

UNITED STATES SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 8-K

CURRENT REPORT PURSUANT
TO SECTION 13 OR 15(d) OF
THE SECURITIES EXCHANGE ACT OF 1934

Date of report (Date of earliest event reported): May 24, 2021

KONTOOR BRANDS, INC.

(Exact name of registrant as specified in charter)

North Carolina
*(State or other jurisdiction
of incorporation)*

001-38854
(Commission file number)

83-2680248
*(I.R.S. employer
identification number)*

400 N. Elm Street
Greensboro, North Carolina 27401
(Address of principal executive offices)

(336) 332-3400
(Registrant's telephone number, including area code)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class	Trading Symbol(s)	Name of Each Exchange on which Registered
Common Stock, no par value	KTB	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 7.01. Regulation FD Disclosure.

As previously announced, Kontoor Brands, Inc. hosted a virtual investor meeting on May 24, 2021, accessible at kontoorbrands.com/investors. A copy of the slides presented at the meeting is furnished as Exhibit 99.1 to this Current Report on Form 8-K and incorporated herein by reference.

The information in this Current Report on Form 8-K, including Exhibit 99.1 attached hereto, shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall it be incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits.

<u>Exhibit No.</u>	<u>Description</u>
99.1	Kontoor Brands, Inc. 2021 Investor Day Slides, dated May 24, 2021
104	Cover Page Interactive Data File - The cover page interactive data file does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: May 24, 2021

KONTOOR BRANDS, INC.

By: /s/ Laurel Krueger

Name: Laurel Krueger

Title: Executive Vice President, General Counsel & Corporate Secretary

KONTOORTM

INVESTOR DAY

MAY 24, 2021

ERIC TRACY

SENIOR DIRECTOR
INVESTOR RELATIONS

KONTOOR™

KTB INVESTOR DAY 2021

CATALYZING GROWTH

KONTOOR™

DISCLOSURE

Forward-Looking Statements

Certain statements included in this presentation are "forward-looking statements" within the meaning of the "safe harbor" provisions of the United States Private Securities Litigation Reform Act of 1995. Forward-looking statements are made based on our expectations and beliefs concerning future events impacting the Company and therefore involve several risks and uncertainties. You can identify these statements by the fact that they use words such as "will," "anticipate," "estimate," "expect," "should," "may" and other words and terms of similar meaning or use of future dates. We caution that forward-looking statements are not guarantees and that actual results could differ materially from those expressed or implied in the forward-looking statements. We do not intend to update any of these forward-looking statements or publicly announce the results of any revisions to these forward-looking statements, other than as required under the U.S. federal securities laws. Potential risks and uncertainties that could cause the actual results of operations or financial condition of the Company to differ materially from those expressed or implied by forward-looking statements in this presentation include, but are not limited to: risks associated with the COVID-19 pandemic, which could continue to result in closed factories and stores, reduced workforces, supply chain interruption, and reduced consumer traffic and purchasing; the level of consumer demand for apparel; intense industry competition; the Company's ability to gauge consumer preferences and product trends, and to respond to constantly changing markets; the ability to accurately forecast demand for products; the Company's ability to maintain the images of its brands; increasing pressure on margins; e-commerce operations through the Company's direct-to-consumer business; the financial difficulty experienced by the retail industry; possible goodwill and other asset impairment; reliance on a small number of large customers; the ability to implement the Company's business strategy; the stability of manufacturing facilities and foreign suppliers; fluctuations in wage rates and the price, availability and quality of raw materials and contracted products; the reliance on a limited number of suppliers for raw material sourcing and the ability to obtain raw materials on a timely basis or in sufficient quantity or quality; disruption to distribution systems; seasonality, unseasonal or severe weather conditions; impact of challenges with the implementation of its enterprise resource planning software system; the Company's and its vendors' ability to maintain the strength and security of information technology systems; the risk that facilities and systems and those of third-party service providers may be vulnerable to and unable to anticipate or detect data security breaches and data or financial loss; ability to properly collect, use, manage and secure consumer and employee data; foreign currency fluctuations; the impact of climate change and related legislative and regulatory responses; legal, regulatory, political and economic risks; changes to trade policy, including tariff and import/export regulations; compliance with anti-bribery, anti-corruption and anti-money laundering laws by the Company and third-party suppliers and manufacturers; changes in tax laws and liabilities; the costs of compliance with or the violation of national, state and local laws and regulations for environmental, consumer protection, employment, privacy, safety and other matters; the Company's ability to maintain effective internal controls; continuity of members of management; labor relations; the ability to protect trademarks and other intellectual property rights; the ability of the Company's licensees to generate expected sales and maintain the value of the Company's brands; disruption and volatility in the global capital and credit markets and its impact on the Company's ability to obtain short-term or long-term financing on favorable terms; the Company maintaining satisfactory credit ratings; restrictions on the Company's business relating to its debt obligations; volatility in the price and trading volume of the Company's common stock; anti-takeover provisions in the Company's organizational documents; the failure to declare future cash dividends; and the Company's spin-off from VF Corporation, including not realizing all of the expected benefits from the spin-off; the representativeness of the historical financial information for the periods prior to the spin-off; the significant costs to the Company to perform certain functions (currently being performed by VF Corporation for the Company on a transitional basis) following the transition period; indemnification obligations related to the spin-off; having limited access to the insurance policies maintained by VF Corporation for events occurring prior to the spin-off; the actual or potential conflicts of interest of the Company's directors and officers because of their equity ownership in VF Corporation; the tax treatment of the spin-off; and the significant restrictions on the Company's actions in order to avoid triggering tax-related liabilities. Many of the foregoing risks and uncertainties will continue to be exacerbated by the COVID-19 pandemic and any continued worsening of the global business and economic environment as a result. More information on potential factors that could affect the Company's financial results are described in detail in the Company's most recent Annual Report on Form 10-K and in other reports and statements that the Company files with the SEC.

