

LISA DEMARKIS
VICE PRESIDENT, GLOBAL PRODUCT



LEAD IN INNOVATION

FOCUSED CATEGORY GROWTH



**INTEGRATED
PRODUCT
COLLECTIONS**



**OUTDOOR
LIFESTYLER**

GLOBAL
CONSUMER TARGET

UNDERSTANDING
EMOTIONAL AND
FUNCTIONAL
NEEDS

TREND

GLOBAL RESEARCH

WHAT SEASONAL
TRENDS CAN
TIMBERLAND AMPLIFY?

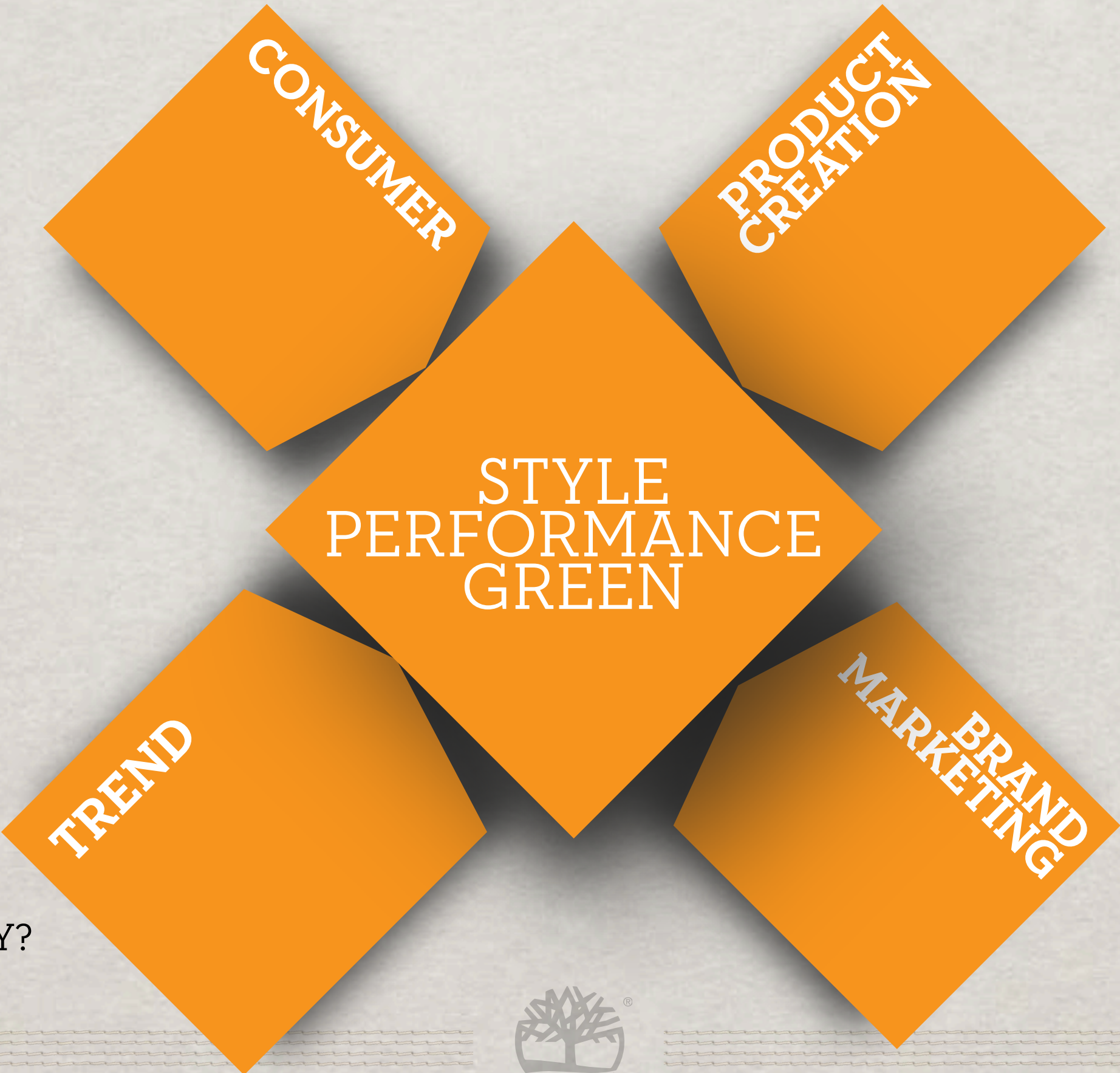
TOE TO HEAD

COLLABORATIVE
DESIGN APPROACH

FOOTWEAR
APPAREL
ACCESSORIES

**BEST THEN.
BETTER NOW.**

STORY TELLING
BRAND EXPRESSION
COMMUNICATION



LEAD IN INNOVATION

ONE CONSISTENT PRODUCT STRATEGY



STYLE

PERFORMANCE

GREEN



LEAD IN INNOVATION

RUGGED TO REFINED STYLE SPECTRUM



STYLE



LEAD IN INNOVATION

INNOVATION QUIETLY EXPRESSED



DURABILITY



ANTI FATIGUE

OrthoLite®

COMFORT

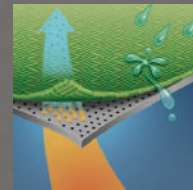
SENSORFLEX™
