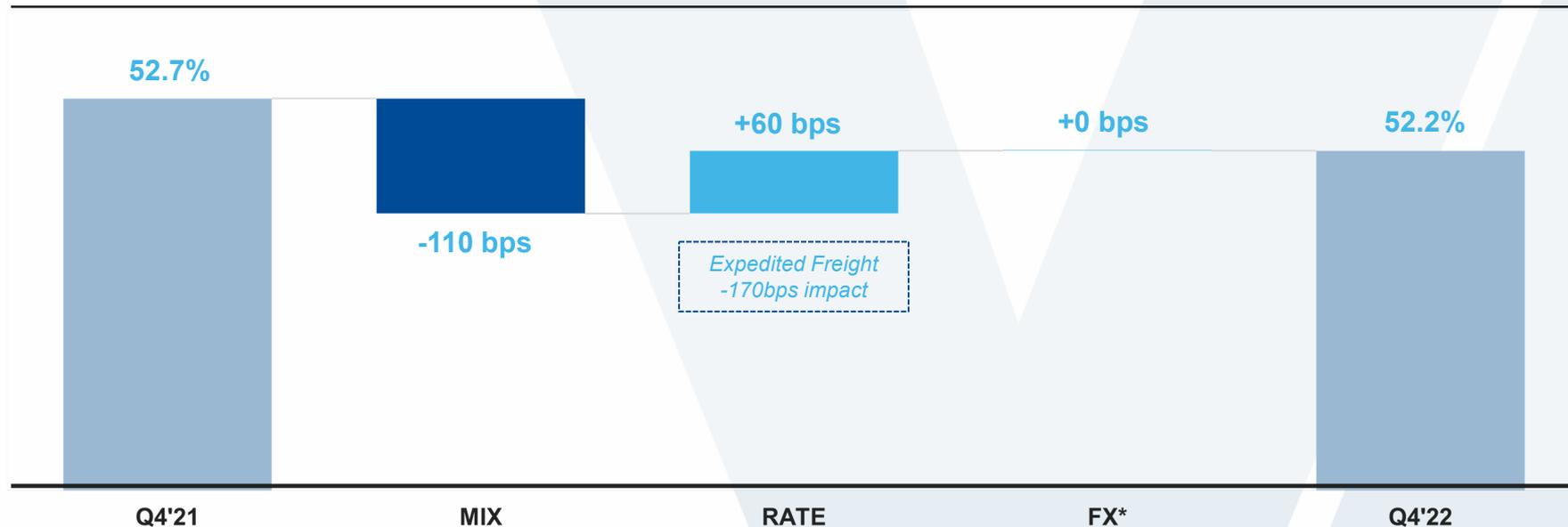
Note: Gross Margin on an adjusted basis

*Numbers on an adjusted organic basis

** Reflects the impact of FX translation only

Gross Margin Bridge

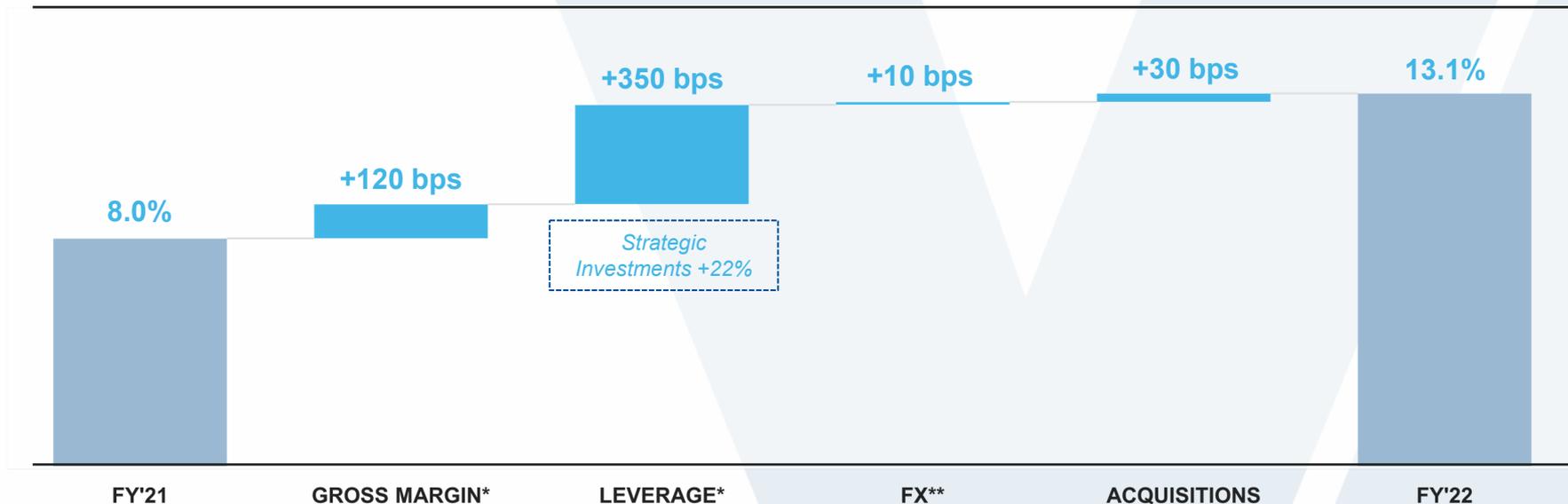
Q4'22 vs. Q4'21



Note: Gross Margin on an adjusted basis
* Reflects the impact of FX translation only