Non-GAAP Information

This presentation includes certain "non-GAAP financial measures" as defined in Regulation G under the Securities Exchange Act of 1934. Please refer to the Appendix to find a reconciliation of any non-GAAP financial measures to their most directly comparable GAAP measures. Management uses these non-GAAP financial measures internally in its budgeting and review process and, in some cases, as a factor in determining compensation. In addition, adjusted EBITDA is a key financial measure for the Company's shareholders and financial leaders, as the Company's debt financing agreements require the measurement of adjusted EBITDA, along with other measures, in connection with the Company's compliance with debt covenants. While management believes that these non-GAAP measures are useful in evaluating the business, this information should be considered supplemental in nature and should be viewed in addition to, and not as an alternate for, reported results under GAAP. In addition, these non-GAAP measures may be different from similarly titled measures used by other companies. A reconciliation of non-GAAP forward looking information to the corresponding GAAP measures cannot be provided without unreasonable efforts due to the challenge in quantifying various items including, but not limited to, the effects of foreign currency movements, ERP implementation expenses, gains or losses on sales of assets, taxes, and any future restructuring or impairment charges.

KONTOOR[™]

AGENDA

CATALYZING GROWTH

- STRATEGIC VISION
 - Global Kontoor
 - Global Wrangler, Global Lee
- GROWTH CATALYSTS
 - Enhance/Accelerate the Core (U.S. Wholesale)
 - Category (Outdoor/ATG, Work, Tees)
 - Geographic (China)
 - Channel (Digital)
- GROWTH ENABLERS
 - Product/Design
 - Innovation/Sustainability
 - Supply Chain
 - Talent/Culture
 - Demand Creation
- FINANCIAL STRATEGY/3-YEAR TARGETS
- Q&A



SCOTT BAXTER

PRESIDENT AND
CHIEF EXECUTIVE OFFICER

KONTOOR™



NEXT 3 YEARS



CATALYZING

GROWTH



KONTOOR

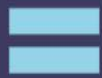
KTB STRATEGIC VISION

CATALYZING GROWTH

ACCELERATING
FUNDAMENTAL
ALGORITHM



INCREASING
CASH FLOW
OPTIONALITY



ENHANCED TARGETED TSR

KONTOOR™

KTB STRATEGIC VISION

HORIZON 1: STRATEGIC ACTIONS SINCE SPIN

WHAT WE SAID	WHAT WE DELIVERED	
Fundamental Optimization	Accretive restructuring & quality-of-sales actions, \$25M+ cost saves, and NA & APAC ERP implementations	May 2019 Spin Fundamental stabilization & optimization
Healthy margin expansion	40bps ¹ expansion in FY'20, and triple-digit ¹ expansion in each of the last 3 quarters	2020 COVID-19
Compelling, durable cash generation	>\$500M cumulative cash from operations since May '19 spin	Financial Flexibility
Commitment to a healthy balance sheet	Sub 2x net leverage ² ratio driven by \$575M debt repayment over the last 4 quarters	Strategy Amplification
Strong dividend policy	5% yield ³	2021 Fundamental Acceleration & Optionality
8-10% Annual Total Shareholder Return	+33% annual average since May '19 spin ⁴	

¹ On an Adjusted basis; See Appendix for reconciliation to nearest GAAP measure

² Net leverage ratio defined as Net Debt (Total Debt less Cash), divided by Adjusted EBITDA for the four quarters ending Q1 '21. See Appendix for reconciliation to nearest GAAP measure

