



DIV ERSIFIED GROWTH

ARNE ARENS

GENERAL MANAGER AMERICAS,
THE NORTH FACE





**NEVER STOP
EXPLORING**

THE CHANGING CONSUMER

PHYSICAL

EMOTIONAL

OUR
CONSUMER

CREATIVE

CULTURAL



17 x 17 PLAN PERFORMANCE



*Growth rate excludes the impact of changes in foreign currency exchange rates.

OUR CONSUMER TERRITORY MODEL



MOUNTAIN SPORTS



MOUNTAIN ATHLETICS



MOUNTAIN LIFESTYLE



URBAN EXPLORATION

MOUNTAIN SPORTS

The ultimate representation of Athlete Tested | Expedition Proven, a showcase of elite exploration as the foundation of our brand.

**CLIMB • MOUNTAINEER • HIKE
SKI • SNOWBOARD**



THE MOUNTAIN SPORTS OPPORTUNITY



GLOBAL
MARKET

\$22B

OUR
FOCUS

SPECIALTY
LEADERSHIP

FOOTWEAR

INTERNATIONAL

2021
TARGET

**+4% to +6%
CAGR**

MOUNTAIN ATHLETICS

Below every summit are
thousands of hours of
preparation.

RUN • TRAIN



THE MOUNTAIN ATHLETICS OPPORTUNITY

GLOBAL
MARKET

\$63B

OUR
FOCUS

**APPAREL
WOMENS**

2021
TARGET

**+11% to +13%
CAGR**

MOUNTAIN LIFESTYLE

The base camp is the soul of exploration.

CAMPING • LIFESTYLE



THE MOUNTAIN LIFESTYLE OPPORTUNITY



GLOBAL
MARKET

\$25B

OUR
FOCUS

**APPAREL
EQUIPMENT**

2021
TARGET

**+8% to +10%
CAGR**

URBAN EXPLORATION

The concrete mountain of the city.

LIFESTYLE



THE URBAN EXPLORATION OPPORTUNITY

GLOBAL
MARKET

\$72B

OUR
FOCUS

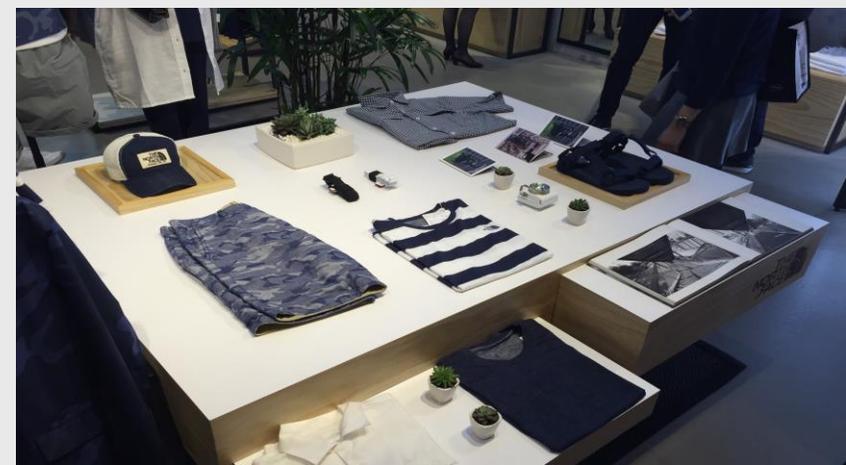
OUTERWEAR
FOOTWEAR
INTERNATIONAL
DTC

2021
TARGET

**+9% to +11%
CAGR**



BRINGING URBAN EXPLORATION TO LIFE





THE FOUR CONSUMER TERRITORY VISION WILL:

SOLIDIFY OUR GLOBAL MOUNTAIN SPORTS LEADERSHIP

+

ATTRACT NEW CONSUMERS TO OUR BRAND

+

DRIVE STRONGER YEAR ROUND RELEVANCE

THE NORTH FACE GROWTH DRIVERS



1

**RELENTLESS
FOCUS ON DESIGN
& INNOVATION**



2

**DIRECT-TO-CONSUMER
AS OUR PREMIER
EXPRESSION**



3

**DISTRIBUTION,
PRODUCTIVITY &
EXPANSION**



4

**AUTHENTIC
STORYTELLING
& EXPERIENCES**

A person wearing a dark jacket and a headlamp is shown in a dark, rocky environment. A white circle containing the number 1 is positioned above the person's head.