Operating Margin Bridge

FY'22 vs. FY'21

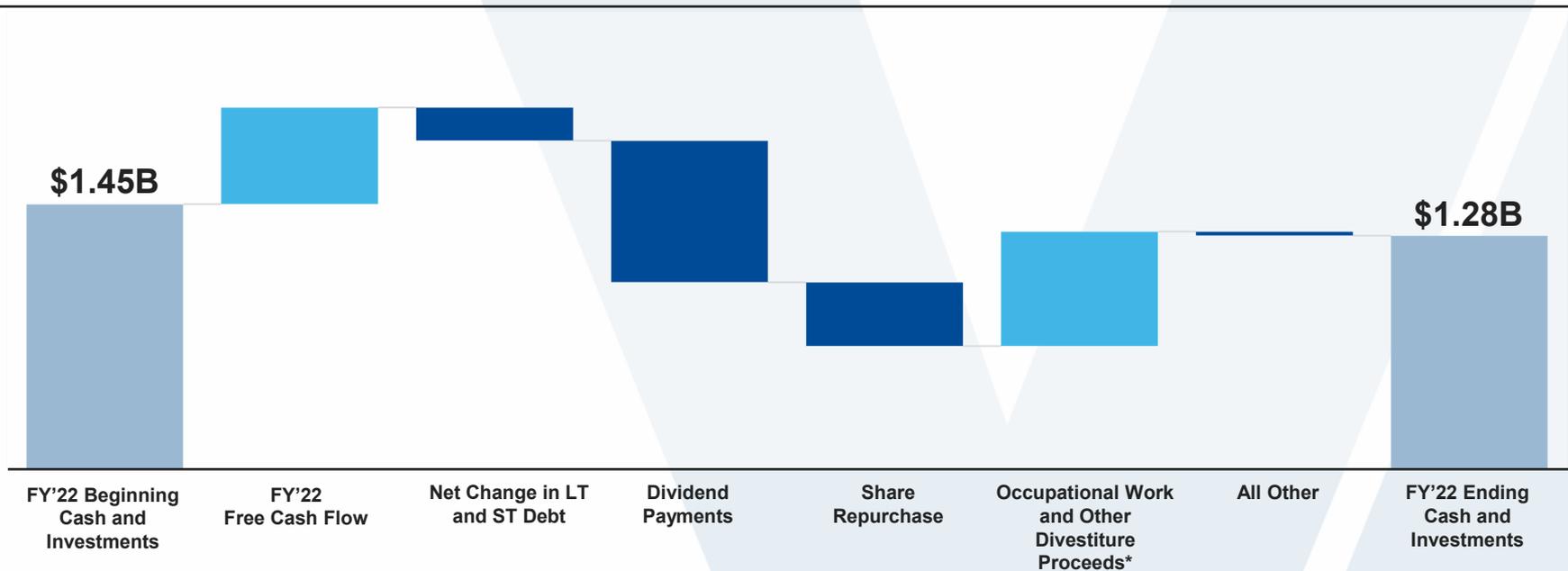


Note: Operating Margin on an adjusted basis

*Numbers on an adjusted organic basis

** Reflects the impact of FX translation only

FY'22 Cash Evolution



Total Liquidity¹ **\$3.6B****

\$3.2B**

Net Leverage² **~ 4.0x**

2.6x

ROIC **7.5%**

15.1%

*Includes Discontinued Operations FCF **Includes revolver capacity.

1: Liquidity represents total balance sheet cash and investments in addition to undrawn capacity under \$2.25B senior unsecured revolving line of credit.

2: The net leverage metric represents adjusted debt, reduced by total balance sheet cash and investments, relative to adjusted EBITDA. Debt and EBITDA adjustments are consistent with published rating agency methodology.



FY'23 OUTLOOK

FY'23 Outlook

Continuing to invest for growth, expect building momentum in FY'23

	FY'23 OUTLOOK*
Revenue (C\$)	+ at least 7%
<i>The North Face</i> ® revenue	+ low double digit %
<i>Vans</i> ® revenue	+ mid single digit %
Gross margin	~ + 50 basis points
Operating margin	~ 13.6%
Tax rate	~ 16%
Diluted EPS	\$3.30 to \$3.40
Adjusted cash flow from operations	~ \$1.2 billion
CapEx	~ \$250 million

*Outlook for full year fiscal 2023 is based on these assumptions: No additional significant COVID-19 related lockdowns in any key commercial or production regions, with the current restrictions in China expected to ease from the beginning of June 2022; no significant worsening in global inflation rates and consumer sentiment.



APPENDIX

ESG – Sustainability, Social/Awards

Engagement, Recognition and Progress Toward Goals



COVID-19 Operational Update as of 5/17/2022

North America	<ul style="list-style-type: none">▪ All offices open▪ No stores were closed during the fourth quarter; all stores are currently open
EMEA	<ul style="list-style-type: none">▪ All offices open▪ 6% of stores were closed at the beginning of the fourth quarter, and at the end of the fourth quarter and currently no stores are closed due to COVID-19
APAC	<ul style="list-style-type: none">▪ All offices open except Shanghai▪ No stores were closed at the beginning of the fourth quarter, 12% of stores were closed at the end of the fourth quarter, and 19% of stores are currently closed
Digital Business	<ul style="list-style-type: none">▪ Has remained operational in all geographic regions
Distribution Centers	<ul style="list-style-type: none">▪ In accordance with local government guidelines, DCs are operational and maintaining enhanced health and safety protocols
Supply Chain	<ul style="list-style-type: none">▪ China zero tolerance policy impacting some specific raw material suppliers▪ The majority of VF's supply chain is currently operational; suppliers are complying with local public health advisories and governmental restrictions. Most Tier 1 suppliers back to normal operating levels▪ Continued port congestion, equipment availability and other logistics challenges have contributed to ongoing product delays▪ VF is working with its suppliers to minimize disruption and is employing expedited freight strategically where needed

