

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

V.F. Corporation, organized in 1899, is a global leader in the design, production, procurement, marketing and distribution of branded lifestyle apparel, footwear and related products. Unless the context indicates otherwise, the terms "VF," the "Company," "we," "us," and "our" used herein refer to V.F. Corporation and its consolidated subsidiaries.

VF is diversified across brands, product categories, channels of distribution, geographies and consumer demographics. We own a broad portfolio of brands in the outerwear, footwear, denim, backpack, luggage, accessory and apparel categories. Our largest brands are *Vans*®, *The North Face*®, *Timberland*®, *Wrangler*® and *Lee*®.

Our products are marketed to consumers through our wholesale channel, primarily in specialty stores, department stores, national chains, mass merchants, independently-operated partnership stores and with strategic digital partners. Our products are also marketed to consumers through our own direct-to-consumer operations, which include VF-operated stores, concession retail stores and brand e-commerce sites. Revenues from the direct-to-consumer business represented 33% of VF's total Fiscal 2019 revenues. In addition to selling directly into international markets, many of our brands also sell products through licensees, agents and distributors. In Fiscal 2019, VF derived 65% of its revenues from the Americas region, 24% from the Europe region and 11% from the Asia-Pacific region.

To provide diversified products across multiple channels of distribution in different geographic areas, we balance our own manufacturing capabilities with sourcing of finished goods from independent contractors. We utilize state-of-the-art technologies for inventory replenishment that enable us to effectively and efficiently get the right assortment of products that match consumer demand.

V.F. Corporation has seen a major reorganization to its business, including the change of our fiscal year from calendar year to the fiscal year starting in April and the spinoff of the *Wrangler*® and *Lee*® brands on May 23, 2019. Where there is backward-looking data, Kontoor brands, *Wrangler*® and *Lee*®, are still included as a part of our portfolio; where future-facing risks and opportunities are considered, Kontoor brands are excluded.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Row 1	January 1 2018	December 31 2018	No	<Not Applicable>

C0.3

(C0.3) Select the countries/regions for which you will be supplying data.

Argentina
Austria
Bangladesh
Belgium
Brazil
Cambodia
Canada
Chile
China
Czechia
Denmark
Dominican Republic
France
Germany
Greece
Honduras
Hungary
India
Indonesia
Ireland
Israel
Italy
Japan
Kenya
Malaysia
Mexico
Netherlands
Nicaragua
Norway
Panama
Peru
Poland
Portugal
Puerto Rico
Republic of Korea
Russian Federation
Singapore
Slovakia
Spain
Sweden
Switzerland
Taiwan, Greater China
Thailand
Turkey
United Kingdom of Great Britain and Northern Ireland
United States of America
Viet Nam

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.

Operational control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	The Chairman, President and CEO reports regularly to the Board of Directors regarding VF's environment impacts, which include progress towards previously set targets and goals, strategies to embed climate change risks and opportunities deeper into the business as well as our material impacts. The Sustainability & Responsibility team has direct oversight over VF's 'Made for Change' strategy and VF's climate change strategy and reports progress and updates to the CEO quarterly. The CFO and Chief Supply Chain Officer also report to the CEO on climate strategies and impacts in VF's supply chain.
Chief Financial Officer (CFO)	The CFO reports, in collaboration with the Board of Directors Audit Committee, to the Board of Directors on supply chain issues, including climate-related strategies and targets in our 'Made for Change' strategy. Departments such as Factory Compliance and Responsible Sourcing oversee ongoing activities related to our supply chain management and report to the CFO regularly on progress. The CFO also reports directly to the CEO.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues	VF's CEO, CFO and Chief Supply Chain Officer regularly report to the board on various aspects of VF's business and sustainability strategy. These include VF's 2021 Business Global Strategy, which includes broader sustainability ambitions, and VF's 'Made for Change' strategy, which contains climate-related goals and targets. These individuals (the CEO, CFO and Chief Supply Chain Officer) regularly receive reports on Key Performance Indicators (KPIs) that are part of VF's 'Made for Change' climate-related sustainability strategy from departments they oversee, such as Sustainability & Responsibility (oversight of renewable energy goals & reducing impact of key materials). This reporting structure contributes to the board's oversight of climate issues by providing regular updates on progress towards goals and targets, how brands commit to sustainability practices into their business units, and opportunities for innovations. An example of this governance mechanism occurred in 2018, when the strategy team, in collaboration with Sustainability & Responsibility (who has oversight of VF's climate-related sustainability strategy), developed a qualitative scenario analysis of future states of play that could impact the corporation based on longer-term trends. The Board reviewed the outcomes of this analysis, which included "Neglected Planet", one of 14 scenarios, looking at a more volatile living environment caused by climate change. The board provided guidance and approval for changes to monitoring this scenario.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
President	Both assessing and managing climate-related risks and opportunities	Half-yearly
Other C-Suite Officer, please specify (Chief Supply Chain Officer (President of Global Supply Chain))	Both assessing and managing climate-related risks and opportunities	Quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Chief Supply Chain Officer, a direct report of the CEO and a member of the Executive Leadership Team, has oversight and responsibility over VF's approach to climate change and VF's climate strategy. In addition, the Chief Supply Chain Officer leads sourcing, manufacturing and distribution of VF product. The Vice President of Sustainability & Responsibility reports to the Chief Supply Chain Officer and oversees sustainability-related issues in our 'Made for Change' strategy.

The Vice President of Sustainability & Responsibility oversees Product Stewardship, Responsible Sourcing and Environmental Sustainability for corporate and retail facilities, internal manufacturing and the supply chain. Sustainability is embedded within the business function of supply chain because the greatest risk for impact and opportunity for mitigation lies within this part of VF's overall value chain. That is, the material used in our product, and the manufacturing and finishing of products in both owned and contracted facilities represent the majority of climate-related impacts across the organization. The Vice President also oversees corporate sustainability activities at retail locations, distribution centers and corporate/brand headquarters and sets overall VF sustainability goals and targets. For example, in our 'Made for Change' Strategy, VF set a goal to set Science Based Targets by the end of 2019 and to use 100% renewable energy in VF's owned and operated facilities by 2025. Goals are approved by the Chief Supply Chain Officer, the Executive Leadership Team and the CEO.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

Yes

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Who is entitled to benefit from these incentives?

Chief Executive Officer (CEO)

Types of incentives

Monetary reward

Activity incentivized

Emissions reduction target

Comment

'Made for Change' goals, which include climate-related goals and targets, are one of many indicators that impact bonuses and overall performance.

Who is entitled to benefit from these incentives?

Chief Financial Officer (CFO)

Types of incentives

Monetary reward

Activity incentivized

Supply chain engagement

Comment

'Made for Change' goals, which include climate-related goals and targets, are one of many indicators that impact bonuses and overall performance.

Who is entitled to benefit from these incentives?

Other C-Suite Officer

Types of incentives

Monetary reward

Activity incentivized

Supply chain engagement

Comment

'Made for Change' goals, which include climate-related goals and targets, are one of many indicators that impact bonuses and overall performance for the Chief Supply Chain Officer.

C2. Risks and opportunities

C2.1

(C2.1) Describe what your organization considers to be short-, medium- and long-term horizons.

	From (years)	To (years)	Comment
Short-term	0	2	These are risks that are current or will occur in the very near future impacting our operations, workers or consumers. The risk refers to issues that require immediate strategies to mitigate. Climate change, worker well-being and materials risks are no longer considered as only long-term issues.
Medium-term	2	5	These are risks that may impact our operations, workers or consumers; but do not exist currently. These risks are often incorporated into 5-year strategy cycles, such as our 'Made for Change' goals. These timeframes are similar to our general approach to business strategy and longer-term financial planning cycles.
Long-term	5	100	These are risks that may impact our operations, workers or consumers in several years and require long-term planning and outlook.

C2.2

(C2.2) Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.

Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes

C2.2a

(C2.2a) Select the options that best describe your organization's frequency and time horizon for identifying and assessing climate-related risks.

	Frequency of monitoring	How far into the future are risks considered?	Comment
Row 1	Six-monthly or more frequently	>6 years	We assess climate-related risks such as transitional and physical risks on our direct operations and supply chain frequently for both current and future (>6 years) risks. While the frequency of monitoring varies with the risk (i.e., supply chain continuity is assessed more frequently than forest-related risks), in general these assessments occur every 6 months or more frequently. This is in alignment with how we measure other company related risks.

C2.2b

(C2.2b) Provide further details on your organization's process(es) for identifying and assessing climate-related risks.

VF has a robust process for identifying and assessing climate-related risks. At a company level, we identify and assess risks as part of strategy planning. As part of our long-term strategy work, 'Neglected Planet' is considered one of our 14 risk areas for continuous monitoring. As part of this, approaches have been put in place to monitor and prioritize climate related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame. These efforts have included more robust assessments of our products' carbon footprint and developing science-based climate targets to be released at the end of 2019.

At an asset level, we assess risks through a combination of strategic planning and Business Continuity Planning. For example, transitional risks from carbon regulation could lead to fluctuating energy prices. To mitigate this risk, we have joined RE100 as part of our 'Made for Change' strategy and are working to transition away from fossil-based fuels. For other types of risks, such as impacts of acute physical risks on our facilities and/or logistics, our Strategy Team has created Business Continuity Plans and continues to update them as information changes.