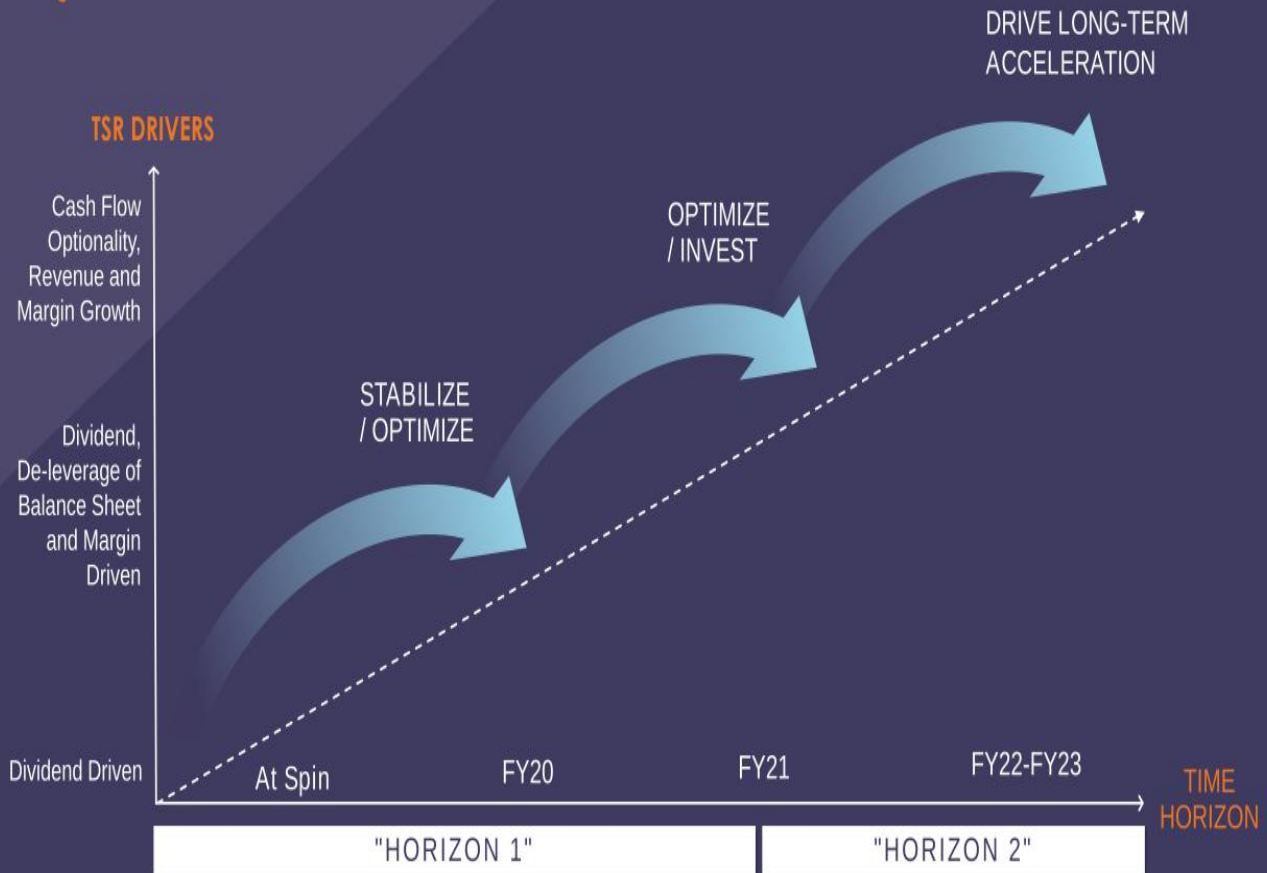
³ Period starting July 23, 2019 through May 14, 2021; Excludes temporary dividend suspension period (February 20, 2020 through October 28, 2020)

⁴ Through our first quarter 2021 quarterly earnings report (May 6, 2021); Source: Bloomberg



KTB STRATEGIC VISION

SEQUENCING MATTERS



KTB STRATEGIC VISION

HORIZON 2: GROWTH CATALYSTS

REVENUE GROWTH VECTORS OF LONG-TERM KTB INVESTMENT THESIS

- 1 ENHANCE/ACCELERATE THE CORE (FOCUS ON U.S. WHOLESALE)
- 2 CATEGORY EXTENSIONS (FOCUS ON OUTDOOR, TEES, WORK)
- 3 GEOGRAPHIC EXPANSION (FOCUS ON CHINA)
- 4 CHANNEL EXPANSION (FOCUS ON DIGITAL)

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KTB STRATEGIC VISION

HORIZON 2: GROWTH ENABLERS

INVESTING IN TSR / GROWTH ENABLERS...

- 1** PRODUCT & DESIGN
Superior Product | Enhanced Global Designs Driving Premiumization & Elevated Price
- 2** INNOVATION & SUSTAINABILITY
Product | Manufacturing | Sustainability/ESG
- 3** SUPPLY CHAIN
Owned vs Sourced | Speed, Scale | Proprietary Technologies/ Processes
- 4** TALENT & CULTURE
Purpose-Led | Authenticity & Integrity | High-performance | Inclusion and Diversity
- 5** DEMAND CREATION
Highest ROI Investments