1

**RELENTLESS FOCUS ON
DESIGN AND INNOVATION**

APEX FLEX 

THE
NORTH
FACE 

S E E K

N O

S H E L T E R

Bring on the rain. Drizzling, pouring, driving, misting. With the right gear, there's no need to hide. Introducing the new ultra-soft, impossibly dry Apex Flex GTX Jacket.

NEVER STOP EXPLORING™

APEX FLEX 

THE
NORTH
FACE 

S E E K

N O

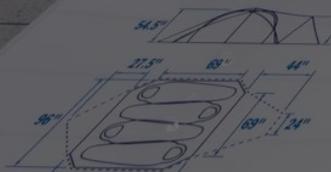
S H E L T E R

Bring on the rain. Drizzling, pouring, driving, misting. With the right gear, there's no need to hide. Introducing the new ultra-soft, impossibly dry Apex Flex GTX Jacket.

NEVER STOP EXPLORING™

2

DTC AS OUR PREMIER EXPRESSION



BASTION 4

- 13 LB / 5.89KG TRAIL WEIGHT
- SLEEP CAPACITY 4
- DAC FEATHERLIGHT NSL™ POLES
- HIGH / LOW VENTING
- GLOW-IN-THE-DARK,

SAN FRANCISCO HUB & SPOKE MODEL

FLAGSHIP
"HUB" STORE



POTENTIAL
MOUNTAIN
ATHLETICS
"SPOKE" STORE



URBAN
EXPLORATION
"SPOKE" STORE



3

DISTRIBUTION, PRODUCTIVITY & EXPANSION

MARKETPLACE EXPANSION OPPORTUNITIES

	MOUNTAIN SPORTS	MOUNTAIN ATHLETICS	MOUNTAIN LIFESTYLE	URBAN EXPLORATION
YEAR-ROUND PRODUCTIVITY	LEADERSHIP IN OUTDOOR SPECIALTY			
	STRATEGIC KEY ACCOUNT PARTNERSHIPS			
NEW ACCOUNT EXPANSION	SPORTING GOODS & ATHLETIC SPECIALTY		LIFESTYLE DISTRIBUTION	
	ONLINE RETAILERS			

SEGMENTATION

A group of people are gathered around a campfire at night. The scene is dimly lit, with the primary light source being the fire in a metal fire pit. Several people are sitting on chairs or the ground, some holding mugs. In the background, a person is looking at a map. The overall atmosphere is cozy and communal. A white circle with the number '4' is overlaid on the image.