Our definition of substantive financial risk, as it relates to any of the climate risk mentioned below, would be any impact with a likely probability over the next 5-10 years affecting 1% of our revenue or 1% of our cost of goods sold (COGS) caused by physical climate risk, regulatory or reputational risk. Strategic risks include impacts that have a reputational impact to our brand(s), a lower probability threshold, and/or do not meet the financial threshold as defined above. The risks disclosed in this report meet the conditions for strategic risk but do not yet meet the threshold for substantive financial risk.

C2.2c

(C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Current global and local regulations and laws are always considered in our risk assessments. Examples of current regulations assessed include VF's exposure to carbon taxes, cap & trade schemes, energy compliance schemes at the municipal and/or city-level, and product labelling requirements. VF is not currently exposed to major schemes such as the EU ETS or the UK CRC as our industry and/or facilities sizes do not meet necessary thresholds. These risks are assessed by regional procurement teams and 3rd party energy consultants on an ongoing basis. Current climate-related regulation for our supply chain is more complex, as our products are obtained from 19 VF-operated manufacturing facilities and approximately 700 independent contractor manufacturing facilities in approximately 60 countries. The impacts on our direct operations from these regulations are assessed by our Supply Chain teams.
Emerging regulation	Relevant, always included	Emerging regulation is relevant and always included in climate-related risk assessments. Relevant risks included are the impact and probability of carbon pricing on our direct operations and/or supply chain and product labelling requirements. These risks are assessed as part of our materiality assessments and long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.
Technology	Relevant, always included	Technology can be a differentiating factor in a highly competitive industry. Our business depends on cutting edge technology to stay relevant in the marketplace. Relevant climate-related technologies include new types of sustainable materials and innovations in our product production processes. For example, VF has been funding the creation and use of new technologies including foam indigo dye that reduces our water and energy footprint. These risks are assessed by our Supply Chain and Product Development/Design teams. Technology risks are also assessed as part of our materiality assessments and/or long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate-related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.
Legal	Not relevant, explanation provided	Climate-related legal litigation is unlikely in the apparel industry and therefore is not included in risk assessments.
Market	Relevant, always included	Market risks are included in climate-related risk assessments for both upstream and downstream impacts. Upstream risks include climate-related fluctuations, such as drought, in raw materials, where materials such as cotton, recycled materials, and forest products are significant inputs to VF's products. Downstream market risks include consumer preferences, where increasingly we see consumers interested in low carbon products with strong stories about how products are part of the solution towards mitigating climate change. These risks are also assessed as part of our materiality assessments and/or long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate-related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.
Reputation	Relevant, always included	Reputational risk is always considered in our climate change approach as, increasingly, consumers see environmental impact reduction as a requirement to do business. Risks to our direct operations can include a perception that we are not a leader in climate issues or sustainable materials, which could negatively impact our reputation. As the parent of consumer-facing brands, we also evaluate sourcing risks that could impact our reputation, including sourcing from suppliers with unsustainable practices or from areas with a higher risk for water scarcity and/or deforestation. These risks are also assessed as part of our Materiality Assessments and/or long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate-related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.
Acute physical	Relevant, always included	Acute physical risks are always considered when thinking of our physical manufacturing, retail, distribution and office facilities and the potential of hurricanes, tornadoes and floods causing delays to our business as well as the arrival of products on time. In the short term, these risks are assessed as part of normal Business Continuity Planning. In the long-term, these risks are assessed as part of our Materiality Assessments and/or long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.
Chronic physical	Relevant, always included	Chronic physical risks may impact our direct operations and supply chain in several ways. Our direct operations may be subject to water scarcity in some areas where we manufacture products, and some areas of our operations may be subject to sea level rise. Our raw material selection and supply chain may also be subject to chronic physical risks such as water scarcity. This is particularly apparent in our cotton supply chain, where prices and availability can fluctuate significantly based on weather. These risks are also assessed as part of our materiality assessments and long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.
Upstream	Relevant, always included	Upstream risks most relevant to VF include the impact of climate change on our raw materials. These include chronic physical impacts on key crops such as cotton and transitional risks on fossil-fuel based materials such as nylon and polyester. These risks are also assessed as part of our materiality assessments and long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate-related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.
Downstream	Relevant, always included	Downstream risk is relevant and is always included. Our brands have strong commitments to the durability of their products reducing end-of-life impacts. Additionally, our brands are testing circular business models that look at recommerce and rental that have the opportunity to reduce waste by extending the life and use of each product. These risks are also assessed as part of our materiality assessments and long-term strategy work. As an example, 'Forces for Change', an in-house qualitative scenario analysis, has determined 'Neglected Planet' to be one of 14 risk areas for continuous monitoring. As part of this scenario analysis, approaches have been put in place to monitor and prioritize climate related risks from a physical, consumer preference, reputation and regulatory perspective, looking at the significance of each risk based on potential impact, likelihood, and time frame.

C2.2d

(C2.2d) Describe your process(es) for managing climate-related risks and opportunities.

VF manages climate risks and opportunities by setting strategic goals in areas where climate impacts may affect our business or where we see our brands as differentiators for climate opportunities. A recent example of this is our 'Made for Change' strategy. We brought together teams from across functions, brands, regions and external stakeholders to collaborate and push our thinking, challenge our assumptions, and inject cutting edge insights to inform our plans. We then set goals to mitigate risks and capitalize on opportunities in areas where we have an opportunity to differentiate and serve as a catalyst for transformative change. The three pillars of our 'Made for Change' strategy include Circular Business Models (transforming the apparel & footwear industry from linear to circular); Scale for Good (transform our industry's biggest impacts – climate change, materials and worker well-being); and Movement Makers (transform how we engage associates and consumers to be movement makers). These aspirations are then translated into actionable targets that help us assess our progress.

These processes work similarly for climate-related risks as well as opportunities. For example, environmental impacts of the apparel industry could present a transitional and reputational risk as well as an opportunity to differentiate. VF therefore included Circular Business Models as a strategic pillar, with the aspiration to transform the apparel & footwear industry from linear to circular. This translates into medium-term goals to lead the large-scale commercialization of circular business models through brand-led recommerce and rental initiatives. Brands then translate these goals into specific initiatives, such as The North Face® Renewed collection, which sells previously owned, damage-and repaired or used products. The recommerce model addresses one of the apparel industry's biggest challenges, textile waste, and offers our products at a lower price point, which allows new consumers to own our products.

Case study of transitional risk: In 2018 our strategy team performed a scenario analysis through 2030. 'Neglected Planet' was determined to be an area of risk as well as opportunity. Out of this work, multiple processes have been put in place to monitor these risks. Through our Strategy team, Health & Safety team, and Sustainability & Responsibility team, which includes supply chain, government affairs and brand teams, climate-related risks and opportunities are monitored and addressed. Increasingly, to reduce our transitional risks, whether reputational or regulatory, VF Corporation is striving to be a low carbon emitter with a 100% renewable energy goal by 2025 and setting science-based climate targets that will extend into our supply chain by the end of 2019. This is also an opportunity to show leadership in our climate strategy in an industry that is highly competitive.

Case study of physical risk: Cotton is a significant material input to our products and is likely to be impacted by chronic physical risks such as drought. As part of our 'Made for Change' strategy, we have a goal that, by 2025, all cotton purchased outside the US or Australia be grown under a cotton sustainability scheme. Brands may have even more ambitious targets – for example, as of 2018, Timberland® is already using 75% certified Better Cotton Initiative (BCI) and organic cotton, and Wrangler is working throughout the cotton supply chain and with industry, academia, and nonprofit partners to help producers improve yields, decrease inputs, fight erosion, and reduce greenhouse gas emissions. In 2020, we plan to renew our climate change risk assessment and scenario planning, taking a closer look at our physical risks. Many risks have already been evaluated as part of other risk assessments across VF, such as the risk of drought affecting our cotton pricing and supply as part of our global water risk assessments.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Supply chain

Risk type

Physical risk

Primary climate-related risk driver

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

Type of financial impact

Increased operating costs (e.g., inadequate water supply for hydroelectric plants or to cool nuclear and fossil fuel plants)

Company- specific description

Cotton is a raw material used in many VF products, especially in our Jeanswear brands, Lee and Wrangler. Chronic drought or variabilities in global water availability from climate change may impact the global cotton supply, of which we procure about 1%. Fluctuations in the price, availability and quality of fabrics, leather or other raw materials used by VF in its manufactured products, or of purchased finished goods, could have a material adverse effect on VF's cost of goods sold or its ability to meet its customers' demands. The prices we pay for raw materials depend on global demand and market prices for raw material inputs. The price and availability of such raw materials may fluctuate significantly depending on many factors, including general economic conditions and demand, crop yields, energy prices, weather patterns and speculation in the commodities markets.