Q4'22: Revenue Breakdown

TOTAL

\$2,825 M

+9% Reported



BIG 4 BRANDS +9% (+11% C\$):

- Vans® flat (+2% C\$)
- The North Face® +24% (+26% C\$)
- Timberland® +9% (+12% C\$)
- Dickies® +7% (+8% C\$)

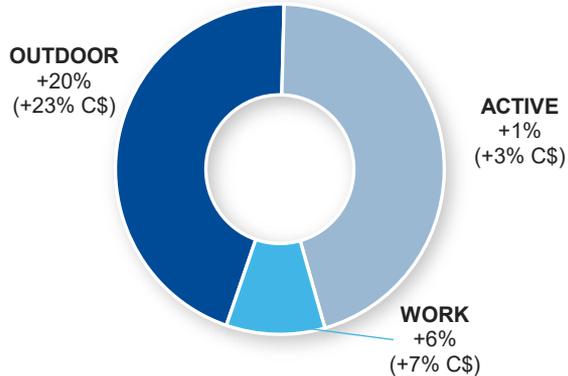
INTERNATIONAL +7% (+11% C\$)

- APAC -11% (-10% C\$), including Greater China -13% (-14% C\$) and Mainland China -12% (-14% C\$)
- EMEA +15% (+22% C\$)

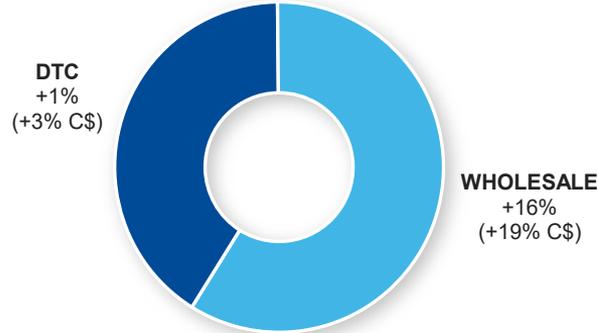
WHOLESALE +16% (+19% C\$)

DTC +1% (+3 C\$) with **DIGITAL** - 10% (-8% C\$)

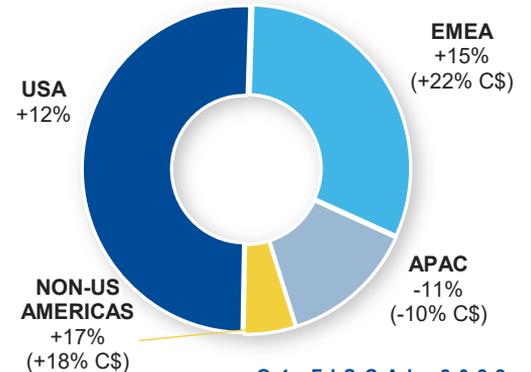
BY SEGMENT



BY CHANNEL



BY REGION



FY'22: Revenue Breakdown

TOTAL

\$11,842 M

+28% Reported



BIG 4 BRANDS +24% (+23% C\$):

- Vans® +20% (+19% C\$)
- The North Face® +33% (+32% C\$)
- Timberland® +20%
- Dickies® +19%

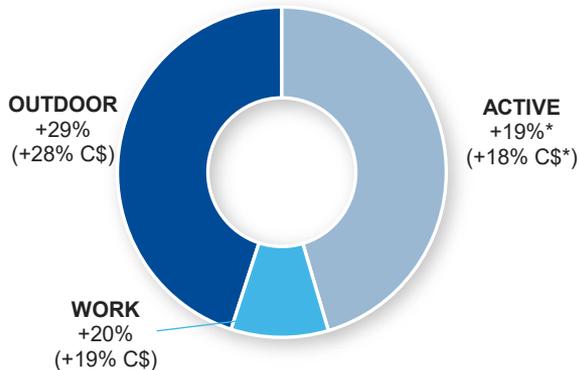
INTERNATIONAL +23% (+22% C\$); excl. acquisitions +19%* (+18% C\$*)

- APAC +7% (+4% C\$); excl. acquisitions flat* (-3% C\$*), including Greater China +1% (-4% C\$) and Mainland China +1% (-5% C\$)
- EMEA +30%, excl. acquisitions +27%* (+28% C\$*)

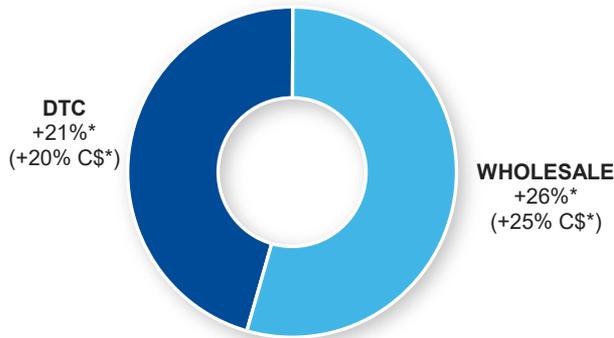
WHOLESALE +26% (+25% C\$)