TECHNOLOGY

INSTANTLY ADAPTS TO YOUR TERRAIN

VERSATILITY & LIGHTWEIGHT

CLIMAPATH

CLIMATE CONTROL



HYVENT

WATERPROOF



WARMTH

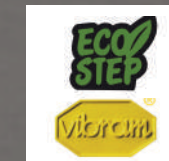


NATURAL



SiO²

WATER RESISTANCE



L7

TRACTION

PERFORMANCE



LEAD IN INNOVATION

SUSTAINABLE MATERIALS AND PROCESS



**GOLD AND SILVER
RATED TANNERIES**



**RECYCLED
RUBBER**



**RECYCLED
TEXTILES**



**NATURAL
& ORGANIC
COTTON**

GREEN



LEAD IN INNOVATION
ULTIMATELY... EARN THE MARK OF THE TREE

New England Ingenuity

Outdoor

Versatility

Style

Quality



Sustainability

Craftsmanship

FOCUSED STRATEGY

BECOME A YEAR-ROUND LIFESTYLE BRAND



FOCUSED STRATEGY

BE GLOBAL AND LOCAL

Global



EMEA



North America



Asia Pacific



FOCUSED STRATEGY

BE GLOBAL AND LOCAL

Global



EMEA



North America



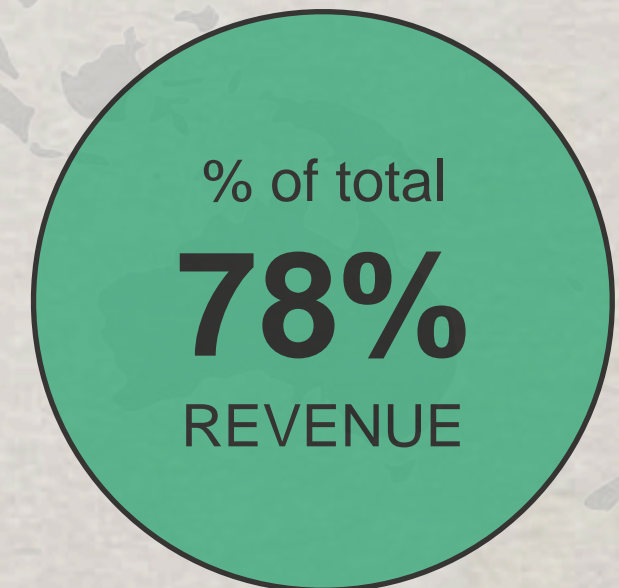
Asia Pacific



2014-2019 FOOTWEAR REVENUE GROWTH



+\$1.1B
5-year CAGR: 12%



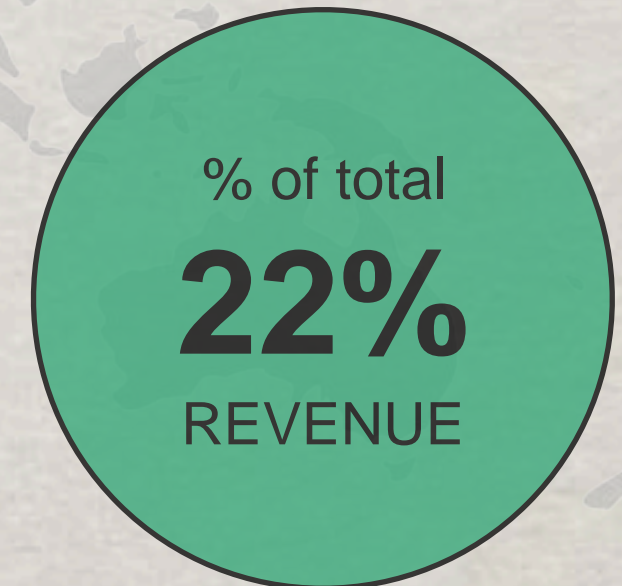
* Based on current outlook



2014-2019 APPAREL REVENUE GROWTH



+\$330M
5-year CAGR: 14%

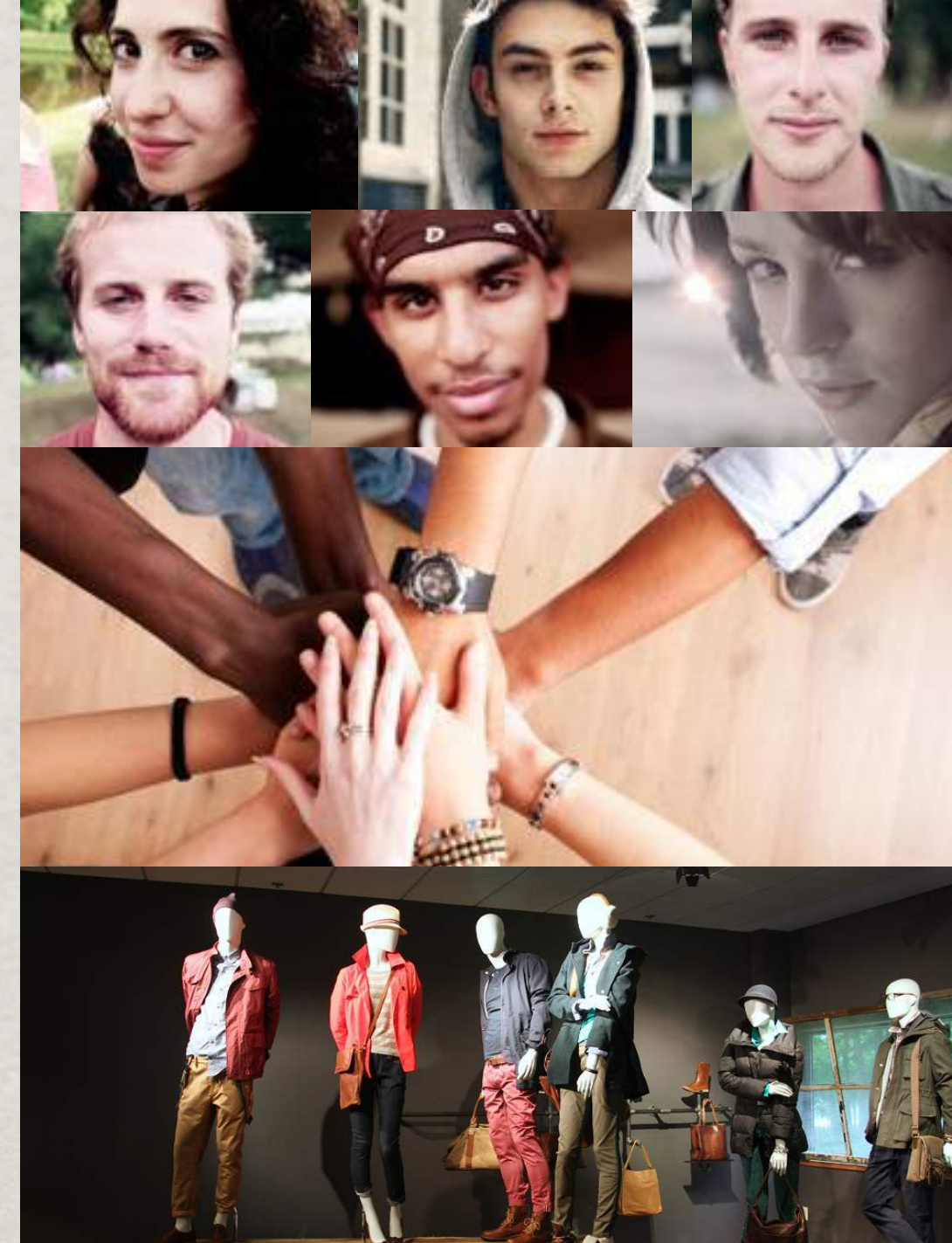


* Based on current outlook



REASONS TO BELIEVE

- 1 CONSUMER INSIGHTS-DRIVEN STRATEGY**
- 2 ORGANIZATIONAL STRENGTH**
- 3 COLLABORATION AND CONSISTENCY**
- 4 STYLE / PERFORMANCE / GREEN**



JOHN HEALY
GENERAL MANAGER, ADVANCED CONCEPTS



INNOVATION PERSPECTIVE



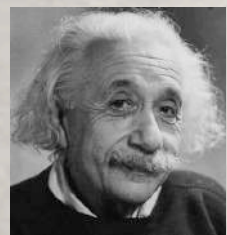
"What Mark worries about the most is the lack of change, the lack of innovation, becoming the innovator's dilemma company that gets big and stops moving and stops staying ahead."