Time horizon

Long-term

Likelihood

Unlikely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

27000000

Potential financial impact figure – maximum (currency)

60000000

Explanation of financial impact figure

Because of the forward-looking nature of this risk, we have removed Kontoor (Lee & Wrangler Brands) from the scope of our potential financial impact. This range is based on recent historical cotton prices from 2010-2011 where a number of climate fluctuations occurred, such as heavy rains in India, flooding in Australia and Pakistan, and drought in the US. During this time, average annual prices of cotton were approximately 15-65% higher than 2018 levels. The financial impact is calculated by taking VF (non-Kontoor) cotton purchases and calculating the difference of raw material costs assuming a 15-65% higher cost.

Management method

VF is dedicated to reducing our risk associated with cotton pricing. This includes cotton hedging and a move to alternative materials if prices pass a certain threshold. Additionally, VF is increasing the purchase of sustainable materials to offset our risk. VF has committed to using sustainable cotton across the organization. We have a goal to procure cotton either from the U.S. and Australia, since both countries use advanced and efficient growing methods, or through 'sustainability schemes' defined as recycled, organic or Better Cotton Initiative (BCI), which helps small holder farmers reduce their environmental impact while improving farmers' livelihoods. In 2018, VF used approximately 36,000 metric tons of certified BCI cotton and 600 metric tons of organic cotton. VF brands are equally committed to sustainability action in their sectors. Case study: in 2018, Timberland® used 75% certified BCI and organic cotton, and Wrangler worked throughout the cotton supply chain with industry, academia, and nonprofit partners to help farmers improve yields, decrease inputs, fight erosion, and reduce greenhouse gas emissions. Post Kontoor, some of these management methods may no longer be applicable. The cost of management is representative of \$250,000 on project management with BCI.

Cost of management

250000

Comment**Identifier**

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Transition risk

Primary climate-related risk driver

Policy and legal: Increased pricing of GHG emissions

Type of financial impact

Increased operating costs (e.g., higher compliance costs, increased insurance premiums)

Company- specific description

The Paris Agreements of 2015 saw record global agreement to accelerate action towards climate change, and as of 2018, 46 regional, national and subnational carbon pricing initiatives have been implemented. While VF, to date, is not directly affected by cap-and-trade schemes, approximately 40% of our square footage is in countries that have implemented or are adopting a range of methods to price carbon, such as carbon taxes or cap-and-trade. In the near- and medium-term future, the probability of this risk impacting VF is low, as the majority of our facilities (80%+ by square footage after the Kontoor spinoff) are under 5,000 square feet and not likely to meet reporting requirements. In the long term, as the world transitions to a low-carbon economy, it is possible that VF may be subject to pricing of GHG emissions if more governments adopt carbon-pricing mechanisms, thresholds for existing mechanisms are lowered, or industry-specific legislation is introduced.

Time horizon

Long-term

Likelihood

Exceptionally unlikely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

590000

Potential financial impact figure – maximum (currency)

8600000

Explanation of financial impact figure

Because of the forward-looking nature of this risk, we have removed Kontoor (Lee & Wrangler Brands) from the scope of our potential financial impact. The financial impact is a range of carbon pricing in two scenarios. The first is a higher probability scenario that includes some carbon pricing of larger facilities, such as distribution centers, at \$20/metric ton in countries or regions where there is existing legislation (such as the EU, Canada, China, and the US). The second is an estimation of a rapid transition to a low-carbon economy (a 1.5-degree scenario) of a global carbon price of \$100/metric tonne.

Management method

VF is addressing regulatory risks associated with cap-and-trade through membership and participation in the organization known as BICEP, a project of Ceres. This organization's charter is to work with both government and non-governmental organizations to design and introduce climate and energy policy that will prepare businesses for the risks associated with climate change. We are also managing this risk by setting ambitious goals that reduce our GHG footprint. We have committed to the sourcing of 100% of electricity from renewable sources within VF-owned and operated facilities by 2025, in line with the enterprise commitment to RE100. In 2018, our total

renewable energy, as a percentage of electric power, was 14%, a 27% increase from 2015. Case study: In 2018, we began evaluating a science-based target in line with a 1.5-degree scenario, which is anticipated to be completed at the end of CY2019. The cost of management includes the cost of our science-based climate target feasibility study (a one-time project fee) and our annual membership fees for BICEP.

Cost of management

110000

Comment

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Supply chain

Risk type

Physical risk

Primary climate-related risk driver

Chronic: Changes in precipitation patterns and extreme variability in weather patterns

Type of financial impact

Reduced revenue from decreased production capacity (e.g., transport difficulties, supply chain interruptions)

Company- specific description

During Fiscal Year 2019, VF sourced and produced approximately 560 million units across our brands. Our products are obtained from 19 VF-operated manufacturing facilities and approximately 700 independent contractor manufacturing facilities in approximately 60 countries. In CY2018, VF assessed water stress for key suppliers and determined that 106 are in the extremely high to high at-risk locations; 26.4% of suppliers located in China, 20% in India, 8.5% in Taiwan, 7% in Indonesia, 6% in Vietnam and 5% Mexico. Water scarcity could cause reputational damage, supply disruptions, or other increased operating costs. Additionally, Improper wastewater discharge could exacerbate local water scarcity issues by polluting an already scarce resource.

Time horizon

Long-term

Likelihood

About as likely as not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

37000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Because of the forward-looking nature of this risk, we have removed Kontoor (Lee & Wrangler Brands) from the scope of our potential financial impact. Financial impact is calculated by combining the estimated costs of the impacts of water stress in our supply chain of both dyehouse and raw cotton suppliers.

Management method

We are members of the Sustainable Apparel Coalition (SAC) and participate in annual requests to suppliers to complete the Higg Index 3.0, a sustainability self-assessment tool. All strategic tier 1 and tier 2 suppliers must report the annual amount of water use in Higg index 3.0, indicate water sources and identify their use of process water. The factory is then encouraged to set a baseline and target towards water reduction. Water risk is also being tracked in Higg through the World Resource Institute's (WRI) Aqueduct tool and the World Wildlife Fund's (WWF) water risk filter. Fifty percent of Higg self-assessments are verified by VF's Sustainable Operations team and we partner with our factories to create performance improvement plans to drive improvement. Example/case study: In 2018, 265 strategic tier 1 and tier 2 suppliers have adopted the Higg index, 40% of VFC have completed verification and a performance improvement plan has been developed for each factory to follow up. VF also has a goal of driving 100% wastewater compliance in 2018 against our VF wastewater discharge standard. Overall, 80% of wastewater compliance has been achieved in the last 3 quarters of 2018. The cost of management is exclusive to participation in the SAC and use of the Higg Index.

Cost of management

60000

Comment

Identifier

Risk 4

Where in the value chain does the risk driver occur?

Supply chain

Risk type

Transition risk

Primary climate-related risk driver

Policy and legal: Increased pricing of GHG emissions

Type of financial impact

Increased operating costs (e.g., higher compliance costs, increased insurance premiums)

Company- specific description

As of 2018, 46 regional, national and subnational carbon pricing initiatives have been implemented, and more are likely to follow as governments implement Nationally Determined Contributions (NDCs) over the next several decades. During Fiscal 2019, VF sourced or produced approximately 560 million units spread across our brands.

Our products are obtained from 19 VF-operated manufacturing facilities and approximately 700 independent contractor manufacturing facilities in approximately 60 countries. Given our global supply chain, it is possible that we may be exposed to carbon pricing in the future, and some or all of this cost may be passed on to us.

Time horizon

Long-term

Likelihood

Exceptionally unlikely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The impact has not been quantified financially.

Management method

We manage this risk by setting corporate goals, advocating for climate-friendly policies and continuing strong supply chain management of environmental issues. We have a 'Made for Change' goal to reduce the impact of our materials by 35% by 2025. We are also a member and participant of BICEP, a project of CERES. This organization's charter is to work with both government and non-governmental organizations to design and introduce climate and energy policy that will prepare businesses for the risks associated with climate change. As part of our strategy to reduce supply chain impacts, we are active participants in the Sustainable Apparel Coalition (SAC) and use their Material Sustainability Index (MSI) to assess product impacts. We also require all strategic tier 1 and tier 2 suppliers to report their energy impacts through the Higg Index. In 2018, 265 strategic tier 1 and tier 2 suppliers have adopted the Higg index, 40% of VFC have completed verification, and a performance improvement plan has been developed for each factory to follow up. We are also setting science-based climate targets in CY2019. VF's cost of management is calculated as membership costs for the Sustainable Apparel Coalition and BICEP.

Cost of management

90000

Comment

Identifier

Risk 5

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Transition risk

Primary climate-related risk driver

Reputation: Shifts in consumer preferences

Type of financial impact

Reduced revenue from decreased demand for goods/services

Company- specific description

VF's success to date has been due in large part to the growth of its brands' reputation and consumer's connections to our brand. If we are unable to timely and appropriately respond to changing consumer demands, the reputation of our brands may be impaired. Consumers are increasingly concerned about climate change and its impacts, and sustainability in general; while this is true across our customer base, it is particularly apparent in our outdoor segment, which comprises 34% of VF's revenue. We believe that doing good for society is a business imperative, and we are committed to be a purpose-led company that puts purpose on par with profit. If we are not able to realize this strategy or are not seen as a leader in climate change and other sustainability issues, revenue may be impacted from shifting customer preferences.