DTC +31%, excl. acquisitions +21%* (+20% C\$*) with **DIGITAL** +14% (+13% C\$), excl. acquisitions -1%* (-2% C\$*)

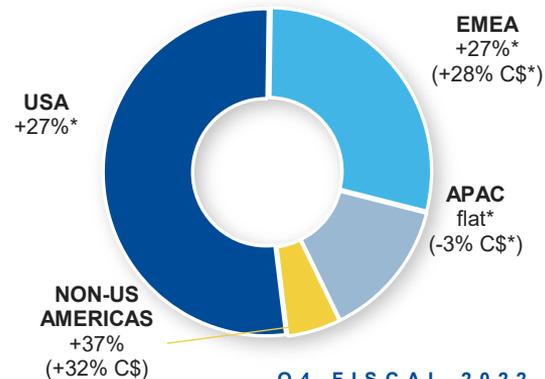
BY SEGMENT



BY CHANNEL



BY REGION



*Organic

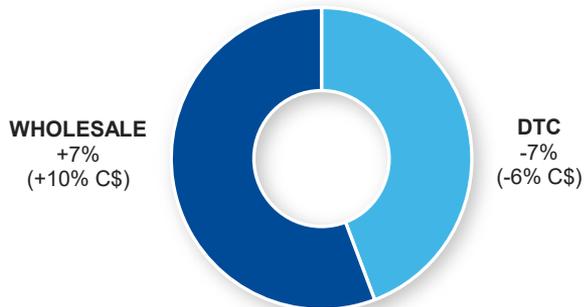
Vans® Global Performance

REVENUE
+2%

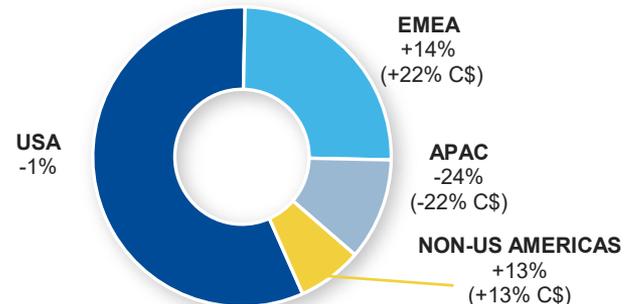
REVENUE OF \$991.2 MILLION, +2% C\$ VS PRIOR YEAR (FLAT R\$); EXCLUDING CHINA +6%

- Wholesale: double digit growth in the US and EMEA from strength in key accounts in both regions and in Digital Titans in EMEA; APAC down, impacted by supply chain delays, COVID-related impacts
- DTC B&M -3% (-2% C\$) due to slow traffic recovery, COVID lockdowns in China; DTC Digital -14% (-13% C\$) from lower traffic
- Greater China -38% C\$ vs. PY, primarily reflecting impact from COVID
- Footwear: Progression growth driven by MTE™; overall Footwear was flat, with momentum of Sk8-Hi® and Old Skool™ offset by decline in Classics, China lockdowns, reduced traffic
- Apparel and Accessories: modest growth driven by strength in Men's Apparel
- Global Vans Family® membership reached 22M, +49% over the last 12 months

BY CHANNEL



BY REGION



The North Face® Global Performance

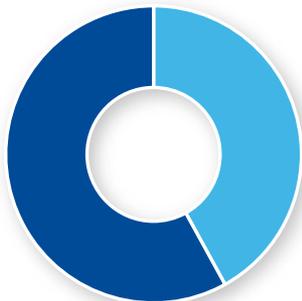
REVENUE
+26%

REVENUE OF \$769.5 MILLION, +26% C\$ VS PRIOR YEAR (+24% R\$), WELL ABOVE PRE-PANDEMIC LEVELS

- Broad-based growth with strong double digit % increases across all channels and regions with improved quality of sales
- Wholesale: Strong growth in the Americas across key accounts; EMEA accelerated momentum with key Digital Wholesale partners, shipment timing impact; APAC growth driven by strength in partner stores
- DTC up double digits in all regions with global DTC Digital >+70% vs. Q4'20; Strong B&M rebound in Americas, EMEA; APAC up mid teens with owned B&M stores +25% comp
- All product categories performed well, with strongest sell through rates in Snowsports, Outerwear, Logowear, Youth and Equipment
- In China, highly successful KAWS collaboration drove brand heat
- XPLR PASS™ loyalty membership now over 13.5m with >1M new member sign-ups in Q4

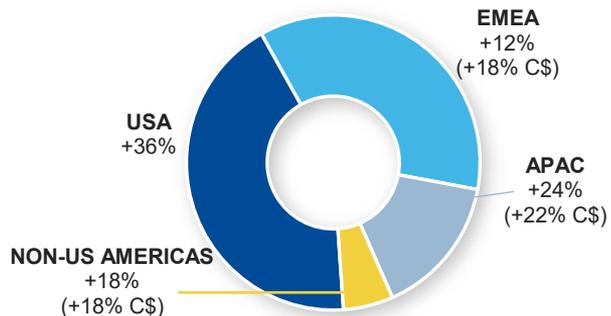
BY CHANNEL

WHOLESALE
+25%
(+28% C\$)



DTC
+22%
(+24% C\$)

