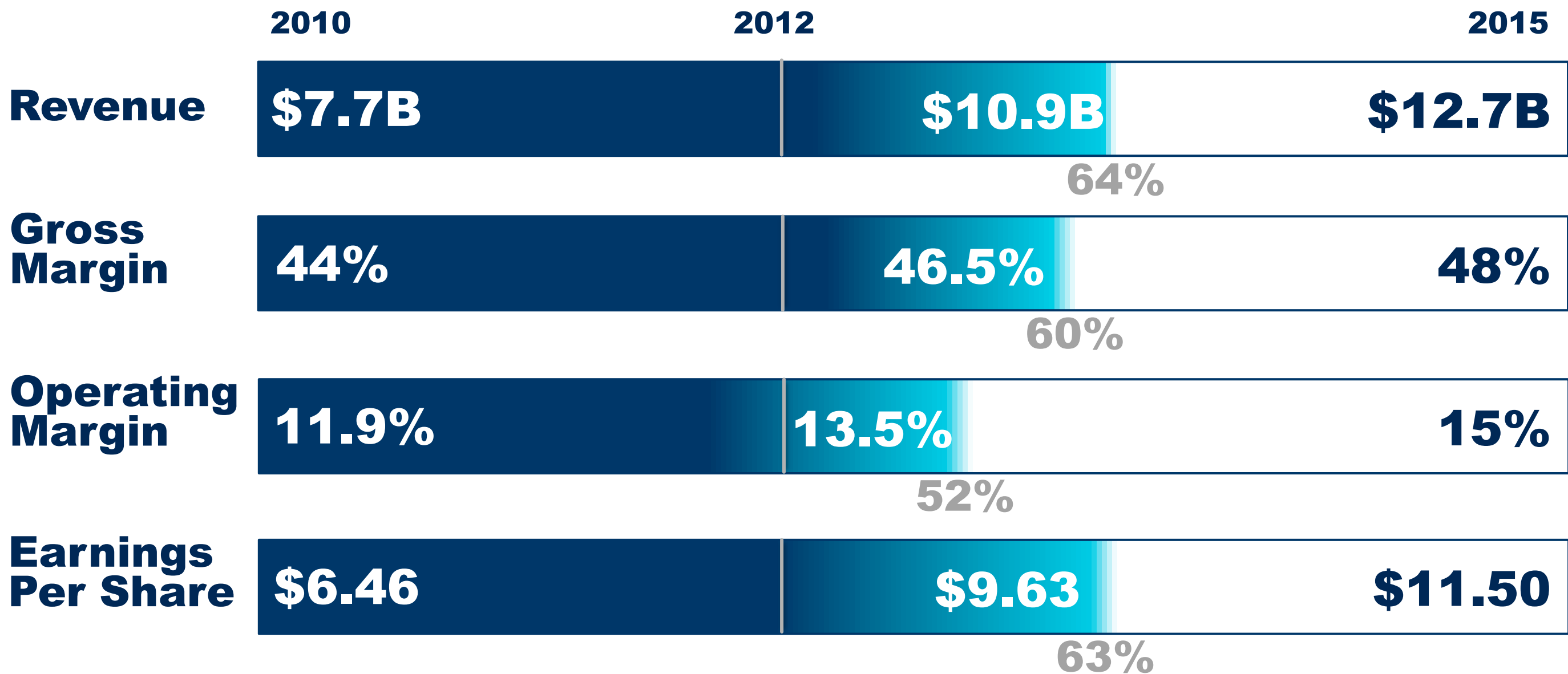




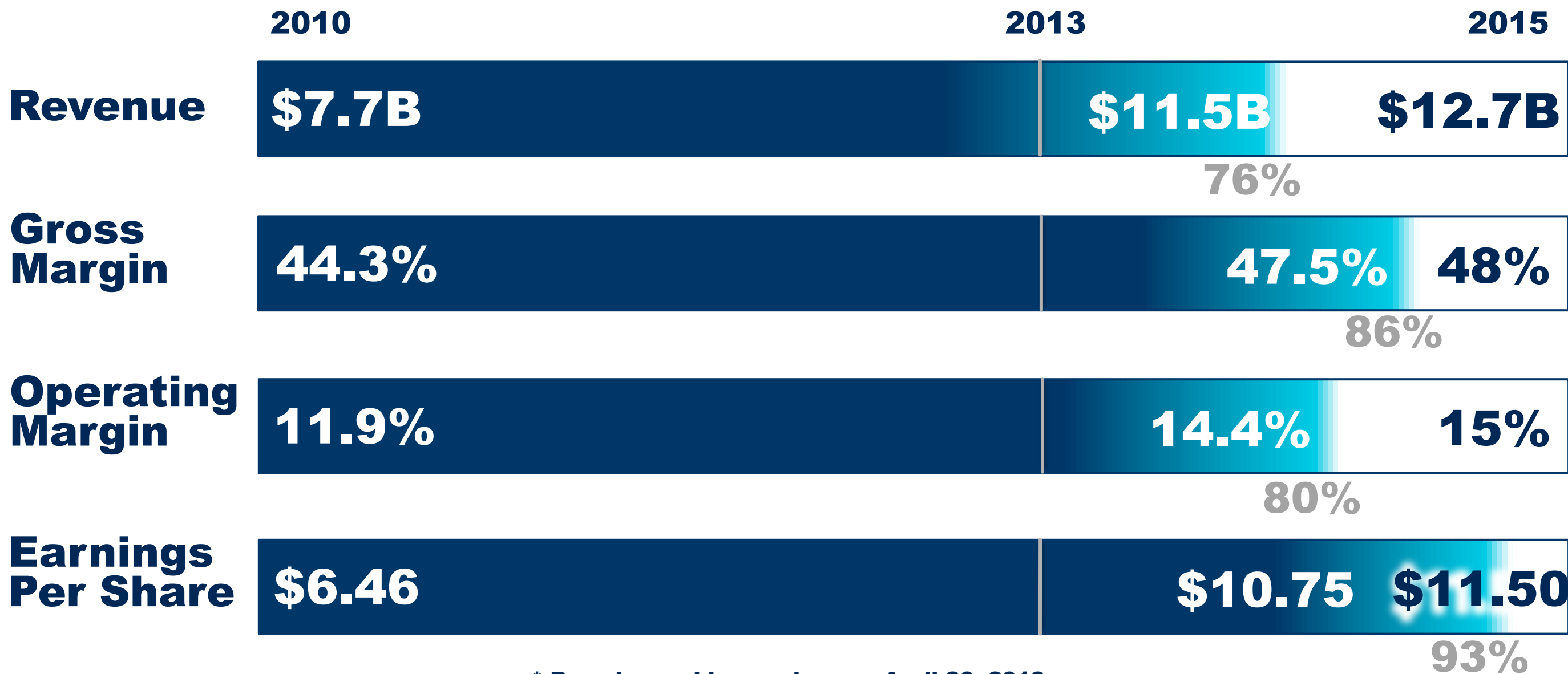
# **Eric Wiseman**

**Chairman, President  
& Chief Executive Officer**

# 2012 – Year 2 of 5-year Plan



# 2013 – Year 3 of 5-year Plan\*



\* Based on guidance given on April 26, 2013.