Time horizon

Medium-term

Likelihood

About as likely as not

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The impact has not been quantified financially.

Management method

We manage this risk through our commitment to be a purpose-led company. We have three strategic global innovation centers that focus on technical and performance

product development. The centers are staffed with dedicated scientists, engineers and designers who combine proprietary insights with consumer needs, and a deep understanding of technology and new materials. We also actively communicate with our customers and set ambitious goals. We disclose our sustainability strategy in voluntary communications, such as our bi-annual sustainability report, as well as in financial documents, such as our 10k. We have set ambitious climate-related goals as part of our 'Made for Change' strategy, including halving our upstream environmental impact from farm-to-front door by 2030, purchasing 100% renewable energy in our owned and operated facilities by 2025, and setting science-based targets in CY2019. Case study/example: In 2018, we launched a series of interactive traceability maps on our website for flagship products, where a consumer can follow the creation of products such as Vans' classic Checkerboard Slip-Ons.

Cost of management

Comment

Identifier

Risk 6

Where in the value chain does the risk driver occur?

Customer

Risk type

Transition risk

Primary climate-related risk driver

Market: Changing customer behavior

Type of financial impact

Reduced revenue from decreased demand for goods/services

Company- specific description

Climate change is projected to shorten winters, increase the frequency of extreme events such as blizzards, and introduce more variability into regional climates. Our business is adversely affected by unseasonable weather conditions. A significant portion of the sales of our products is dependent in part on the weather and is likely to decline in years in which weather conditions do not favor the use of these products. For example, periods of unseasonably warm weather in the fall or winter can lead to inventory accumulation by our wholesale customers, which can, in turn, negatively affect orders in future seasons. In addition, abnormally harsh or inclement weather can also negatively impact retail traffic and consumer spending. All of these risks may have a material adverse effect on our financial condition, results of operations or cash flows.

Time horizon

Long-term

Likelihood

About as likely as not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The impact has not been quantified financially.

Management method

We manage this risk through our commitment to be a purpose-led company. We have three strategic global innovation centers that focus on technical and performance product development. The centers are staffed with dedicated scientists, engineers and designers who combine proprietary insights with consumer needs, and a deep understanding of technology and new materials. We also used a qualitative scenario analysis called "Forces for Change" in 2018, which looked at impacts that could affect our business by 2030. "Neglected Planet" was one of 14 scenarios assessed, which examined the impact of regulatory and reputational risks to VF as a whole, as well as the apparel industry in general. This scenario planning has led to a more integrated look at climate change planning in our strategy teams.

Cost of management

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Energy source

Primary climate-related opportunity driver

Use of lower-emission sources of energy

Type of financial impact

Reduced exposure to future fossil fuel price increases

Company-specific description

VF has a broad array of facilities under its operational control, including approximately 1500 retail locations, 40 distribution centers, regional headquarters and offices, and other facilities types across 48 countries. This range of facilities represents an opportunity to reduce our exposure to future fossil fuel price fluctuations by transitioning to lower-emission sources of energy. We have already experienced energy cost savings in some onsite solar arrays; for example, at the Vans® brand's new headquarters in Costa Mesa, California, a 1 MW carport solar array system generates roughly 50 percent of its energy needs. The system will save millions of dollars and roughly 60,000 MTs of CO2e over its 20-plus-year lifespan. We anticipate this opportunity will be realized in the medium-long term and increase the resiliency of our operations.

Time horizon

Long-term

Likelihood

Virtually certain

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

2400000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Because of the forward-looking nature of this opportunity, we have removed Kontoor (Lee & Wrangler Brands) from the scope of our potential financial impact. The financial impact is derived from a combination of renewable energy cost savings. This includes estimated annual cost savings from a PPA in Mexico, existing savings in onsite solar installations, and projected savings of solar installations across large sites within our existing portfolio.

Strategy to realize opportunity

We have a 'Made for Change' goal to source 100% of our electricity from renewable sources in our owned and operated facilities by 2025. As part of this, we joined RE100 in 2015 and became signatories of the Corporate Renewable Energy Buyers' Principles as of 2016. Our current renewable energy purchases are at 13%, which includes a mix of green tariffs (mostly in Europe), Renewable Energy Credits (from The North Face), and several onsite solar installations. We are assessing new strategies in CY19 & CY20, including how to use market instruments such as Power Purchase Agreements (direct & virtual PPAs), onsite renewables, green tariffs, and Energy Attribute Certificates in the most effective way in order to achieve our goal. As a case study of this strategy, in 2018 a Power Purchase Agreement (PPA) was signed in Mexico to procure renewable energy for our manufacturing facilities within that country starting in 2020. The cost to realize the opportunity includes amortized costs for 2 solar installations which are owned outright. Other costs are not included, such as consulting fees, installation costs, procurement consulting services, RECs, and green tariff premiums.

Cost to realize opportunity

142000

Comment**Identifier**

Opp2

Where in the value chain does the opportunity occur?

Supply Chain

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient production and distribution processes

Type of financial impact

Reduced operating costs (e.g., through efficiency gains and cost reductions)

Company-specific description

During Fiscal 2019, VF sourced or produced approximately 560 million units spread across our brands. Our products are obtained from 19 VF-operated manufacturing facilities and approximately 700 independent contractor manufacturing facilities in approximately 60 countries. The majority of our product's environmental impacts occur in our supply chain, where there are many opportunities to gain efficiencies, which may result in cost savings that could be passed to VF. VF has already seen some efficiencies from our programs; for example, in a partnership with Target Corporation and the International Finance corporation (IFC) in 2016, 38 of our 40 strategic factories in Vietnam participated in a VF/IFC energy efficiency program, achieving an average energy reduction of 12 percent and enjoying a collective savings of more than \$1.5 million annually.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1500000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Because of the forward-looking nature of this opportunity, we have removed Kontoor (Lee & Wrangler Brands) from the scope of our potential financial impact. The financial impact is calculated from a partnership with Target Corporation and the International Finance Corporation (IFC) in 2016 to advance resource efficiency to save chemicals, water and energy at supplier factories in Vietnam. Thirty-eight of our 40 strategic factories in Vietnam are participating in the VF/IFC energy efficiency program, achieving an average energy reduction of 12 percent and enjoying a collective savings of more than \$1.5 million annually. While it is not possible to determine if all these savings would be passed on to VF, this number is indicative of the energy savings possible by partnerships with suppliers. We anticipate increasing the scope of this financial impact as we work to formalize our science-based target strategy, which will include a scope 3 target.

Strategy to realize opportunity

Our Responsible Sourcing team partners with suppliers to adopt a more integrated approach to the responsible use of water, chemicals and energy. We collaborate with select contract suppliers to assist in the installation of energy efficient technologies in their facilities, and we work with others to embed an energy conservation mindset through continuous training programs and other educational resources. We are active participants in the Sustainable Apparel Coalition (SAC) and request all strategic tier 1 and tier 2 suppliers to report their energy impacts through the Higg Index. In 2018, 265 strategic tier 1 and tier 2 suppliers have adopted the Higg index, 40% of VFC have completed verification, and a performance improvement plan has been developed for each factory. Other examples of supplier engagement include working with 15 strategic supplier factories in Cambodia to launch efficiency programs (including 4 solar panel project installations) and providing financial support to 30 of our strategic factories in Bangladesh, allowing them to join the Partnership for Cleaner Textiles (PACT) to expand energy management and efficiency projects. Case study: Through energy and water efficiency improvement projects implemented with 13 key supplier factories, VF has helped suppliers save 19,104 MT CO2e of emissions, 96,650 m3 of water, and over \$2.2 million USD between 2015-2017. The cost of management is inclusive of annual SAC fees.

Cost to realize opportunity

60000

Comment**Identifier**

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Move to more efficient buildings

Type of financial impact

Reduced operating costs (e.g., through efficiency gains and cost reductions)

Company-specific description

As a purpose-driven organization powered by movements of sustainable and active lifestyles, providing healthy, productive workspaces is critical to our success. At VF, we have a green building policy that requires all headquarter facilities meet LEED Platinum, distribution centers meet LEED Gold and manufacturing facilities meet LEED Silver at a minimum. We own and operate more than 1,500 facilities around the world, giving us a clear opportunity to deploy innovative, efficient and financially prudent green building strategies across our portfolio. LEED certification is one way to increase the efficiency of our buildings. On average, LEED buildings are 25 to 30 percent more energy efficient than conventional buildings. As of 2018, 16 of our buildings have been LEED certified by the U.S. Green Building Council (USGBC). We have created a set of Green Building Standards to which all new VF facilities must adhere. We are using a suite of tools to make it easy for our design, real estate and construction teams to access resources on green building practices. When LEED certification is not possible, we implement other efficiency measures, such as LED retrofits and more efficient store designs in our retail stores.