"Every new thing creates two new questions and two new opportunities."



"Innovation... It's not about money. It's about the people you have, how you're led, and how much you get it."

Creativity + Iterative Development = Innovation



"The roots of great innovation are never just in the technology itself. They are always in the wider historical context. They require new ways of seeing. The significant problems we face cannot be solved at the same level of thinking we were at when we created them."



INNOVATION MUST MATCH THE BRAND



RUGGED



REFINED



INNOVATIVE SINCE 1973



CONSUMER INSIGHTS-DRIVEN INNOVATION



TYPES OF INNOVATION

Performance

Comfort



Versatility

SENSORFLEX™
TECHNOLOGY
INSTANTLY ADAPTS TO YOUR TERRAIN

Weather Ready

CLIMAPATH
Waterproof

Materials

re|CANVAS

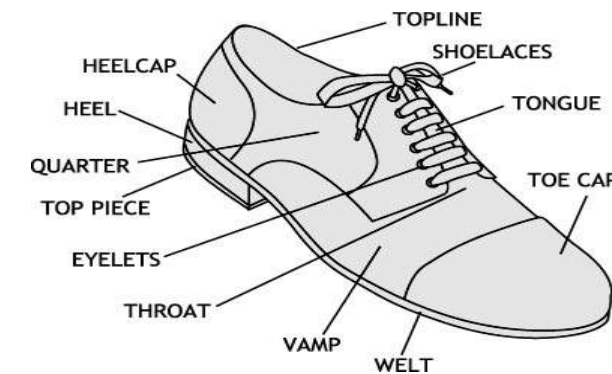


GREEN RUBBER

Made of 42% recycled rubber.
Provides all the traction and durability



Cost Efficiencies



Manufacturing



DRIVE INNOVATION PLATFORMS INTO PRODUCTS

Anti-Fatigue Technology



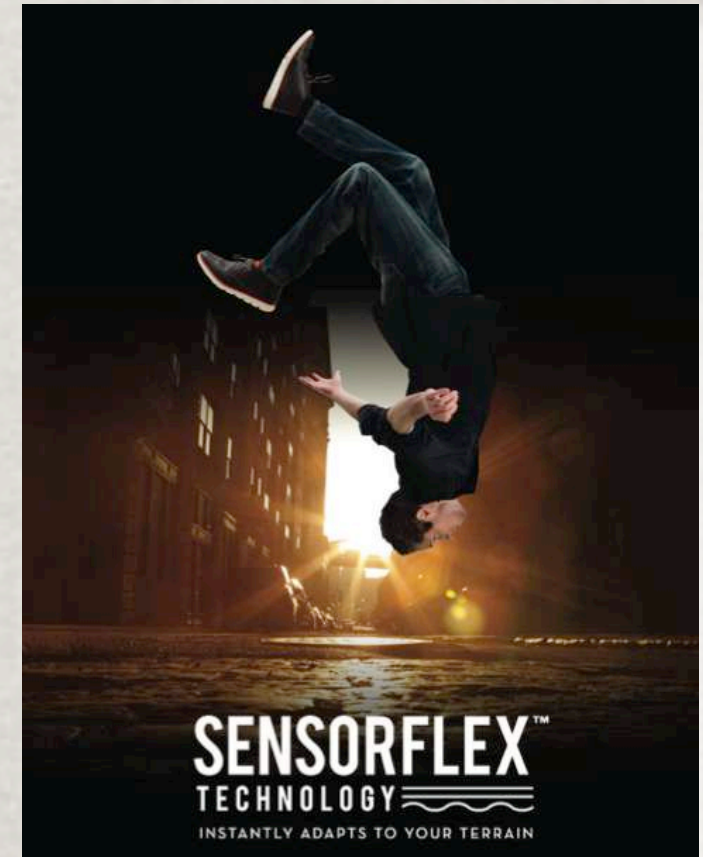
Green Rubber



Coolmax Fiber



CASE STUDY: SensorFlex™



SENSORFLEX™

TECHNOLOGY

INSTANTLY ADAPTS TO YOUR TERRAIN

REASONS TO BELIEVE

- 1 VF FOOTWEAR INNOVATION CENTER**
- 2 CONSUMER INSIGHTS-DRIVEN STRATEGY**
- 3 HERITAGE & AUTHENTICITY**



EST. 1973
Timberland 
BEST THEN. BETTER NOW.