BY REGION



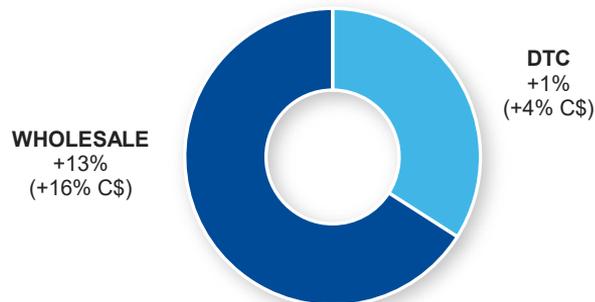
Timberland® Global Performance

REVENUE
+12%

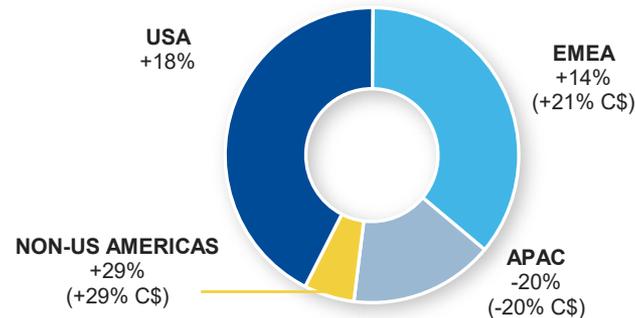
REVENUE OF \$434.9 MILLION, +12 C% (+9% R\$) VS PRIOR YEAR WITH SIGNIFICANT INCREASE IN PROFITABILITY

- DTC B&M up double digits (EMEA up strongly as customers returned to stores, APAC down primarily due to COVID-related store closures in China); DTC Digital sales down in all regions due to lower traffic
- Wholesale growth fueled by Americas and Europe from strong sell through and rebuilding lean inventories; APAC down
- Growth in all Footwear and Apparel categories across Timberland, including Timberland PRO®; Apparel had strongest growth in Q4 and represented ~20% of brand sales
- Continued strong demand for Classic styles; +24% for FY'22
- Further acceleration of hike product; Outdoor footwear +46% for FY'22
- Successful launch of Timberloop™ in US: end-to-end circular design, take-back, recommerce, recycle platform

BY CHANNEL



BY REGION





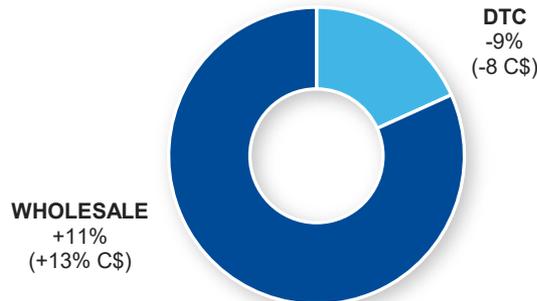
Dickies® Global Performance

REVENUE
+8%

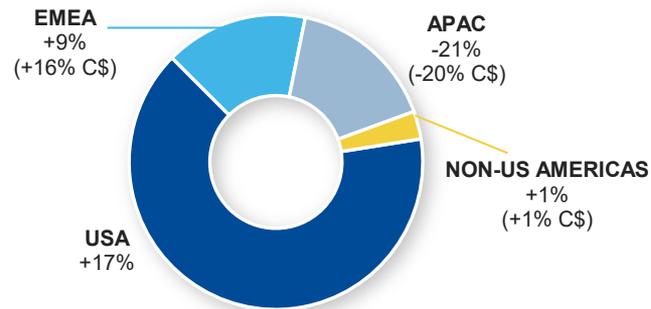
REVENUE OF \$197.0 MILLION, +8% C\$ (+7% R\$) WITH STRONG PROFIT GROWTH AND MARGIN EXPANSION

- Continued expansion in profitability as strategic business model improvements gained traction in all regions
- Growing demand for both Workwear and Work-Inspired Lifestyle product from Americas DTC and key Wholesale accounts; for FY22, Americas revenue +40%
- Continued momentum in Work-Inspired Lifestyle, successful completion of Workwear business model transition driving strong growth in EMEA
- APAC impacted across both channels from COVID-related impacts in China; growth in other markets in the region
- Made in Dickies, 100-year anniversary campaign, launched in March 2022; celebrations will continue throughout FY23