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KTB STRATEGIC VISION

HORIZON 2: INCREASING CASH FLOW OPTIONALITY

OPTIMIZED
CAPITAL
STRUCTURE

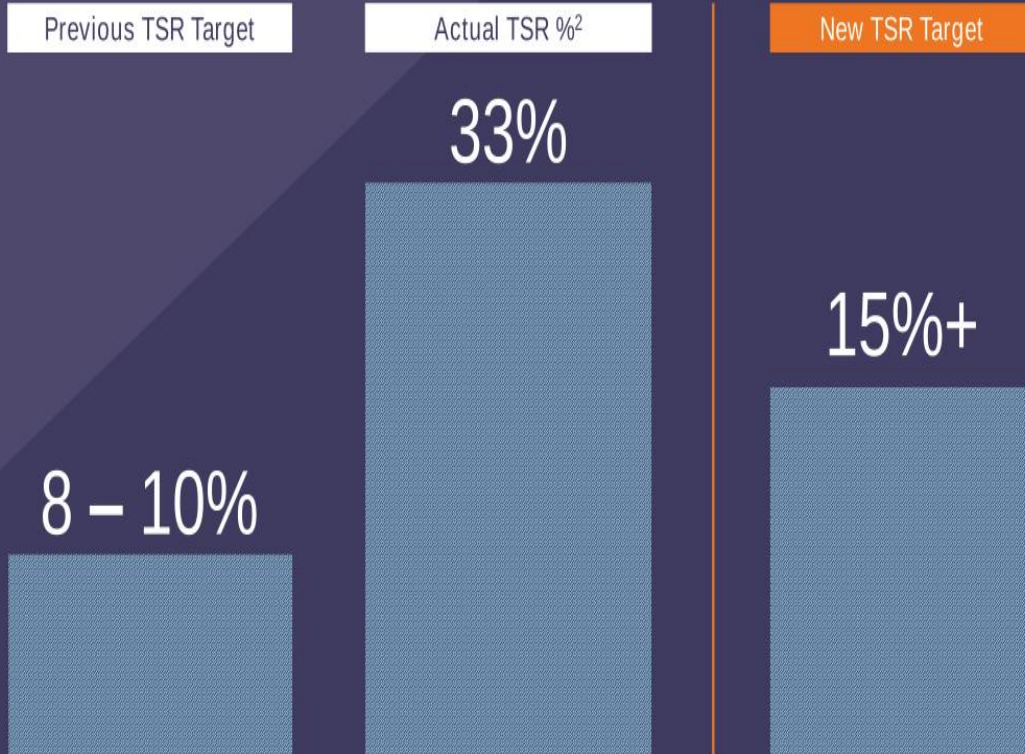


OPPORTUNITY FOR
TSR-BOLSTERING
CAPITAL ALLOCATION
ACTIONS

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KTB STRATEGIC VISION

EVOLVING TSR¹ ALGORITHM



¹ TSR on an annual average basis

² Total Shareholder Return assumes re-invested dividends; May 9, 2019 – May 6, 2021; Source: Bloomberg

STRATEGIC VISION

GLOBAL WRANGLER

GLOBAL LEE

KONTOOR™

TOM WALDRON

EXECUTIVE VICE PRESIDENT AND
GLOBAL BRAND PRESIDENT, WRANGLER

KONTOOR™



WRANGLER

HORIZON 1: SETTING THE FOUNDATION

BEGIN INVESTING IN KEY GROWTH ENABLERS

ELEVATED PRODUCT

WORLD CLASS TALENT

AMPLIFIED DEMAND CREATION

INNOVATION IN ALL WE DO

KONTOOR™

WRANGLER

HORIZON 2: DIVERSIFIED GROWTH

REVENUE GROWTH CATALYSTS OF WRANGLER BUSINESS

ENHANCE/ACCELERATE THE CORE

Focus on U.S. Wholesale

CHANNEL DIVERSIFICATION

Focus on Digital

GEOGRAPHIC EXPANSION

Focus on China

CATEGORY EXTENSIONS

Focus on Outdoor, Tees, Work

KONTOOR™

WRANGLER

3-YEAR TARGETS



3-Year Targets (2020 – 2023E)

HSD% 3-Year CAGR

Adding ~\$300M Incremental Revenue

Geographic Expansion

Focus on Significant White Space in China

Channel Expansion

Leverage Innovation Platforms, ATG and Digital

Category Extensions

Focus on Outdoor, Work, and Tees

Profitable Growth

Continued Margin Expansion

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CHRIS WALDECK

EXECUTIVE VICE PRESIDENT AND
GLOBAL BRAND PRESIDENT, LEE

KONTOOR™



LEE

HORIZON 1: SETTING THE FOUNDATION

SIGNIFICANT BRAND TRANSFORMATION

QUALITY OF SALES

DESIGN, INNOVATION AND PRODUCT DEVELOPMENT

SUSTAINABILITY

DEMAND CREATION

KONTOOR™

LEE

HORIZON 2: BRAND ENHANCING GROWTH

REVENUE GROWTH CATALYSTS OF LEE BUSINESS

ENHANCE/ACCELERATE THE CORE

Focus on U.S. Wholesale

CHANNEL DIVERSIFICATION

Focus on Digital

GEOGRAPHIC EXPANSION

Focus on China

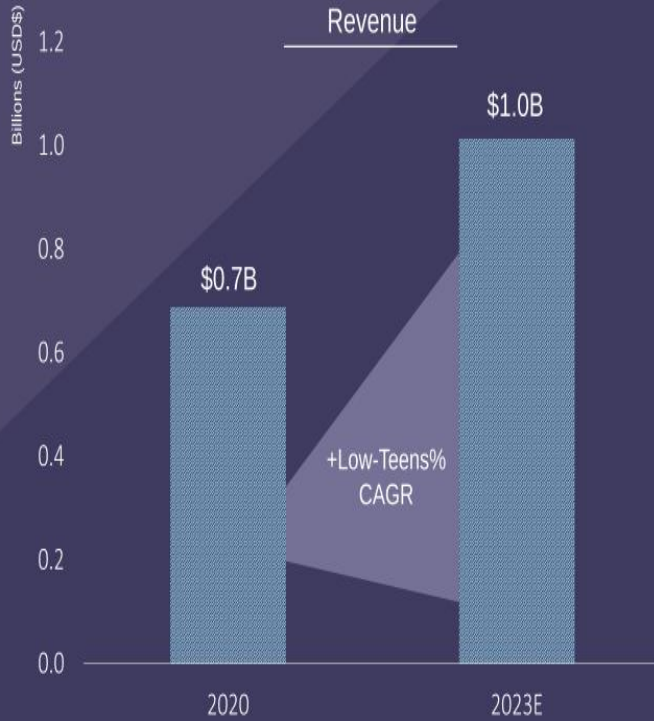
CATEGORY EXTENSIONS

Focus on Tops, Workleisure

KONTOOR™

LEE

3-YEAR TARGETS



3-Year Targets (2020 – 2023E)

