**Iconic Brand Portfolio**

**OUTDOOR**
- The North Face
- Timberland
- Smartwool
- Icebreaker
- Altra

**ACTIVE**
- Vans
- Supreme
- Kipling
- Napapijri
- Eastpak
- Jansport

**WORK**
- Dickies
- Timberland PRO

**Our Purpose**

WE POWER MOVEMENTS OF SUSTAINABLE AND ACTIVE LIFESTYLES FOR THE BETTERMENT OF PEOPLE AND OUR PLANET

**At A Glance**

- $9.2B¹ revenue
- ~40K associates around the world
- 122+ Years organized 1899
- 12 brands
- 170+ countries where products are sold
- ~1,400 owned retail stores
- ~300M units of apparel, footwear, accessories produced every year

**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**

- 2021 WORLD’S MOST ETHICAL COMPANIES®
- 2020 BEST PLACES TO WORK for LGBTQ Equality

*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
$9.2B REVENUE
53.3% ADJUSTED GROSS MARGIN
8.0% ADJUSTED OPERATING MARGIN
$1.31 ADJUSTED EARNINGS PER SHARE

FY'21 Revenue Breakdown (in %)

- **BY REGION**
  - **USA** 50%
  - **APAC** 17%
  - **EMEA** 28%
  - **Non-US Americas** 5%

- **BY SEGMENT**
  - **Active** 45%
  - **Outdoor** 45%
  - **Work** 10%

- **BY CHANNEL**
  - **DTC Digital** 22%
  - **DTC Stores** 22%
  - **Wholesale** 56%

- **BY BUSINESS**
  - **Dickies** 8%
  - **Timberland** 16%
  - **Vans** 38%
  - **The North Face** 27%
  - **Other** 11%

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 FACT SHEET

VF DENVER
1551 Wewatta Street
Denver, CO 80202

VF EMEA
Via Lovergo 5
Stabio, Switzerland 6855

VF APAC
688 Nanjing West Road
Shanghai, China

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. Gross margin was 53.7% 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 $66.0 million (60 basis points), and includes contribution from Supreme of $39.1 million (34 basis points). 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 (10 basis points), 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).