BY CHANNEL

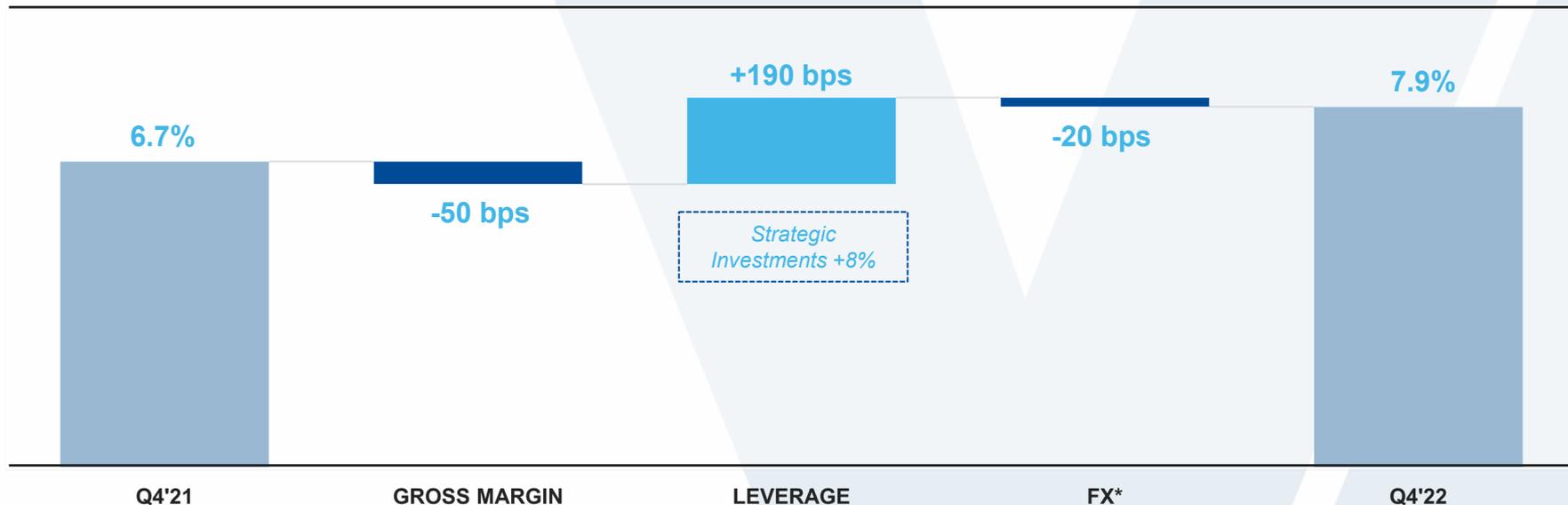


BY REGION



Operating Margin Bridge

Q4'22 vs. Q4'21



Note: Operating Margin on an adjusted basis
* Reflects the impact of FX translation only

Appendix: GAAP to Non-GAAP

VF CORPORATION
Supplemental Financial Information
Reconciliation of Select GAAP Measures to Non-GAAP Measures - Three and Twelve Months Ended March 2022
(Unaudited)

(In thousands, except per share amounts)

Three Months Ended March 2022	As Reported under GAAP	Transaction and Deal Related Activities ^(a)	Specified Strategic Business Decisions ^(b)	Tax Items ^(c)	Adjusted	Contribution from Acquisition ^(d)	Adjusted Organic
Revenues	\$ 2,824,664	\$ -	\$ -	\$ -	\$ 2,824,664	\$ -	\$ 2,824,664
Gross profit	1,465,872	-	7,376	-	1,473,248	-	1,473,248
<i>Percent</i>	51.9 %				52.2 %		52.2 %
Operating income	192,392	8,613	22,736	-	223,741	-	223,741
<i>Percent</i>	6.8 %				7.9 %		7.9 %
Diluted earnings per share from continuing operations ^(e)	0.21	0.01	0.06	0.17	0.45	-	0.45
Twelve Months Ended March 2022	As Reported under GAAP	Transaction and Deal Related Activities ^(a)	Specified Strategic Business Decisions ^(b)	Tax Items ^(c)	Adjusted	Contribution from Acquisition ^(d)	Adjusted Organic
Revenues	\$ 11,841,840	\$ -	\$ -	\$ -	\$ 11,841,840	\$ (438,482)	\$11,403,358
Gross profit	6,455,447	-	29,320	-	6,484,767	(263,988)	6,220,779
<i>Percent</i>	54.5 %				54.8 %		54.6 %
Operating income	1,632,204	(143,267)	60,407	-	1,549,344	(93,847)	1,455,497
<i>Percent</i>	13.8 %				13.1 %		12.8 %
Diluted earnings per share from continuing operations ^(e)	3.10	(0.36)	0.13	0.30	3.18	(0.19)	2.98

(a) Transaction and deal related activities include activities associated with the acquisition of Supreme Holdings, Inc. ("Supreme") for the three and twelve months ended March 2022. Transaction and deal related activities include an increase in the estimated fair value of the contingent consideration liability of \$8.0 million and a decrease of \$150.0 million for the three and twelve months ended March 2022, respectively, and integration costs of \$0.6 million and \$6.7 million for the three and twelve months ended March 2022, respectively. The transaction and deal related activities resulted in a net tax benefit of \$2.9 million and net tax expense of \$2.2 million in the three and twelve months ended March 2022, respectively, primarily related to the impact of the changes in the estimated fair value of the contingent consideration liability on the income tax calculations.

(b) Specified strategic business decisions include costs related to VF's business model transformation of \$8.2 million and \$10.4 million in the three and twelve months ended March 2022, respectively, related primarily to restructuring and other costs. Specified strategic business decisions also include costs related to a transformation initiative for our Asia-Pacific regional operations of \$5.8 million and \$41.3 million in the three and twelve months ended March 2022, respectively. Also included in the adjustments are specific charges related to certain assets impacted by the conflict in Ukraine of \$8.7 million in the three and twelve months ended March 2022. The specified strategic business decisions also include non-operating income of \$1.5 million during the twelve months ended March 2022, associated with VF's transformation initiatives. The specified strategic business decisions resulted in a net tax benefit of \$1.3 million and \$6.5 million in the three and twelve months ended March 2022, respectively.

(c) Tax items include \$67.3 million and \$119.2 million net tax expense associated with certain discrete tax adjustments recognized during the three and twelve months ended March 2022, respectively. This is comprised of \$67.3 million tax expense during the three and twelve months ended March 2022 related to changes to deferred tax benefits previously recognized under Swiss Tax Reform, and \$87.1 million tax expense for unrecognized tax benefits resulting from updated estimates related to intellectual property transfers completed in a prior period and \$35.2 million tax benefit related to the reorganization of certain foreign operations recognized during the twelve months ended March 2022.