4

AUTHENTIC STORYTELLING & EXPERIENCES



NEVER STOP COMMUNITIES

LONDON | PARIS |
MUNICH | STOCKHOLM

+6 NEW CITIES IN 2017

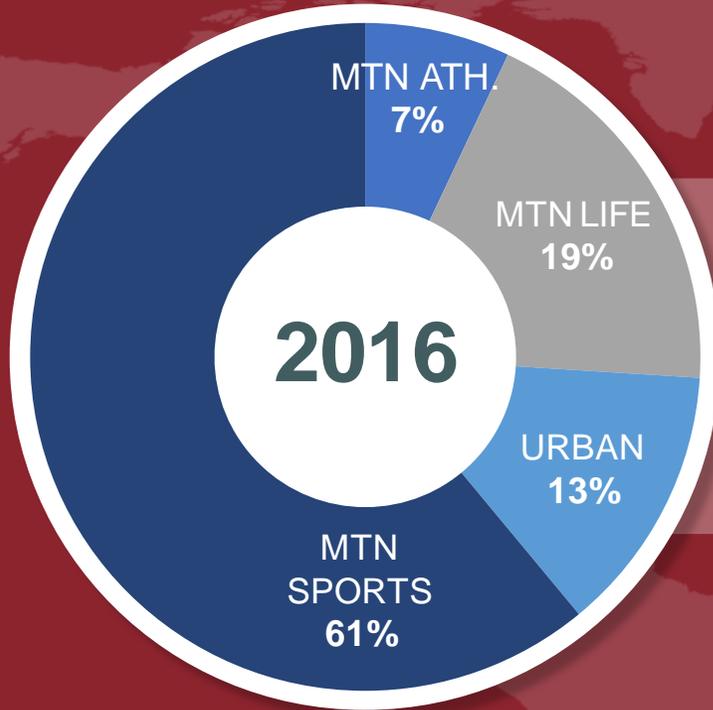




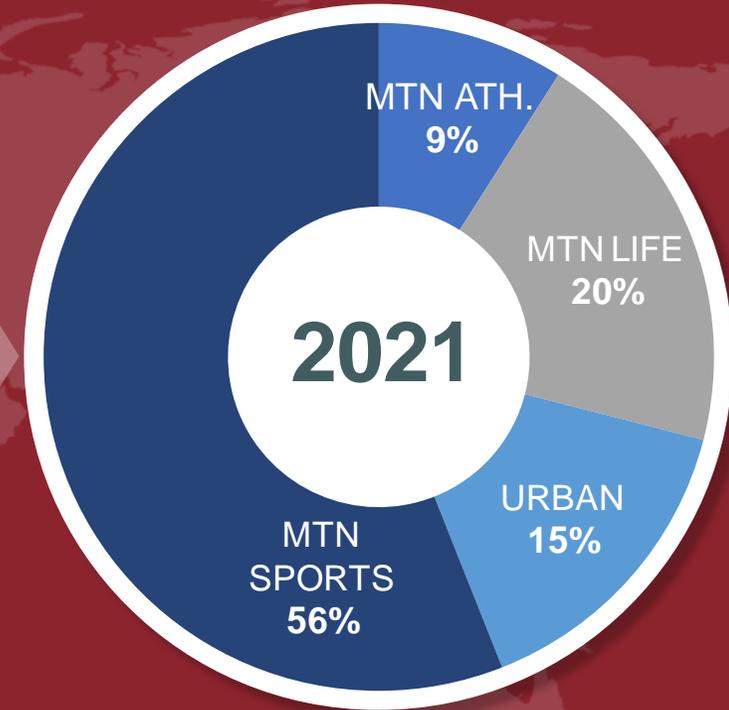
2021 GLOBAL TARGET

+6% to +8% CAGR

2021 TARGET BY CONSUMER TERRITORY



GLOBAL
+6% to +8% CAGR



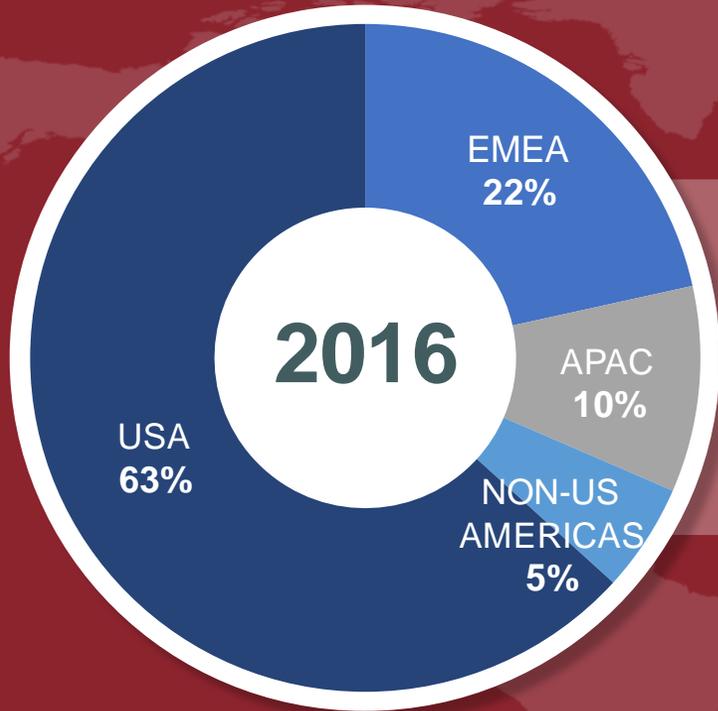
MOUNTAIN SPORTS
+4% to +6% CAGR

MOUNTAIN ATHLETICS
+11% to +13% CAGR

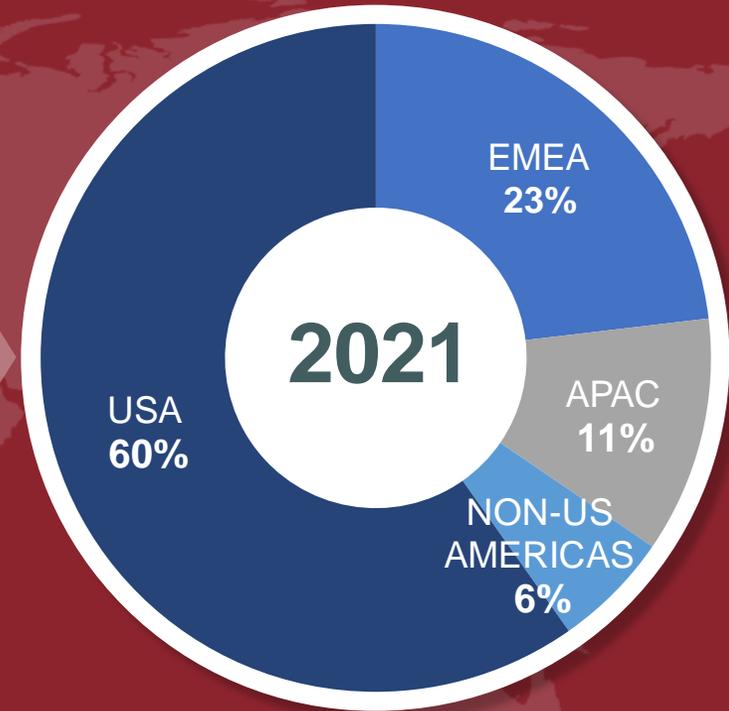