Time horizon

Current

Likelihood

About as likely as not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

840000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Because of the forward-looking nature of this opportunity, we have removed Kontoor (Lee & Wrangler Brands) from the scope of our potential financial impact. The financial impact is estimated based on the annual energy savings from relocating 20 facilities (distribution centers and offices) to a LEED-certification facility (or its equivalent) over the next 10 years. Savings are calculated by assuming a 25% efficiency increase, VF's average electric power unit cost in North America, average DC & office square footages, and average energy intensity from the US Commercial Buildings Energy Consumption Survey (CBECS).

Strategy to realize opportunity

VF has a range of strategies that reflect its diverse portfolio. For larger facilities such as headquarters and distribution centers with longer leasing terms, VF's strategy to make this opportunity a reality is through our Green Building Policy, requiring new facilities meet our strict requirements of LEED Platinum for headquarters, LEED Gold for distribution centers and LEED Silver for manufacturing facilities. For buildings, such as retail stores, which may be located in shopping malls and/or have relatively short leasing terms, other strategies such as LED retrofits may be more appropriate. Approximately 70% of our stores in 2016/2017 had LED installations, which can save up to 20% when implemented. As a case study of recent measures to incorporate green buildings into our portfolio, VF announced in 2018 its headquarters move to a LEED Platinum facility in Denver, Colorado. The cost to realize this opportunity is assuming two LEED buildings a year are added to the VF portfolio. Studies range regarding the additional cost for LEED building certification, however generally we estimate a 6.5% premium building cost to achieve LEED Platinum.

Cost to realize opportunity

500000

Comment

Identifier

Opp4

Where in the value chain does the opportunity occur?

Customer

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Type of financial impact

Increased revenue through demand for lower emissions products and services

Company-specific description

Increasingly, consumers want to be part of the solution to end climate change. Creating products that have a positive impact or reduced impact can meet consumers' new demands. Our brands, such as Vans, Timberland and The North Face, innovate products and materials to drive reduced climate impact. Examples include climate beneficial wool and regenerative agriculture, which are not only solutions to our climate change impact challenges, but also have compelling storytelling components to attract consumers.

Time horizon

Medium-term

Likelihood

About as likely as not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The impact has not been quantified financially.

Strategy to realize opportunity

At VF, our 2025 goal is to reduce our materials impacts by 35%, set by aggregating goals of each VF brand. Each brand has a slightly different strategy to develop and introduce product lines that both reduce environmental impact and uniquely connect with consumers. For example, in 2018, Timberland® used 96% "Leather Working Group" certified leather, 75% certified BCI and organic cotton, and 69% of their total product portfolio is recycled, organic, or renewable. The North Face® expanded its Climate Beneficial Wool collection, launched in 2017. Meanwhile, our investments in sustainable design and innovation led to the Napapijiri® brand's Ze-Knit collection. This new technical line of digitally knitted garments meets consumers' demand for sustainable apparel and presents a future opportunity for on-demand apparel production at scale. An additional case study of this opportunity is VF's 2018 acquisition of the Icebreaker® brand, our first purpose-led acquisition. We're closely aligning our purpose commitment with our Global Business Strategy and innovation agenda to prioritize and accelerate the pursuit of more purpose-led acquisitions, innovations and strategic investments.

Cost to realize opportunity**Comment**

Identifier

Opp5

Where in the value chain does the opportunity occur?

Customer

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Type of financial impact

Increased revenue through demand for lower emissions products and services

Company-specific description

Circular business models present an opportunity for VF to unlock new revenue streams for our brands while continually and meaningfully cutting our environmental impact. They enable us to build better products, extend product life, transform transactions into deeper relationships, and turn waste into value. The apparel industry is no stranger to circular systems. But at VF, our approach is a little different. We believe there's more to circular than recycling, which is why we're focused on three areas that sit at the intersection of what our consumers want, what environmental constraints demand, and where we've identified untapped business opportunity: Recommerce, Rental and Circular Design. In apparel, these business models are already proving to be successful. U.S. apparel resale, an \$18B industry today, is expected to grow to \$33B by 2021. Meanwhile, apparel rental is already a first choice for many consumers. Building circular products and systems requires us to disrupt current processes and push ourselves to think differently. This shift in approach has the potential to result in more innovative products and better consumer experiences. Our ambition is to use our scale to lead the apparel and footwear industry in the transition from linear to circular. We will make second-life apparel second nature for consumers.

Time horizon

Long-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

The impact has not been quantified financially.

Strategy to realize opportunity

VF's Sustainability & Responsibility strategy, 'Made for Change', launched in 2017, targets key areas to drive transformational change and create value for our business. One pillar of the strategy is focused on new circular and sustainable business models to (i) harness retail opportunities in new sectors, (ii) scale foundational social and environmental programs to lead the industry toward greater progress at a faster rate, and (iii) empower our brands, associates, and consumers to act with purpose and impact with intention. VF brands are equally committed to sustainability action in their sectors. In 2018, Vans® launched a shoe recycling pilot at 23 southern California stores. The North Face® also launched the Renewed collection in 2018 selling previously owned, damaged and repaired or used products. The recommerce model addresses one of the apparel industry's biggest challenges, textile waste, and offers our products at a lower price point, which allows new consumers to experience our brands.

Cost to realize opportunity

Comment

C2.5

(C2.5) Describe where and how the identified risks and opportunities have impacted your business.

	Impact	Description
Products and services	Impacted	Climate change risks could affect products and services through impacts to our raw materials and consumer demand for sustainable products. Impacts to raw materials could cause reduced availability of materials, increased costs (which may be passed along to the consumer), and supply chain disruptions or delays. Examples of raw material impacts include: 1) chronic drought may impact the global cotton supply; 2) transitional risks, such as carbon pricing, could impact the pricing of nylon and polyester; 3) acute events (such as hurricanes, flooding, etc.) could impact our distribution processes and cause disruptions or delays. Consumer demand can be affected in various ways; our business is adversely affected by unseasonable weather conditions. A significant portion of the sales of our products is dependent in part on the weather and is likely to decline in years in which weather conditions do not favor the use of these products. Additionally, as a leader in the apparel industry, our products and services could be impacted by reputational concerns if we are not seen as engaging in climate-related issues. We also see significant opportunities to capitalize on customer demands for sustainable brands through offerings and introductions of new business models that advance circularity. The magnitude of this impact is high, as we are committed to be a purpose-led company whose business strategy is intertwined with climate issues, as described in our purpose statement: "We power movements of sustainable and active lifestyles for the betterment of people and our planet".
Supply chain and/or value chain	Impacted	Climate change is affecting and/or could affect our supply chain in various ways, from physical and transitional impacts, to our raw materials and tier 1 and tier 2 suppliers. Examples of raw material impacts include: 1) chronic drought may impact the global cotton supply; 2) transitional risks, such as carbon pricing, could impact the pricing of nylon and polyester; 3) acute events (such as hurricanes, flooding, etc.) could impact our distribution processes and cause disruptions or delays. Our supply chain may be subject to carbon pricing that increases operational costs, which could be passed to VF from our suppliers. Physical risks, such as water scarcity, may affect our tier 1 and tier 2 suppliers and introduce increased reputational risk if local water supplies are seen as unsustainably managed. We also see opportunities to increase resiliency of our supply chain through sustainable purchasing goals (such as our goal to reduce the average impact of our key materials by 35%) and reducing costs through partnerships with key suppliers to increase energy efficiency. The magnitude of this impact in the medium term is low, as most impacts are managed with existing processes. In scenarios where there is a rapid transition to a low-carbon economy, this impact could be low-medium in the long term.
Adaptation and mitigation activities	Impacted	Climate change has impacted our business through our 'Made for Change' goals and targets, which contain adaptation and mitigation activities. Relevant transition risks include increased exposure to carbon pricing in our direct operations and/or supply chain. Physical risks include impacts of climate change on our raw materials, such as cotton. To mitigate these impacts, we have introduced goals to procure 100% renewable energy in owned and operated facilities, reduce the average impact of our key materials by 35%, and ensure 100% of cotton purchased by VF come from the U.S. or Australia or be grown under a cotton-growing sustainability scheme such as BCI, recycled or organic. These activities serve as mitigation activities (i.e., renewable energy reduces our contribution to climate change) as well as adaptation activities (i.e., transitioning to cotton sources such as BCI are grown in way that may mitigate climate change impacts). We also see opportunities from these activities, including resource efficiency, in our direct operations and our supply chain. The magnitude of this impact is currently low in relation to operating budgets, revenues, and other areas of the business that are more applicable to a consumer-facing brand (such as products and services).
Investment in R&D	Impacted	Investment in R&D represents a significant opportunity to grow our business through new sustainable product lines and materials, as well as new business models. We have three strategic global innovation centers that focus on technical and performance product development, including sustainable design. The centers are staffed with dedicated scientists, engineers and designers who combine proprietary insights with consumer needs, and a deep understanding of technology and new materials. Circular business models present an opportunity for VF to unlock new revenue streams for our brands while continually and meaningfully cutting our environmental impact. They enable us to build better products, extend product life, transform transactions into deeper relationships, and turn waste into value. The recommerce model also offers our products at a lower price point, which allows new consumers to experience our brands. The magnitude of this impact is high, as we are committed to being a purpose-led company whose business strategy is intertwined with climate issues, as described in our purpose statement: "We power movements of sustainable and active lifestyles for the betterment of people and our planet".
Operations	Impacted	Climate change will impact our operations from transitional and physical risks. Transitional risks could increase our operational costs, including carbon taxes imposed on our direct operations or supply chain. Physical risks could include temperature extremes, which could increase our operational energy costs to maintain consistent temperatures; sea level risk could impact some of our coastal facilities in the long-term; acute physical events (such as flooding, hurricanes, blizzards, etc) could increase the probability of disruptions or delays in our direct operations or supply chain. Opportunities include cost savings through efficiency improvements such as Green Building practices, LED retrofits, sustainable retail design, and renewable energy/low carbon purchases. The magnitude of this impact is currently low in relation to operating budgets, revenues, and other areas of the business that are more applicable to a consumer-facing brand (such as products and services).
Other, please specify	Not evaluated	

C2.6

(C2.6) Describe where and how the identified risks and opportunities have been factored into your financial planning process.