(d) The contribution from acquisition represents the operating results of Supreme for the nine months ended December 2021, which reflects the one-year anniversary of the acquisition. The results exclude transaction and deal related activities.

(e) Amounts shown in the table have been calculated using unrounded numbers. The diluted earnings per share impacts were calculated using 389,002,000 and 392,411,000 weighted average common shares for the three and twelve months ended March 2022, respectively.

Non-GAAP Financial Information

The financial information above has been presented on a GAAP basis, on an adjusted basis, which excludes the impact of transaction and deal related activities, activity related to specified strategic business decisions and certain tax items, and on an adjusted organic basis, which excludes the operating results of Supreme (for the nine months ended December 2021). Contribution from acquisition also excludes transaction and deal related costs. These adjusted presentations are non-GAAP measures. Management believes these measures provide investors with useful supplemental information regarding VF's underlying business trends and the performance of VF's ongoing operations and are useful for period-over-period comparisons of such operations.

Management uses the above financial measures internally in its budgeting and review process and, in some cases, as a factor in determining compensation. While management believes that these non-GAAP financial measures are useful in evaluating the business, this information should be considered as supplemental in nature and should be viewed in addition to, and not in lieu of or superior to, VF's operating performance measures calculated in accordance with GAAP. In addition, these non-GAAP financial measures may not be the same as similarly titled measures presented by other companies.

Appendix: GAAP to Non-GAAP

VF CORPORATION

Supplemental Financial Information

Reconciliation of Select GAAP Measures to Non-GAAP Measures - Three and Twelve Months Ended March 2021 (Unaudited)

(In thousands, except per share amounts)

Three Months Ended March 2021	As Reported under GAAP	Transaction and Deal Related Costs ^(a)	Specified Strategic Business Decisions ^(b)	Adjusted
Revenues	\$ 2,582,672	\$ -	\$ -	\$ 2,582,672
Gross profit	1,346,273	3,419	12,542	1,362,234
<i>Percent</i>	52.1 %			52.7 %
Operating income	122,493	11,845	38,304	172,642
<i>Percent</i>	4.7 %			6.7 %
Diluted earnings per share from continuing operations ^(c)	0.16	0.02	0.09	0.27
Twelve Months Ended March 2021	As Reported under GAAP	Transaction and Deal Related Costs ^(a)	Specified Strategic Business Decisions ^(b)	Adjusted
Revenues	\$ 9,238,830	\$ -	\$ -	\$ 9,238,830
Gross profit	4,868,050	3,829	55,141	4,927,020
<i>Percent</i>	52.7 %			53.3 %
Operating income	607,631	18,977	115,167	741,775
<i>Percent</i>	6.6 %			8.0 %
Diluted earnings per share from continuing operations ^(c)	0.91	0.04	0.36	1.31

(a) Transaction and deal related costs include expenses associated with the acquisition of Supreme Holdings, Inc. ("Supreme") of \$11.8 million and \$18.4 million for the three and twelve months ended March 2021, respectively. Transaction and deal related costs also include expenses associated with the anticipated sale of the Occupational Workwear business of \$0.5 million, that did not meet the criteria for discontinued operations, for the twelve months ended March 2021. The transaction and deal related costs resulted in a net tax benefit of \$3.0 million and \$4.7 million in the three and twelve months ended March 2021, respectively.

(b) Specified strategic business decisions for the three and twelve months ended March 2021 include costs related to VF's business model transformation of \$21.6 million in the three and twelve months ended March 2021, related primarily to asset impairments, restructuring and other costs. Specified strategic business decisions also include costs related to a transformation initiative for our Asia-Pacific regional operations of \$3.7 million and \$24.0 million in the three and twelve months ended March 2021, respectively. Specified strategic business decisions also include cost optimization activities and other charges indirectly related to the strategic review of the Occupational Workwear business, which totaled \$13.0 million and \$65.3 million during the three and twelve months ended March 2021, respectively. The costs also include wind down activities in South America after the separation of Kontoor Brands, and costs related to specified strategic business decisions to cease operations in Argentina and planned business model changes in certain other countries in South America. The specified strategic business decisions resulted in a net tax benefit of \$2.8 million and \$14.5 million in the three and twelve months ended March 2021, respectively.

(c) Amounts shown in the table have been calculated using unrounded numbers. The diluted earnings per share impacts were calculated using 393,575,000 and 392,121,000 weighted average common shares for the three and twelve months ended March 2021, respectively.

Non-GAAP Financial Information

The financial information above has been presented on a GAAP basis and on an adjusted basis, which excludes the impact of transaction and deal related costs and activity related to specified strategic business decisions. The adjusted presentation provides non-GAAP measures. Management believes these measures provide investors with useful supplemental information regarding VF's underlying business trends and the performance of VF's ongoing operations and are useful for period-over-period comparisons of such operations.

Management uses the above financial measures internally in its budgeting and review process and, in some cases, as a factor in determining compensation. While management believes that these non-GAAP financial measures are useful in evaluating the business, this information should be considered as supplemental in nature and should be viewed in addition to, and not in lieu of or superior to, VF's operating performance measures calculated in accordance with GAAP. In addition, these non-GAAP financial measures may not be the same as similarly titled measures presented by other companies.