Low-Teens% 3-Year CAGR

Adding >\$300M Incremental Revenue

Geographic Expansion

Focus on Tier 3 and Tier 4 China Markets

Channel Expansion

Significant Opportunity in Premium/Value and Digital

Category Extensions

Focus on Tops and Leisure

Profitable Growth

Continued Margin Expansion

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GROWTH CATALYSTS

1

ENHANCE
THE CORE

2

CATEGORY
GROWTH

3

GEOGRAPHIC
EXPANSION

4

CHANNEL
GROWTH

KONTOOR™



GROWTH CATALYSTS

ENHANCE THE CORE

KONTOOR™

BILL LYNCH

VICE PRESIDENT, U.S. GENERAL MANAGER
LEE

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LEE U.S. WHOLESALE

AREAS OF FOCUS



RE-ESTABLISH HEALTHIER
LONG-TERM FOUNDATION

GROW MARKET SHARE
IN EXISTING
DISTRIBUTION

NEW BUSINESS
DEVELOPMENT

KONTOOR™



RE-ESTABLISHING HEALTHIER FOUNDATION

OPTIMIZING DOMESTIC BRAND POSITION



STABILIZE

ACCELERATE

- Take share in existing channels
- Improve profitability
- Category extensions
- Leverage innovation platforms
- Significant investment
- Collaborations
- Premiumization of the brand

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RE-ESTABLISHING HEALTHIER FOUNDATION

QUALITY OF SALES



8

CONSECUTIVE
QUARTERS OF U.S.
GROSS MARGIN
EXPANSION¹

¹ Year-over-year on an Adjusted basis

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GROW SHARE IN EXISTING DISTRIBUTION

ACCELERATE U.S. WHOLESALE CORE

INNOVATION



STRONG
DEMAND CREATION

Drive New Consumer Acquisition via
Scaling Investment in Retailer.com

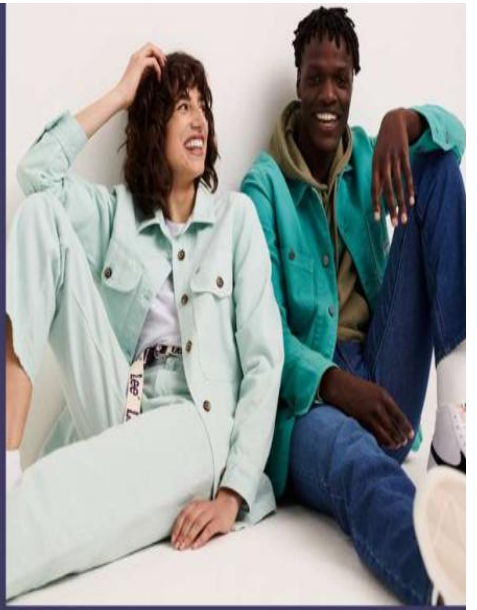
Omni-Channel with Digital Focus

Brand Elevation at Retail

CATEGORY EXTENSIONS

Tees Wovens Jackets

KONTOOR™



NEW BUSINESS DEVELOPMENT

SIGNIFICANT OPPORTUNITY IN ELEVATED CHANNELS

PENETRATE
NEW CHANNELS

ACCELERATE DIGITAL
WHOLESALE

PREMIUM CHANNEL
BRAND HALO

PINNACLE
SPECIALTY

~70% INCREASE IN
DIGITAL
WHOLESALE¹



PREMIUM

~70% INCREASE IN
DIGITAL
MARKETING²

NORDSTROM

CLUBS



SPORTING GOODS

ANTHROPOLOGIE



1. Q1 2021 vs Q1 2020. Lee North America wholesale revenue

2. Q1 2021 vs Q1 2020; Includes Digital media investments, wholesale specific media and social media.

JENNI BROYLES

VICE PRESIDENT, U.S. GENERAL MANAGER
WRANGLER

KONTOOR™

ACCELERATE CORE U.S. WHOLESALE

WRANGLER BRAND WELL-POSITIONED

CLEAR PRODUCT
ARCHITECTURE

LEVERAGING
WINNERS

UNIQUE
POSITIONING

DIVERSE
PORTFOLIO



amazon

BOOT BARN

KOHL'S

TARGET

Walmart

FREE
Adventurous &
Optimistic

STRONG
Tenacious & Confident

TRUE
Rooted & Soulful

DENIM &
NON-DENIM LONGS

SHORTS

WOVENS

KNITS

JACKETS

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ACCELERATE CORE U.S. WHOLESALE

OPPORTUNITY TO GAIN SHARE & ADD INCREMENTAL GROWTH



New investments in growth enablers drive accelerated top-line growth

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ACCELERATE CORE U.S. WHOLESALE

TAKE SHARE IN EXISTING DISTRIBUTION

CONTINUOUS
INNOVATION



ATG BY
WRANGLER



WRANGLER
WORKWEAR



WRANGLER
ROOTED
COLLECTION

STRONG
DEMAND CREATION



ACQUIRING NEW
CUSTOMERS



ELEVATING ACROSS
RETAILERS



DIGITAL-DRIVEN
ECOSYSTEM



WIN IN
WESTERN

BEST IN CLASS
SUPPLY CHAIN



SPEED



SCALE



FLEXIBILITY

KONTOOR™

ACCELERATE CORE U.S. WHOLESALE

NEW BUSINESS DEVELOPMENT

PENETRATE
NEW CHANNELS

ACCELERATE DIGITAL
WHOLESALE

PREMIUM CHANNEL
BRAND HALO

PREMIUM

~60% INCREASE IN
DIGITAL
WHOLESALE¹

NORDSTROM

SPECIALTY

free people

SPORTING GOODS

~50% INCREASE IN
DIGITAL
MARKETING²

URBAN OUTFITTERS

CLUBS

SCHEELS
GEAR. PASSION. SPORTS.