	Relevance	Description
Revenues	Impacted	As a purpose-led company whose business strategy is intertwined with climate issues, several opportunities have factored into our financial planning process, including revenues. VF's Sustainability & Responsibility strategy, 'Made for Change', launched in 2017, targeted key areas to drive transformational change and create value for our business. One pillar of the strategy is focused on circular business models to (i) harness retail opportunities in new sectors, (ii) scale foundational social and environmental programs to lead the industry toward greater progress at a faster rate, and (iii) empower our brands, associates, and consumers to act with purpose and impact with intention. To a certain extent, risks, such as unseasonable weather conditions, may also impact revenue planning. A significant portion of the sales of our products is dependent in part on the weather and is likely to decline in years in which weather conditions do not favor the use of these products. The magnitude of the opportunities is anticipated to outweigh the risks, and to be significant in the medium-long term as we work to offer more sustainable materials to our customers, implement new business models that reach new consumer segments, and acquire new brands purposefully.
Operating costs	Impacted	Our financial planning processes are impacted in the short and medium term for risks to operational costs. Risks include increased carbon pricing to our direct operations, temperature extremes increasing our energy costs to maintain comfortable environments for our customers and employees, and acute physical events (such as flooding, hurricanes, blizzards, etc.) affecting consumer habits and/or our store operating hours. Short-term impacts are managed through procurement and risk strategy processes and incorporated into existing budgets. In the medium to long term, we are evaluating the impact our 2025 renewable energy target of 100% has on our operating budgets. This could represent increased costs in some areas but may represent cost savings in the long term, depending on the market instruments chosen. The magnitude of this impact is expected to be small in the short to medium term in relation to operating budgets, revenues, and other areas of financial planning that represent a larger impact.
Capital expenditures / capital allocation	Impacted for some suppliers, facilities, or product lines	Capital expenditures have been impacted through efficiency projects, Green Building investments, and onsite renewable energy investments. These impacts are incorporated into normal processes for capital allocation within VF. As we continue to implement our target of 100% renewable energy in owned and operated facilities and announce a science-based climate target, we may establish additional capital expenditure mechanisms in our financial planning process. The magnitude of this impact is expected to be small to medium in relation to other financial planning areas, such as revenues, and acquisitions is relatively small.
Acquisitions and divestments	Impacted	One of VF's key strategic objectives is revenue growth. We seek to grow organically and through acquisitions. A component of our 2021 Global Business Strategy is to reshape VF's portfolio, including through acquisitions. We're closely aligning our purpose commitment with our Global Business Strategy and innovation agenda to prioritize and accelerate the pursuit of more purpose-led acquisitions, innovations and strategic investments. For example, Icebreaker® - our first purpose-led acquisition in 2018 – is an ideal complement to our Smartwool® brand, strengthening VF's industry leadership in the use of natural and sustainable performance materials. The magnitude of this impact is expected to be medium to high as we seek to reshape our portfolio, in part, through acquisitions.
Access to capital	Impacted	As we seek to grow through acquisitions and new product lines, our ability to achieve our 2021 Global Business Strategy, which includes sustainability, may impact access to capital. The magnitude of this impact is expected to be very low in relation to other factors that normally influence access to capital.
Assets	Impacted for some suppliers, facilities, or product lines	Climate change may impact the financial viability of assets when assessed through physical risks, including extreme weather events (such as increased frequency of hurricanes, tornadoes, wildfires, flooding, etc). Sea level rise may also impact owned assets on ocean front property in the long-term. Financial planning for these risks is assessed through an Enterprise Risk Management process led by our Risk Management and Internal Audit teams and incorporated into existing budgets. We have begun to assess some impacts through a qualitative scenario analysis in 2018 and are looking to incorporate findings from this analysis into our future business strategy. The magnitude of this impact is expected to be low, as we have 1500+ facilities in over 45 countries and impacts to any assets from these risks are likely to be localized.
Liabilities	Not impacted	Given the nature of our business, climate related impacts on liabilities are not as relevant as other factors, such as license agreements, online content, and tax liabilities, and are not included in financial planning.
Other	Not evaluated	

C3. Business Strategy

C3.1

(C3.1) Are climate-related issues integrated into your business strategy?

Yes

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform your business strategy?

Yes, qualitative

C3.1c

(C3.1c) Explain how climate-related issues are integrated into your business objectives and strategy.

Business Objectives & Strategy

As a part of VF's 'Made for Change' strategy, climate change plays a key role in our 'Scale for Good' pillar. Incorporating climate change into our strategy has been heavily influenced by changing consumer preferences, especially in the outdoor industry, to gain strategic advantage over competitors by offering products with a reduced environmental impact. Other factors, such as changing weather conditions, impacting a significant portion of the sales of our products in which weather conditions do not favor the use of these products, have also influenced our strategy. As part of 'Scale for Good', we look to 3 solutions: Deep Decarbonization, New Human Carbon Systems and Natural Carbon Sinks.

Emission Reduction Targets

Our Decarbonization efforts include setting science-based climate targets across our value chain by the end of 2019 and renewable energy goals, such as our company-wide 100% renewable energy goal, by 2025.

2018 Climate-Based Decision Making

The most substantial business decision made in the 2018 year, impacted by climate change, has been embedding more sustainable products into our supply chain, such as more recycled polyester and BCI Cotton. This has reduced the impact of our materials and products contributing to climate change. Other substantial decisions include: 1) Setting science-based climate targets (expected to be completed in 2019), which will include a goal on our operational impacts (scope 1 & 2) as well as our value chain (scope 3). 2) Furthering our renewable energy goal by signing a renewable energy Power Purchase Agreement (PPA) to cover all of our sites in Mexico. 3) Acquiring Icebreaker® - our first purpose-led acquisition- as a complement to our Smartwool® Brand, strengthening VF's industry leadership in the use of natural and sustainable performance materials.

C3.1d

(C3.1d) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenarios	Details
Other, please specify (Forces of Change' In-house Scenario Planning)	- How the selected scenario(s) were identified, with reference to the inputs, assumptions and analytical methods used VF conducted a qualitative scenario analysis called "Forces for Change", which included "Neglected Planet" as one of 14 scenarios relevant to our business. While this was not a quantitative scenario analysis, VF Strategy and Sustainability & Responsibility teams reviewed and examined the impacts of climate change on the apparel industry through 2030. - A description of the time horizon(s) considered, and why they are relevant to your organization The scenario analysis assessed the impacts of climate on various aspects of the apparel industry, particularly around how product line offerings may need to evolve with a shifting climate, through 2030. - A description of the areas of your organization that have been considered as part of the scenario analysis Areas included as part of the analysis include regulatory and reputational considerations, product line diversity, and our acquisition / divestiture strategy. - A company specific description summary of the results of the conducted scenario analysis / how the scenario analysis have informed your business objectives and strategy As a part of our 'Forces for Change' scenario exercise in 2018 which looked at how current macro trends impacts could affect our business by 2030, 'Neglected Planet' was one of 14 scenarios assessed. The scenario looked at VF Corporation as a whole and the global impact each scenario would have on the apparel industry, as well as our own business. Additionally, the scenario planning process has led to a more integrated approach to climate change planning when assessing future acquisitions. Our Sustainability & Responsibility team also plans to roll out a more in-depth quantitative research / scenario analysis in the coming year. - A case study/example of how the results of scenario analysis have directly influenced your business objectives and strategy The "Neglected Planet" scenario analysis emphasized the need for brands to be part of the solution to climate change. For example, offering a diversity in product lines, including both summer and winter wear, to reflect a changing climate.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Scope

Scope 1 +2 (market-based)

% emissions in Scope

100

Targeted % reduction from base year

65

Base year

2015

Start year

2016

Base year emissions covered by target (metric tons CO2e)

223050

Target year

2025

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

% of target achieved

7

Target status

Underway

Please explain

We have a public goal to use 100% renewable energy at all owned and operated facilities globally by 2025. We are also conducting a science-based target study which we anticipate completing in CY2019. In the interim, this goal represents an emissions equivalent for our RE100 goal.

C4.2

(C4.2) Provide details of other key climate-related targets not already reported in question C4.1/a/b.