Appendix: Top 4 Brand Revenue

VF CORPORATION
Supplemental Financial Information
Top 4 Brand Revenue Information
(Unaudited)

Top 4 Brand Revenue Growth	Three Months Ended March 2022				Twelve Months Ended March 2022			
	Americas	EMEA	APAC	Global	Americas	EMEA	APAC	Global
<i>Vans</i> [®]								
% change	1 %	14 %	(24)%	0 %	24 %	31 %	(4)%	20 %
% change constant currency ^(a)	1 %	22 %	(22)%	2 %	23 %	30 %	(7)%	19 %
<i>The North Face</i> [®]								
% change	35 %	12 %	24 %	24 %	29 %	40 %	28 %	33 %
% change constant currency ^(a)	35 %	18 %	22 %	26 %	29 %	40 %	23 %	32 %
<i>Timberland</i> [®]								
% change	20 %	14 %	(20)%	9 %	35 %	18 %	(11)%	20 %
% change constant currency ^(a)	20 %	21 %	(20)%	12 %	34 %	19 %	(13)%	20 %
<i>Dickies</i> [®]								
% change	16 %	9 %	(21)%	7 %	38 %	(13)%	(11)%	19 %
% change constant currency ^(a)	16 %	16 %	(20)%	8 %	38 %	(13)%	(13)%	19 %

(a) Refer to the "Reportable Segment, Geographic and Channel Revenue Growth - Three Months Ended March 2022" table for the definition of 'constant currency'.

Appendix: Segment, Geographic & Channel Revenue – Q4'22

VF CORPORATION

Supplemental Financial Information

Reportable Segment, Geographic and Channel Revenue Growth - Three Months Ended March 2022 (Unaudited)

	Three Months Ended March 2022	
	% Change	% Change Constant Currency*
<u>Segment Revenue Growth</u>		
Outdoor	20 %	23 %
Active	1 %	3 %
Work	6 %	7 %
Total segment revenues	9 %	12 %
<u>Geographic Revenue Growth</u>		
U.S.	12 %	12 %
EMEA	15 %	22 %
APAC	(11)%	(10)%
Greater China	(13)%	(14)%
Americas (non-U.S.)	17 %	18 %
International	7 %	11 %
Global	9 %	12 %
<u>Channel Revenue Growth</u>		
Wholesale ^(a)	16 %	19 %
Direct-to-consumer	1 %	3 %
Digital	(10)%	(8)%

(a) Royalty revenues are included in the wholesale channel for all periods.

* Constant Currency Financial Information: VF is a global company that reports financial information in U.S. dollars in accordance with GAAP. Foreign currency exchange rate fluctuations affect the amounts reported by VF from translating its foreign revenues and expenses into U.S. dollars. These rate fluctuations can have a significant effect on reported operating results. As a supplement to our reported operating results, we present constant currency financial information, which is a non-GAAP financial measure that excludes the impact of translating foreign currencies into U.S. dollars. We use constant currency information to provide a framework to assess how our business performed excluding the effects of changes in the rates used to calculate foreign currency translation. Management believes this information is useful to investors to facilitate comparison of operating results and better identify trends in our businesses. To calculate foreign currency translation on a constant currency basis, operating results for the current year period for entities reporting in currencies other than the U.S. dollar are translated into U.S. dollars at the average exchange rates in effect during the comparable period of the prior year (rather than the actual exchange rates in effect during the current year period). These constant currency performance measures should be viewed in addition to, and not in lieu of or superior to, our operating performance measures calculated in accordance with GAAP. The constant currency information presented may not be comparable to similarly titled measures reported by other companies.

Appendix: Segment, Geographic & Channel Revenue – FY'22

VF CORPORATION

Supplemental Financial Information

Reportable Segment, Geographic and Channel Revenue Growth - Twelve Months Ended March 2022

(Unaudited)

	Twelve Months Ended March 2022			
	<u>% Change</u>	<u>% Change Constant Currency*</u>	<u>% Change Organic ^(a)</u>	<u>% Change Constant Currency and Organic ^{*(a)}</u>
<u>Segment Revenue Growth</u>				
Outdoor	29 %	28 %	29 %	28 %
Active	29 %	29 %	19 %	18 %
Work	20 %	19 %	20 %	19 %
Total segment revenues	28 %	27 %	23 %	23 %
<u>Geographic Revenue Growth</u>				
U.S.	33 %	33 %	27 %	27 %
EMEA	30 %	30 %	27 %	28 %
APAC	7 %	4 %	0 %	(3)%
Greater China	1 %	(4)%	1 %	(4)%
Americas (non-U.S.)	37 %	32 %	37 %	32 %
International	23 %	22 %	19 %	18 %
Global	28 %	27 %	23 %	23 %
<u>Channel Revenue Growth</u>				
Wholesale ^(b)	26 %	25 %	26 %	25 %
Direct-to-consumer	31 %	31 %	21 %	20 %
Digital	14 %	13 %	(1)%	(2)%

(a) Excludes acquisition representing the operating results of Supreme for the nine months ended December 2021, which reflect the one-year anniversary of the acquisition. Refer to Non-GAAP financial information in the "Reconciliation of Select GAAP Measures to Non-GAAP Measures - Three and Twelve Months Ended March 2022" table for additional information.

(b) Royalty revenues are included in the wholesale channel for all periods.

* Refer to the "Reportable Segment, Geographic and Channel Revenue Growth - Three Months Ended March 2022" table for the definition of 'constant currency'.