MOUNTAIN LIFESTYLE
+8% to +10% CAGR

URBAN EXPLORATION
+9% to +11% CAGR

2021 TARGET BY REGION



GLOBAL
+6% to +8% CAGR



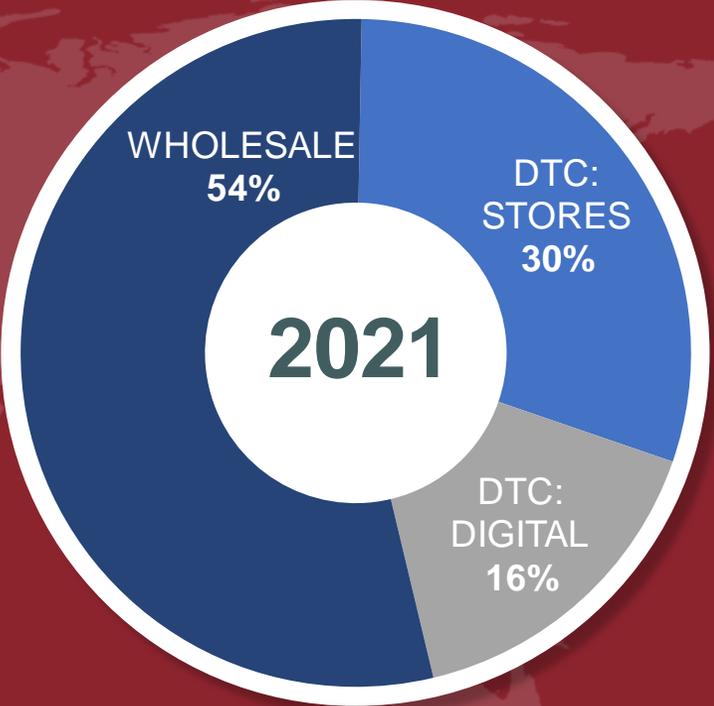
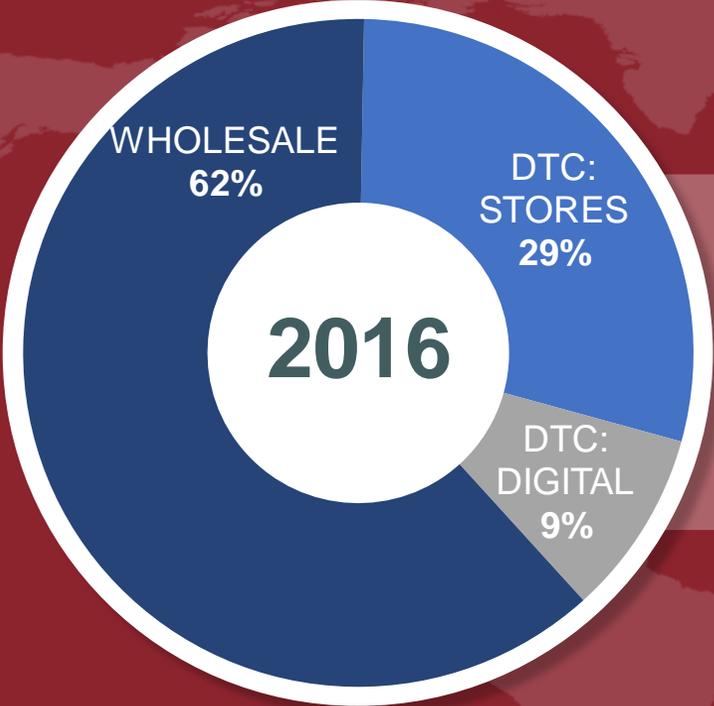
USA
+4% to +6% CAGR

EMEA
+7% to +9% CAGR

APAC
+8% to +10% CAGR

NON-US AMERICAS
+7% to +9% CAGR

2021 TARGET BY CHANNEL



WHOLESALE
+2% to +4% CAGR

DTC: STORES
+7% to +9% CAGR
+5% to +7% Store Count

DTC: DIGITAL
+18% to 20% CAGR