Target

Renewable electricity consumption

KPI – Metric numerator

100% renewable electricity at all VF owned and operated sites by 2025

KPI – Metric denominator (intensity targets only)

Base year

2015

Start year

2016

Target year

2025

KPI in baseline year

11

KPI in target year

100

% achieved in reporting year

14

Target Status

Underway

Please explain

We have a public goal to using 100% renewable energy at all owned and operated facilities globally by 2025.

Part of emissions target

Target Ab1 is the absolute emission reduction equivalent of this target, which is part of the RE100 initiative.

Is this target part of an overarching initiative?

RE100

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	1	47435
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	4	3777
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative type

Fugitive emissions reductions

Description of initiative

Refrigerant leakage reduction

Estimated annual CO2e savings (metric tonnes CO2e)

954

Scope

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

109446

Investment required (unit currency – as specified in C0.4)

449755

Payback period

4 - 10 years

Estimated lifetime of the initiative

6-10 years

Comment

Includes 3 projects in manufacturing locations to reduce refrigerant leakage.

Initiative type

Low-carbon energy purchase

Description of initiative

Other, please specify (Green tariffs, which include wind, solar and/or hydro depending on market location)

Estimated annual CO2e savings (metric tonnes CO2e)

2822

Scope

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

1-2 years

Comment

Includes additional green tariff contracts secured in CY2018 that were not present in prior years. Green tariffs are generally wind power, but can be a mix of other renewable sources depending on the market. The payback period is marked as "no payback" as these market instruments generally come at a premium and do not see any payback; estimated lifetime is marked as 1-2 years, though contract terms can be longer.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Financial optimization calculations	Financial analysis is a key part of all projects requiring capital expense.
Compliance with regulatory requirements/standards	VF supplies energy and other data as required by the regulatory requirements in the areas of our operations.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

No

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

75832

Comment

Scope 2 (location-based)

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

163633

Comment

Scope 2 (market-based)

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

147218

Comment

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

72825

Start date

January 1 2018

End date

December 31 2018

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO₂e?

Reporting year

Scope 2, location-based

160423

Scope 2, market-based (if applicable)

140488

Start date

January 1 2018

End date

December 31 2018

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

4569194

Emissions calculation methodology

Emissions were calculated using primary energy data reported from strategic Tier 1 & 2 suppliers through the Sustainable Apparel Coalition (SAC) Higg FEM and MSI Index.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

80

Explanation

Capital goods

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

887491

Emissions calculation methodology

Financial information for capital goods was obtained from the annual SEC 10k disclosures and evaluated using the Carbon Trust modelling tool.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Metric tonnes CO2e

34831

Emissions calculation methodology

Financial information for fuel-and-energy-related activities was calculated using scope 1 & 2 emissions data and average global upstream emission factors.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Metric tonnes CO2e

651199

Emissions calculation methodology

Supply chain logistics data was obtained on air, rail and road transport modes and emission factors were used from Carbon Trust's life cycle inventory.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Waste generated in operations

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

0

Emissions calculation methodology

Waste generated was tracked and collected in our owned and operated sites and emission factors applied from Carbon Trust.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO2e

38242

Emissions calculation methodology

Business travel was tracked and collected by our travel agency and emission factors were applied from Carbon Trust.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Employee commuting

Evaluation status

Relevant, calculated

Metric tonnes CO2e

7263

Emissions calculation methodology

Emissions were calculated by using average employee distance and vehicle types, total number of employees, and global employee commuting emission factors.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

VF does not have any upstream leased assets that are not already included in our scope 1 & 2 inventory.

Downstream transportation and distribution

Evaluation status

Relevant, calculated

Metric tonnes CO2e

71798

Emissions calculation methodology

Supply chain logistics data was obtained on air, rail and road transport modes and emission factors were used from Carbon Trust's life cycle inventory.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Processing of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

According to apparel sector guidance for Science-Based Targets from the Science-based Targets Institute, the processing of sold products is not a relevant scope 3 category for our industry.

Use of sold products

Evaluation status

Relevant, calculated

Metric tonnes CO2e

631520

Emissions calculation methodology

Inputs such as total products sold, consumer washing behaviors, and product durability were used in conjunction with LCA data on average emissions per wash/dry cycle and extrapolated to all units sold.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

End of life treatment of sold products

Evaluation status

Relevant, calculated

Metric tonnes CO2e

117516

Emissions calculation methodology

Financial information on total products sold was collected from financial disclosures and emission factors were applied by Carbon Trust.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

VF does not have any downstream leased assets that are not already included in our scope 1 & 2 inventory.

Franchises

Evaluation status

Relevant, calculated

Metric tonnes CO2e

490465

Emissions calculation methodology

Franchise emissions were calculated using revenue from licenced goods partners (the franchisee) to allocate emissions on a tCO2e/dollar revenue basis, using VF Corp's own value chain emissions to calculate a representative tCO2e/dollar revenue. Licenced goods revenue was obtained from the annual SEC 10k disclosures.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Investments

Evaluation status

Relevant, calculated

Metric tonnes CO2e

85586

Emissions calculation methodology

Financial information on investments for FY2017 was input into a 3rd party tool that calculates value chain emissions based on financial data.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Explanation

Other (upstream)

Evaluation status

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

Other (downstream)

Evaluation status

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Explanation

C6.7

(C6.7) Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000154

Metric numerator (Gross global combined Scope 1 and 2 emissions)

213313

Metric denominator

unit total revenue

Metric denominator: Unit total

13848660000

Scope 2 figure used

Market-based

% change from previous year

15.6

Direction of change

Decreased

Reason for change

Emissions reduced by 15.6% per unit total revenue as a result of emission reduction activities such as 8 capital projects implemented in 2017 and additional green energy purchases in 2018. Emissions reduced by 1.1% from 2017 to 2018 while revenue increased by 17.3%. As VF recently changed its fiscal year, this reported figure represents a CY2017 vs. a FY19 (April 2018-March 2019).

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	72723	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	22	IPCC Fifth Assessment Report (AR5 – 100 year)
N2O	33	IPCC Fifth Assessment Report (AR5 – 100 year)
HFCs	47	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Asia, Australasia	560
Europe, Middle East and Africa (EMEA)	12761
Latin America (LATAM)	28500
North America	31004

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By activity

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Distribution Centers	4188
Transportation	27292
Manufacturing	30373
Office	8213
Other	141
Residential	58
Retail	2560

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
Asia, Australasia	13745	13260	22040	0
Europe, Middle East and Africa (EMEA)	12280	6366	40221	22656
Latin America (LATAM)	65164	65164	143094	0
North America	69234	55698	174607	31332

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Distribution Centers	29035	24420
Manufacturing	64417	64417
Office	17118	15567
Other	506	510
Residential	154	163
Retail	49193	35411

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	2682	Decreased	1.24	Additional renewable energy, from a combination of onsite renewables, green tariffs, and Renewable Energy Credits (RECs), contributed to an additional 2,682 metric tons of CO2e in 2018 relative to 2017. (Emission reductions from renewables were 21,644 metric tons in 2017 and 24,325 metric tons in 2018; 24325 – 21644 = 2,682 metric tons additional). Absolute emissions decreased by 2,269 metric tons from CY2017 to CY 2018. The emissions value is calculated as: (additional renewables)/(CY2017 emissions) = (2,682 metric tons CO2e/215,581 metric tons CO2e) = 1.24% decrease from renewable energy consumption.
Other emissions reduction activities	1400	Decreased	0.65	There were 4 projects implemented in 2018 that represented 1,400 metric tons CO2e reduction. Absolute emissions decreased by 2,269 metric tons from CY2017 to CY 2018. The emissions value is calculated as: (emission reduction activities)/(CY2017 emissions) = (1,400 metric tons CO2e/215,581 metric tons CO2e) = 0.65% decrease from emission reduction activities.
Divestment		<Not Applicable >		
Acquisitions		<Not Applicable >		
Mergers		<Not Applicable >		
Change in output	1813	Increased	0.8	Emissions decreased by 2,269 metric tons from CY 2017 to CY2018. As revenue increased by 17.3% from CY19 to FY19, the net increase is attributed to a change in output. This is calculated by adding the absolute change, reductions from emissions activities and reductions from renewables (2,269 emission decrease - 1400 emission reduction activities - 2,682 additional renewables) = 1813 metric tons CO2e. The emission value is calculated as: (net changes 1813 metric tons CO2e/215,581 2017 emissions) = 0.8% increase from a change in output.
Change in methodology		<Not Applicable >		
Change in boundary		<Not Applicable >		
Change in physical operating conditions		<Not Applicable >		
Unidentified		<Not Applicable >		
Other		<Not Applicable >		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertakes this energy-related activity
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	Yes
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	351138	351138
Consumption of purchased or acquired electricity	<Not Applicable>	49644	330019	379663
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	0	238	238
Consumption of purchased or acquired cooling	<Not Applicable>	0	61	61
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	4343	<Not Applicable>	4343
Total energy consumption	<Not Applicable>	53988	681455	735443

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Compressed Natural Gas (CNG)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

152

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Diesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

111832

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Petrol

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

2267

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Jet Gasoline

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

21759

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Liquefied Petroleum Gas (LPG)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

17982

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Natural Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

194845

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Fuel Oil Number 2

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

752

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Propane Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

262

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Town Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

1287

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

C8.2d

(C8.2d) List the average emission factors of the fuels reported in C8.2c.