¹ Q1 2021 vs Q1 2020 Wrangler North America wholesale revenue

² Q1 2021 vs Q1 2020; Includes Digital media investments, wholesale specific media and social media.

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ACCELERATE CORE U.S. WHOLESALE

CATEGORY EXTENSIONS

ACCELERATE COMPLEMENTARY CATEGORIES TO CORE DENIM BOTTOMS

WOVENS

TEES

JACKETS



GROW FASTER IN NEW CATEGORIES WHERE WRANGLER HAS PERMISSION TO PLAY

OUTDOOR

WORKWEAR

FEMALE

TEES/KNITS



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ACCELERATE CORE U.S. WHOLESALE

CHANNEL DIVERSIFICATION



MAINTAIN AND GROW SHARE IN CORE

- Mass
- Western Specialty

DISTORT GROWTH IN NEW DISTRIBUTION

- Premium
- Specialty
- Sporting Goods
- Digital

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ACCELERATE CORE U.S. WHOLESALERS

LEADING MARKET SHARE



COMBINED TOP MARKET SHARE

MEN'S DENIM
MEN'S CASUAL PANTS
MEN'S WOVEN SHIRTS
MEN'S CASUAL SHORTS

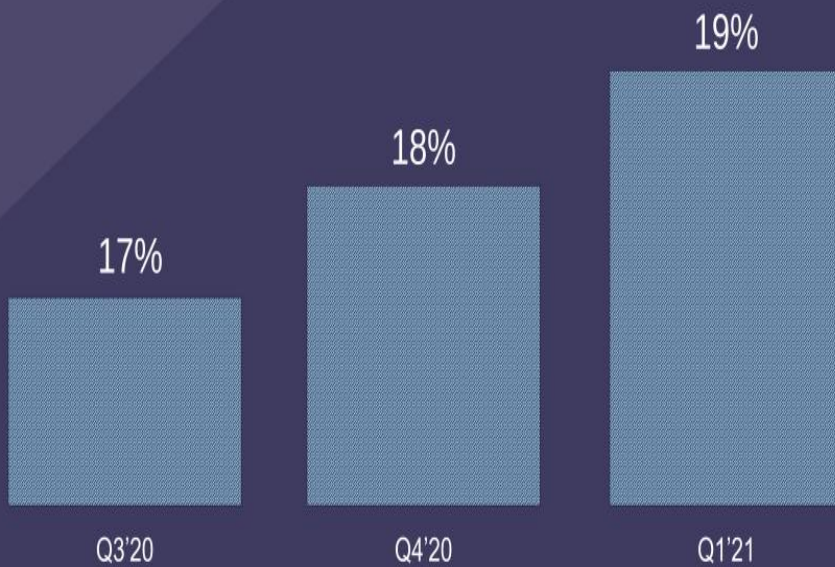
KONTOOR™

Source: Source: The NPD Group, Consumer Tracking Service, Wrangler U.S. Unit Share, Men's: Jeans/Casual Pants/Casual Shorts/Woven Shirts combined, 12ME March 2021

ACCELERATE CORE U.S. WHOLESALE

U.S. WHOLESALE MARKET SHARE¹ SHOWS MOMENTUM

AND IT'S WORKING



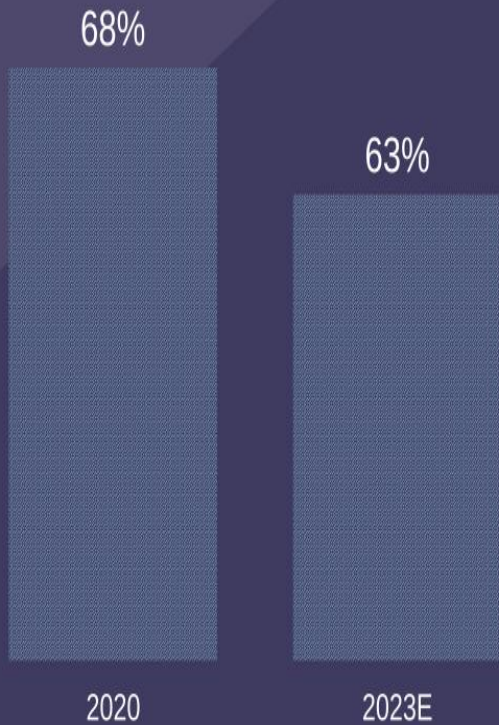
¹ Source: The NPD Group, Retail Tracking Service, Wrangler/Rustler/Riggs Workwear by Wrangler combined U.S. Dollar Share, Men's: Jeans/Casual Pants combined, 9ME March 2021



ACCELERATE THE CORE

3-YEAR TARGETS

KONTOOR U.S. WHOLESAL
% OF REVENUE



3-Year Targets (2020 – 2023E)

