



## 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



<sup>1</sup>All 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 Financials<sup>1</sup>

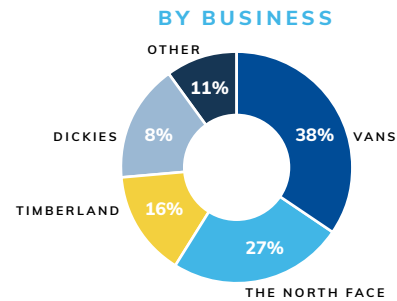
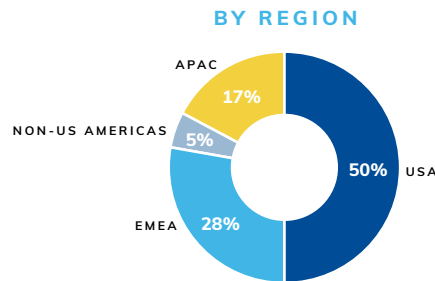
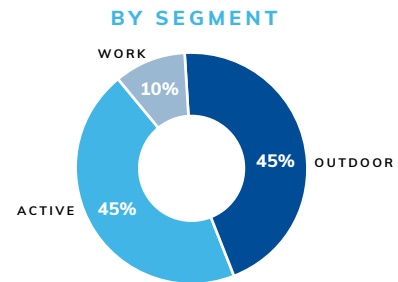
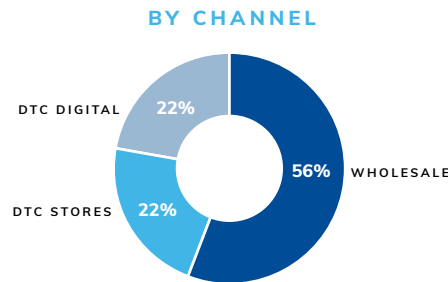
**\$9.2B**  
REVENUE

**53.3%**  
ADJUSTED  
GROSS MARGIN<sup>2</sup>

**8.0%**  
ADJUSTED  
OPERATING MARGIN<sup>3</sup>

**\$1.31**  
ADJUSTED  
EARNINGS PER SHARE<sup>4</sup>

### FY'21 Revenue Breakdown (in %)<sup>1</sup>



## HQ and Brand Locations

1 / Denver, CO  
Global HQ -  
Altra, 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

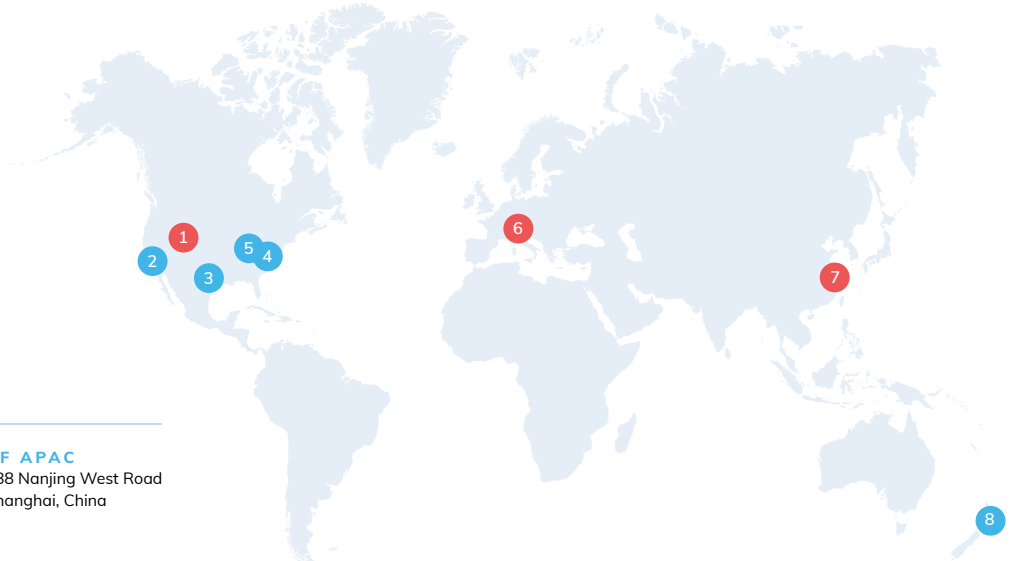
7 / Shanghai, China  
Regional HQ

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



<sup>1</sup>All 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. <sup>2</sup>Gross 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). <sup>3</sup>Operating 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). <sup>4</sup>EPS 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).