**Powerful Brands**  
**Powerful Platforms**



# Powerful Brands

# Powerful Platforms

# Powerful Diversity

Lee®

VANS®

Timberland® 

Wrangler®



Splendid\*



Smartwool 



lucy®



  
NAUTICA

  
ROCK & REPUBLIC

ella moss®

NAPAPIJRI

RUSTLER®

kipling 

  
eagle creek™



for all mankind®

RIDERS®  
BY  
Lee®



# **Powerful Innovation**

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- **Creating new opportunities for growth**
- **Shaping the future of apparel and footwear**
- **From the mass market to the mountain top, we innovate**
- **Deliver groundbreaking sustainable products and services**

# **Powerful Connection**

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- **Inspiring deep relationships with consumers**
- **Connecting across lifestyles, aspirations and passions**
- **Informing our strategies to win deeper brand loyalty**



# Powerful Strategy

## **How We Win**

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# Powerful Strategy

## **How We Win**

---

**LEAD**

---

in Innovation



# Powerful Strategy

## How We Win

---

**LEAD**

---

in Innovation



**CONNECT**

---

with Consumers

# Powerful Strategy

## How We Win

**LEAD**

in Innovation

**SERVE**

Consumers Directly



**CONNECT**

with Consumers

# Powerful Strategy

## How We Win

**LEAD**

in Innovation

**SERVE**

Consumers Directly



**CONNECT**

with Consumers

**EXPAND**

Geographically



**Powerful Brands**

**Powerful Platforms**

# VF's Global Platforms to Optimize Performance





# Growth



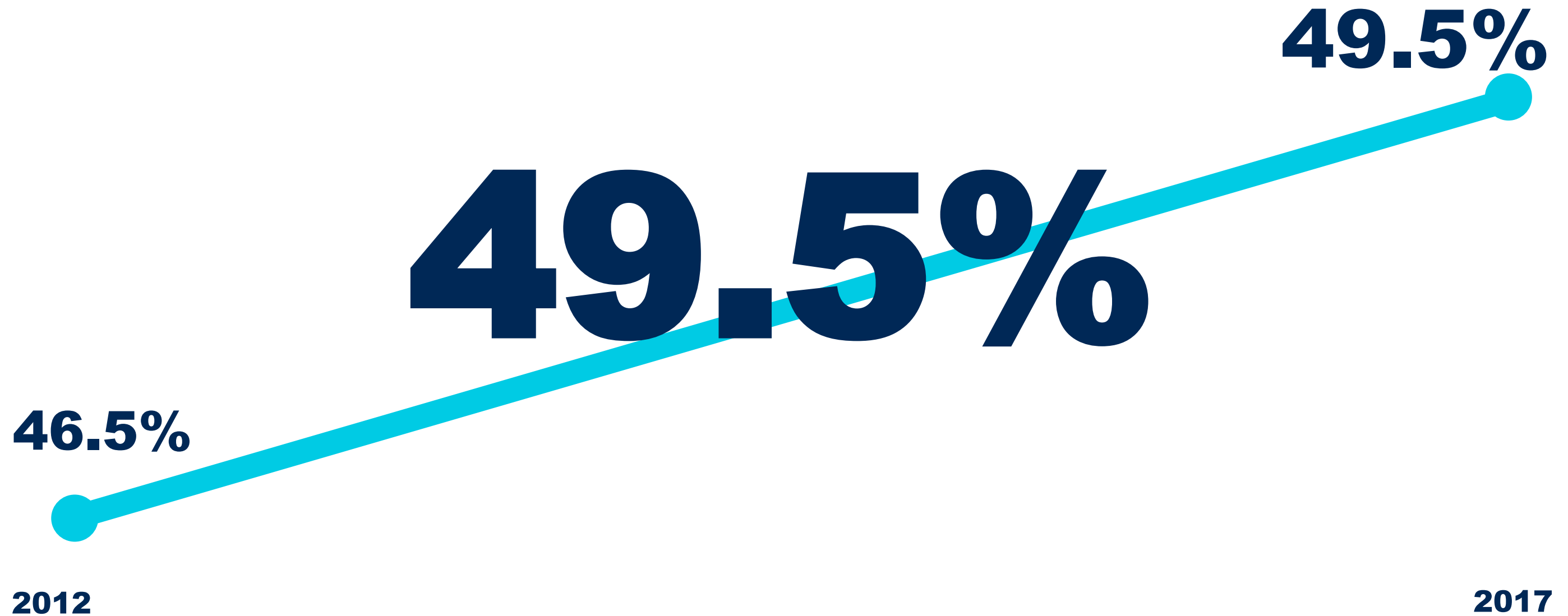
# 2017 Revenues

5-year CAGR: 10%



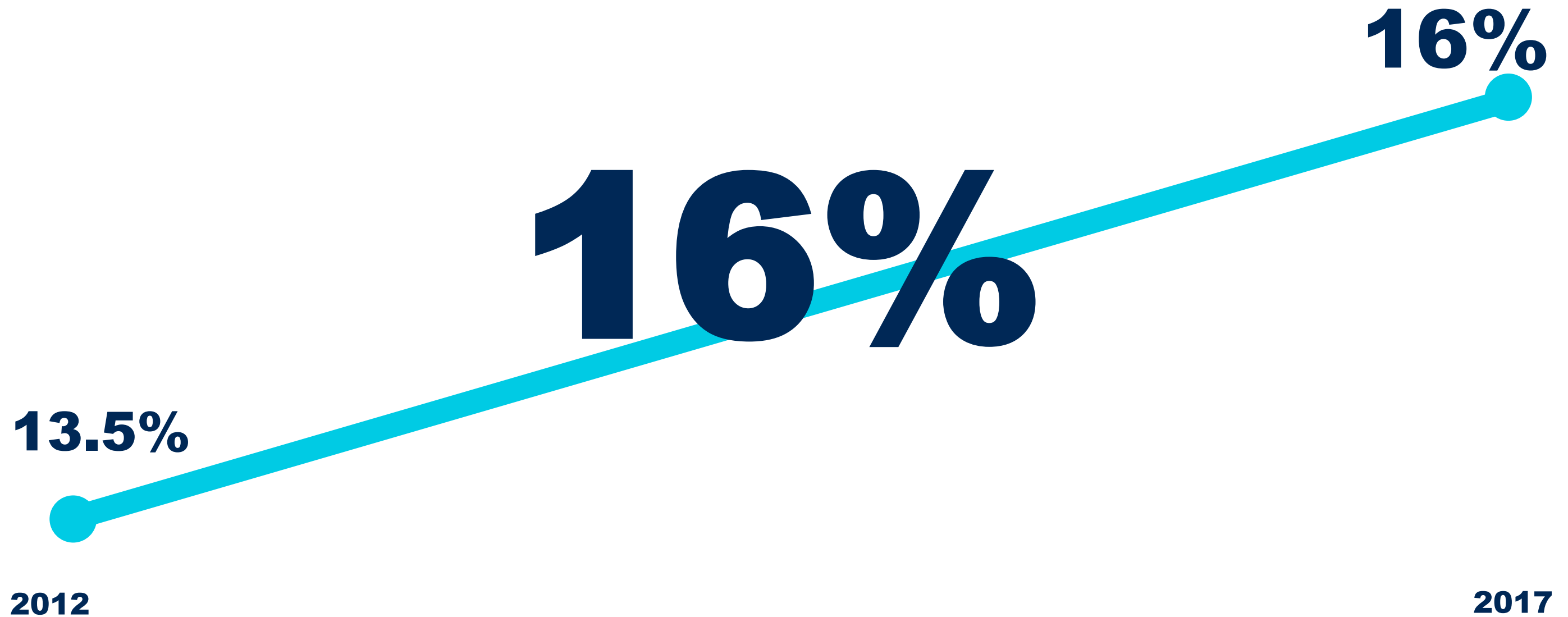
# 2017 Gross Margin

+300 Basis Points



# 2017 Operating Margin

**+250 Basis Points**



# 2017 Earnings Per Share

5-year CAGR: 13%



# 2017 Cash Flow from Operations

5-year CAGR: 10%





**17x17**

Powerful Brands / Powerful Platforms