2021
GROWTH +HSD-
+LDD%

2022/2023
CAGR +LSD%

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GROWTH CATALYSTS

CATEGORY EXTENSIONS

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JIMMY SHAFER

VICE PRESIDENT & GENERAL MANAGER
TRADITIONAL & OUTDOOR

KONTOOR™

CATEGORY EXTENSIONS

OUTDOOR



WORK



TEES



KONTOOR™

CATEGORY OPPORTUNITY

OUTDOOR¹

~\$30B

WORK²

~\$15B

TEES³

~\$100B

ADDRESSABLE MARKET

~\$145B

1. WWD May 2021; 2025 expected global market
2. Workwear Report and KTB market analysis, 2021
3. Statista, 2021

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CATEGORY GROWTH

OUTDOOR



WORK



TEES



KONTOOR™

OUTDOOR

CATEGORY GROWTH DRIVERS

BUILD BRAND
AWARENESS



EXTEND PRODUCT
PORTFOLIO



SCALE
DISTRIBUTION



PRODUCT
INNOVATION



ADDRESSABLE MARKET¹: ~\$30B

1. WWD May 2021; 2025 expected global market

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Wrangler[®] ANGLER

WORKWEAR

CATEGORY GROWTH DRIVERS

PRODUCT
SEGMENTATION



B2B / INDUSTRIAL



PRODUCT
INNOVATION



ADDRESSABLE MARKET¹: ~\$15B

1. Workwear Report and KTB market analysis, 2021

KONTOOR[™]

TEES

CATEGORY GROWTH DRIVERS

LOGO



Halo Brand Marketing
Builds Brand Fandom
Limited Creative Risk

LIFESTYLE GRAPHICS



Emotional Connection
Purpose-Led Messaging
Self Expression / Individuality

LICENSED IP + COLLABS



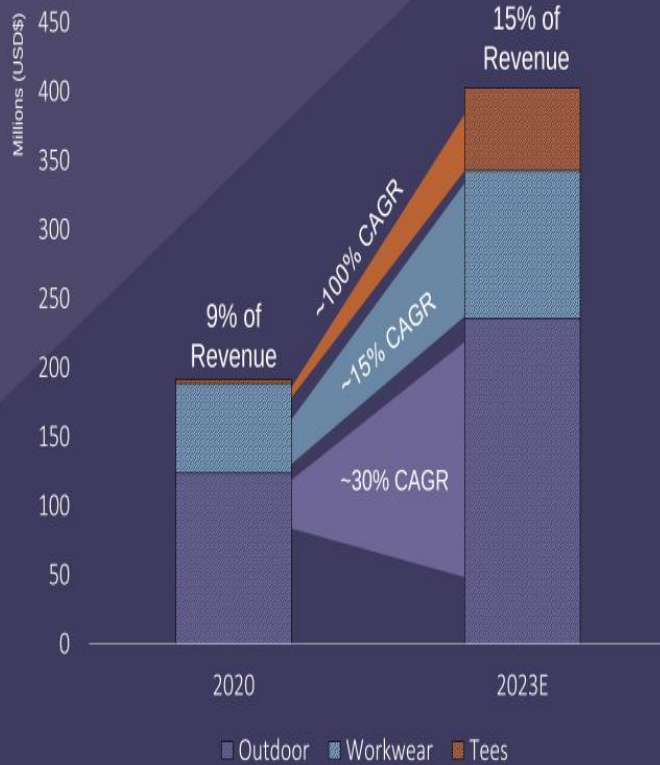
Established Market Value
Style Guide Creative
Shared Marketing

ADDRESSABLE MARKET¹ : ~\$100B

1. Statista, 2021

CATEGORY GROWTH

3-YEAR TARGETS



3-Year Targets (2020 – 2023E)

Double Revenue in 3 Years

Adding >\$200M Incremental Revenue

~15% Penetration

From 9% in 2020

Gross Margin Improvement
Over Time

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GROWTH CATALYSTS

GEOGRAPHIC EXPANSION

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JOHN GEARING

VICE PRESIDENT & MANAGING DIRECTOR
ASIA PACIFIC

CHRISTY KILMARTIN

VICE PRESIDENT MARKETING & MERCHANDISING
ASIA PACIFIC

KONTOOR™

JOHN GEARING

VICE PRESIDENT & MANAGING DIRECTOR
ASIA PACIFIC

CHINA STRATEGIC VISION

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GEOGRAPHIC EXPANSION

CHINA OPPORTUNITY SIGNIFICANT

Pre-Spin

All Channels Shrinking; Unsustainable

E-Comm

- Non-expert leadership
- 3rd party operator vacancy
- Less connection with TMALL
- No clear product strategy

Wholesale

- Unstable partner portfolio due to unfavorable trade term
- Sell-in focus model
- High trade inventory

Brick & Mortar

- Penetration is slowing down
- Challenged profitability
- Competition with W/S partners and online business

Post-Spin (2019-2021)

Return to Profitable Growth

- Channel expert leadership
- 3rd party operator acting as internal function
- Multiple levels relationship (Won SBD, SPD)
- X-line re-launched