Compressed Natural Gas (CNG)

Emission factor

180.8734

Unit

kg CO2e per MWh

Emission factor source

The Climate Registry 2018 Gen. Reporting Protocol - USA Transport

Comment

Diesel

Emission factor

253.2278

Unit

kg CO2e per MWh

Emission factor source

US EPA MRR Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Fuel Oil Number 2

Emission factor

181.23511

Unit

kg CO2e per MWh

Emission factor source

US EPA MRR Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Jet Gasoline

Emission factor

246.4324

Unit

kg CO2e per MWh

Emission factor source

The Climate Registry 2018 Gen. Reporting Protocol - USA Transport

Comment

Liquefied Petroleum Gas (LPG)

Emission factor

181.235

Unit

kg CO2e per MWh

Emission factor source

US EPA MRR Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Natural Gas

Emission factor

181.23511

Unit

kg CO2e per MWh

Emission factor source

US EPA MRR Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Petrol

Emission factor
246.4324

Unit
kg CO2e per MWh

Emission factor source
US EPA MRR Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Propane Gas

Emission factor
215.3872

Unit
kg CO2e per MWh

Emission factor source
US EPA MRR Final Rule (40 CFR 98) - Commercial Sector 2013

Comment

Town Gas

Emission factor
44.38796

Unit
kg CO2e per MWh

Emission factor source
Hong Kong Environmental Protection Department GHG Guidelines

Comment

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	4343	4343	4343	4343
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2f

(C8.2f) Provide details on the electricity, heat, steam and/or cooling amounts that were accounted for at a low-carbon emission factor in the market-based Scope 2 figure reported in C6.3.

Basis for applying a low-carbon emission factor

Energy attribute certificates, Renewable Energy Certificates (RECs)

Low-carbon technology type

Wind

Region of consumption of low-carbon electricity, heat, steam or cooling

North America

MWh consumed associated with low-carbon electricity, heat, steam or cooling

25200

Emission factor (in units of metric tons CO2e per MWh)

0

Comment

This includes REC purchases to by The North Face and Timberland.

Basis for applying a low-carbon emission factor

Contract with suppliers or utilities (e.g. green tariff), supported by energy attribute certificates

Low-carbon technology type

Solar PV

Wind

Hydropower

Region of consumption of low-carbon electricity, heat, steam or cooling

Europe

MWh consumed associated with low-carbon electricity, heat, steam or cooling

24444

Emission factor (in units of metric tons CO2e per MWh)

0

Comment

This includes green tariffs in many of our sites in the UK, Ireland, and Sweden.

Basis for applying a low-carbon emission factor

Off-grid energy consumption from an on-site installation or through a direct line to an off-site generator owned by another company

Low-carbon technology type

Solar PV

Region of consumption of low-carbon electricity, heat, steam or cooling

Other, please specify (North America and Europe)

MWh consumed associated with low-carbon electricity, heat, steam or cooling

4343

Emission factor (in units of metric tons CO2e per MWh)

0

Comment

This includes several onsite solar installations on VF sites.

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase

Credit purchase

Project type

Forests

Project identification

Carbon offsets include two forestry projects in California verified to the Climate Action Reserve standard.

Verified to which standard

CAR (The Climate Action Reserve)

Number of credits (metric tonnes CO2e)

670

Number of credits (metric tonnes CO2e): Risk adjusted volume

670

Credits cancelled

Yes

Purpose, e.g. compliance

Voluntary Offsetting

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, but we anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Collect climate change and carbon information at least annually from suppliers

% of suppliers by number

25

% total procurement spend (direct and indirect)

80

% Scope 3 emissions as reported in C6.5

58

Rationale for the coverage of your engagement

As part of our strategy to reduce our supply chain impacts, we are active participants in the Sustainable Apparel Coalition (SAC). We engage with the SAC to better understand persistent barriers to progress, stay ahead of opportunities, and create and share best practices. As part of this engagement, we require all strategic tier 1 and tier 2 suppliers to report their energy and water impacts through the Higg Index on an annual basis.

Impact of engagement, including measures of success

In 2018, 265 strategic tier 1 and tier 2 suppliers have adopted the Higg index, 40% of VFC have completed verification, and a performance improvement plan has been developed for each factory to improve their future performance. Measures of success include increased adoption of the Higg Index, increased supplier verification, and improvements on supplier performance plans.

Comment

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Direct engagement with policy makers

Trade associations

C12.3a

(C12.3a) On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Clean energy generation	Support	VF has engaged directly with both State and Federal legislators on clean energy topics.	VF has supported legislation allowing 3rd party PPAs in regulated locations and areas where they are not addressed by a specific rule. Additionally, we advocate for climate reduction frameworks and clean energy directly with Congress and through industry organizations such as BICEP and OIA.

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

Yes

C12.3c

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association

Sustainable Apparel Coalition

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The Sustainable Apparel Coalition (SAC) was founded by a group of sustainability leaders from global apparel and footwear companies who recognize that addressing our industry's current social and environmental challenges are both a business imperative and an opportunity. The Coalition's vision is an apparel and footwear industry that produces no unnecessary environmental or social harm and has a positive impact on the people and communities associated with its activities. Through multi-stakeholder engagements, the Coalition seeks to lead the industry toward a shared vision of sustainability built upon a common approach for measuring and evaluating apparel and footwear product sustainability performance that will spotlight priorities for action and opportunities for technological innovation. In 2012, the SAC launched the Higg Index on a global scale to create a common global framework for assessing product level sustainability.

How have you influenced, or are you attempting to influence their position?

VF is a founding member of the Sustainable Apparel Coalition and our VP of Sustainability & Responsibility is the chair of the board. We are actively working with the SAC; along with the Higg Index as committee members that provide additional financial support, to advance policies that reduce climate-related impacts where relevant.

Trade association

Outdoor Industry Association

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The Outdoor Industry Association (OIA) is committed to helping our industry identify and implement best practices in environmental and social responsibility. We recognize the critical role that collaboration plays in these efforts. In 2007, the Outdoor Industry Association Sustainability Working Group (OIA SWG) — originally called the Eco Working Group — formed, the result of several leading outdoor companies recognizing that they could make meaningful progress by working together on shared issues throughout their global supply chains.

How have you influenced, or are you attempting to influence their position?

VF is an OIA Board Member and actively works with the OIA to advance policies that reduce climate-related impacts where relevant.

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

VF senior leadership is engaged and supportive of our Climate Change policy engagement. VF's Sustainability & Responsibility team coordinates efforts with Corporate Affairs and our Government Affairs group and other key stakeholders before engaging. Therefore, any participation is verified to ensure that it aligns to and supports VF's own internal stance on climate change and our understanding of risks and opportunities defined by our climate change strategy. If there is potential conflict with our internal position, VF will address this on a case-by-case basis engaging with Corporate Affairs, Government Affairs, and Sustainability functions.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports

Status

Complete

Attach the document

VF_FY2019_AR_Design-052919-FINAL_Digital.pdf

Page/Section reference

Sustainability strategy and renewable energy target found on pg 7-8, Other metrics, including sustainable purchasing progress on pg 7-8

Content elements

Strategy
Emission targets
Other metrics

Comment

Prior to the 2017 year, our fiscal year matched the calendar year. Beginning in April 2018, we transitioned our fiscal year to an April 1st to March 31st period. The FY2019 report is the most reflective of our CY2018 strategy and impacts, as it was applicable from April 2018-December.

Publication

In voluntary sustainability report

Status

Underway – previous year attached

Attach the document

VF_Corp_PDF_18_digital[1].pdf

Page/Section reference

Governance: pg 27 Strategy: pg 7-9 Emissions targets: Pg 9 Other metrics: pg 9 Emissions figures: pg 40

Content elements

Governance
Strategy
Emissions figures
Emission targets
Other metrics

Comment

We publish reports on a biennial basis. Our 2016 report is included as the latest publication. We plan to publish our next sustainability report in December 2019.

C14. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C14.1

(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Vice-President, Corporate Sustainability & Responsibility	President

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	13848660000

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

Yes

SC0.2a

(SC0.2a) Please use the table below to share your ISIN.

	ISIN country code (2 letters)	ISIN numeric identifier and single check digit (10 numbers overall)
Row 1	US	US91820410

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	Our manufacturing facilities produce goods across several brand lines. Allocation of unit operations, and their emissions, is a hurdle that VF has not yet overcome, but expects to in the near future.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

VF needs to develop the internal procedures and data streams to track how different brand products are manufactured and pass through the supply chain. Once VF is able to allocate those products to specific emissions (Scope 1, 2 or 3), then we will be able to report customer allocations.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC3.1

(SC3.1) Do you want to enroll in the 2019-2020 CDP Action Exchange initiative?

No

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2018-2019 Action Exchange initiative?

No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

No, I am not providing data

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	Public or Non-Public Submission	I am submitting to	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Public	Investors Customers	Yes, submit Supply Chain Questions now

Please confirm below

I have read and accept the applicable Terms