



Iconic Brand Portfolio

OUTDOOR



ACTIVE



WORK



Our Purpose



At A Glance



Guiding Principles

Live With Integrity

Be authentic and do the right thing, always.

Act Courageously

Think and act boldly.

Be Curious

Explore the world. Learn and evolve.

Act With Empathy

Seek to understand and respect others.

Persevere

Persist and work together as One VF.

Awards & Recognitions



¹All information based on Fiscal Year 2021, ended April 3, 2021



Global Business Strategy

Drive and Optimize
Our Portfolio

Distort Investments
Toward Asia

Elevate Direct
Channels

Accelerate Consumer-Minded, Retail-Centric,
Hyper-Digital Business Model Transformation

FY'21 Financials¹

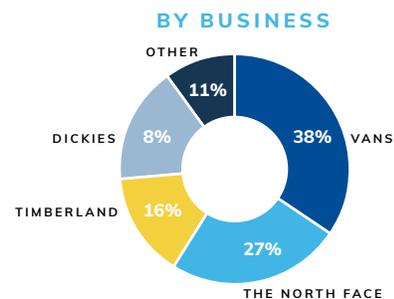
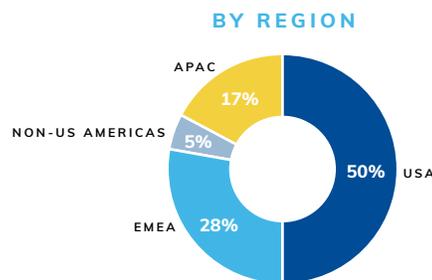
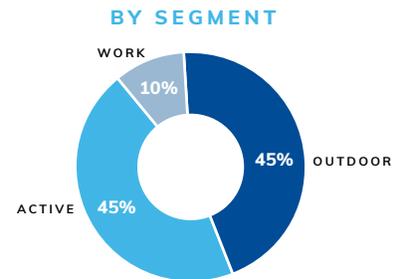
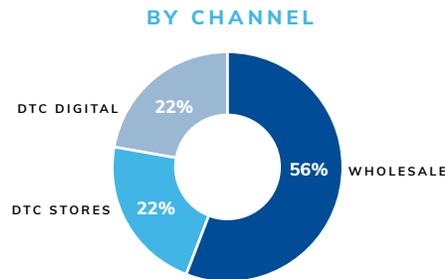
\$9.2B
REVENUE

53.3%
ADJUSTED
GROSS MARGIN²

8.0%
ADJUSTED
OPERATING MARGIN³

\$1.31
ADJUSTED
EARNINGS PER SHARE⁴

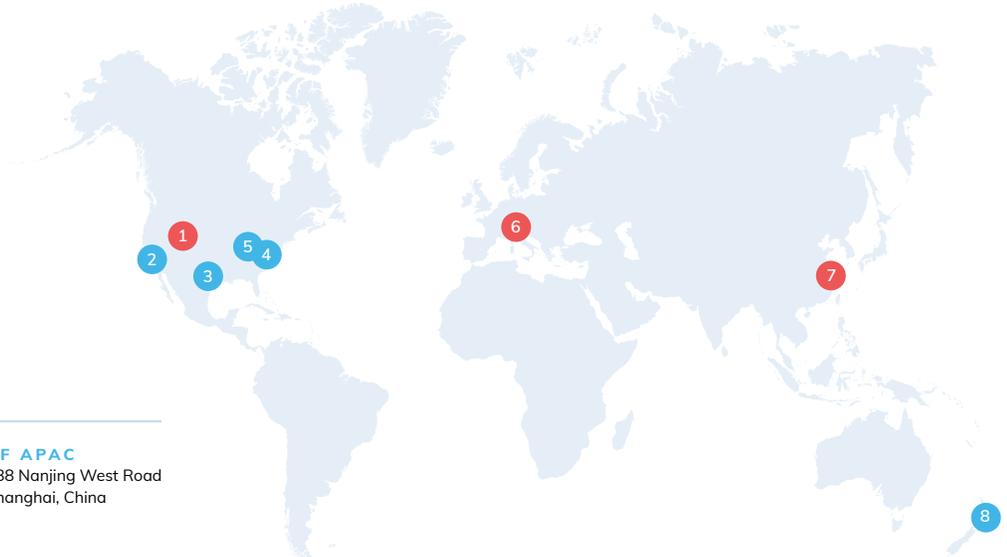
FY'21 Revenue Breakdown (in %)¹



HQ and Brand Locations

- 1 / Denver, CO
Global HQ -
Altra, Eagle Creek,
JanSport, Smartwool,
The North Face
- 2 / Costa Mesa, CA
Vans HQ
- 3 / Fort Worth, TX
Dickies HQ
- 4 / New York, NY
Supreme HQ

- 5 / Stratham, NH
Timberland HQ
- 6 / Stabio, Switzerland
Regional HQ
- 7 / Shanghai, China
Regional HQ
- 8 / Auckland, NZ
icebreaker HQ



VF DENVER
1551 Wewatta Street
Denver, CO 80202

VF EMEA
Via Laveggio 5
Stabio, Switzerland 6855

VF APAC
688 Nanjing West Road
Shanghai, China

¹All financial information provided reflects the results of VF's continuing operations, which excludes the Occupational Workwear business that met the held-for-sale and discontinued operations criteria. ²Gross margin was 52.7% in fiscal 2021. Adjusted gross margin was 53.3% in fiscal 2021, which excludes the impact of transaction and deal-related costs and specified strategic business decisions, primarily related to VF's business transformation initiatives of \$59.0 million (60 basis points), and includes contribution from Supreme of \$90.1 million (10 basis points). ³Operating margin was 6.6% in fiscal 2021. Adjusted operating margin was 8.0% in fiscal 2021, which excludes the impact of transaction and deal-related costs and specified strategic business decisions, primarily related to VF's business transformation initiatives of \$134.1 million (140 basis points), and includes contribution from Supreme of \$34.5 million (20 basis points). ⁴EPS was \$0.91 in fiscal 2021. Adjusted EPS was \$1.31 in fiscal 2021, which excludes the impact of transaction and deal-related costs of \$14.3 million (\$0.04 per share) and specified strategic business decisions, primarily related to VF's business transformation initiatives of \$142.6 million (\$0.36 per share), and includes contribution from Supreme of \$24.1 million (\$0.06 per share).