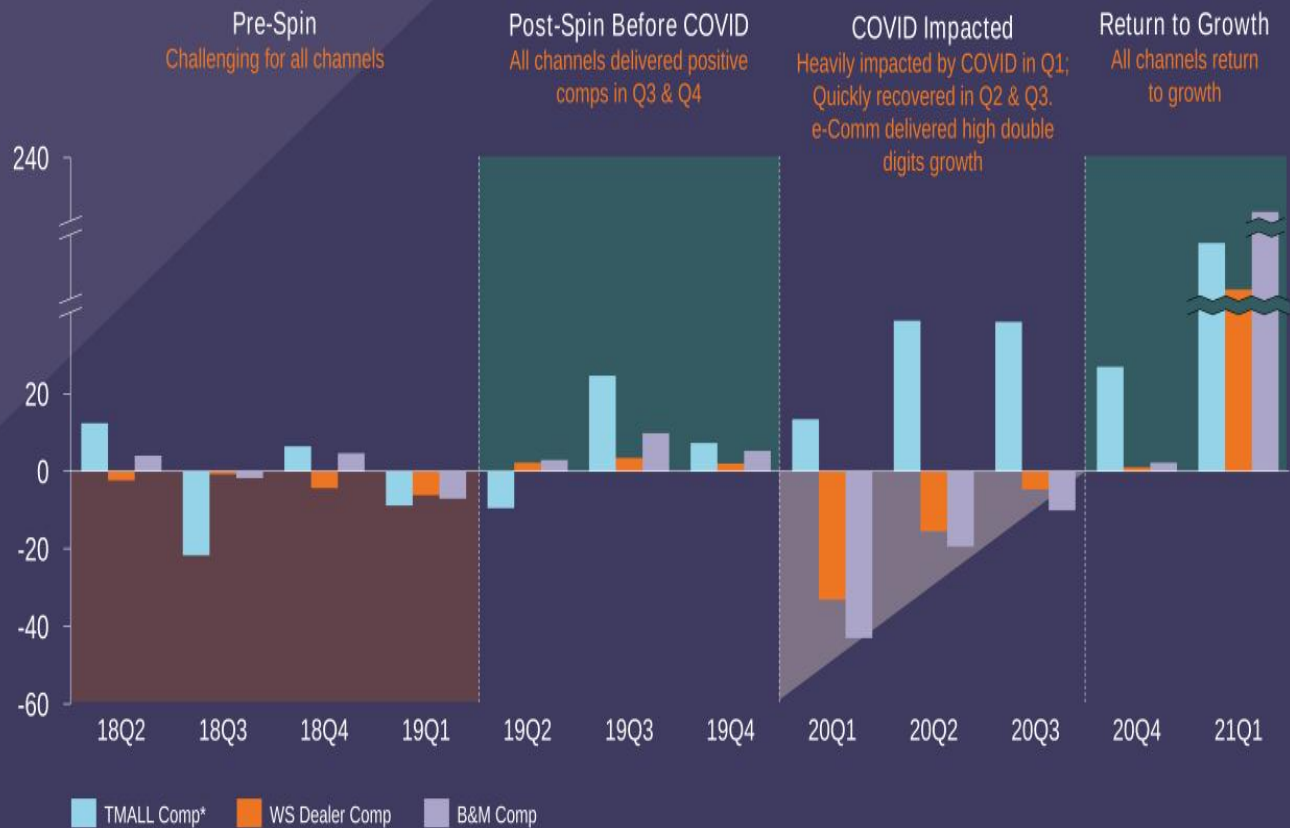
- Equitable trade terms to improve partner's profitability
- New store formats, franchisee excellence
- Healthy inventory

- Outlet expansion, with 15 outlets opened and 5 in the pipeline
- Profitability is dramatically improved
- An offline ecosystem build up

KONTOOR[™]

GEOGRAPHIC EXPANSION

RETURN TO GROWTH



* Comp in GMV, which is an accurate reflection of the underlying business trend



CHINA STRATEGIC FOCUS

Lee®

STRENGTHEN LEADING
POSITION IN CHINA

Wrangler®

LAUNCH IN '21
BUILD IN '22
ACCELERATE IN '23

1

DIGITAL FOCUS

2

DTC EXPANSION

3

WHOLESALE RETURN TO
GROWTH

4

WRANGLER LAUNCH & BUILD

5

DEMAND CREATION

KONTOOR™

CHRISTY KILMARTIN

VICE PRESIDENT MARKETING & MERCHANDISING
ASIA PACIFIC

CHINA GO-TO-MARKET STRATEGY

KONTOOR™

LEE IN CHINA TODAY

FULL VALUE
CHAIN
OWNERSHIP

PREMIUM
RETAIL
FOOTPRINT

LEADING
PREMIUM DENIM
BRAND

JEANSWEAR
CATEGORY
CAPTAIN

#1 LIVE-
STREAM
PARTNER



Competitors	2021 vs 2020	2021 vs 2019
Lee	26%	5%
JACK&JONES	-15%	-26%
GXG	-39%	-42%
Levi's	-3%	2%
Levi's	3%	7%
Levi's	44%	13%
Lee	76%	100%
CALVIN KLEIN	32%	16%



VERTICAL
INTEGRATION

Think like a consumer,
act like a retailer

~670 DOORS

World-class branded retail
experiences.
Tier 1-3 focus

ACCELERATED
GROWTH

\$150US median RRP's.
Outperforming competitors
(per Tmall)

HIGH STATUS

Awarded by Tmall to those
brands who lead their
category

BRAND VALIDATION

Huge traffic and
exceptional sales



KONTOOR™

CHINA PREMIUM POSITIONING

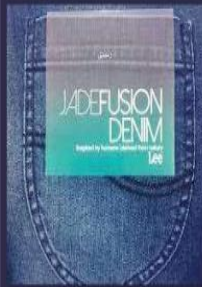
BUILT ON 6 KEY INVESTMENTS



LOCALISED
INSIGHTS &
CONTENT



SPEED TO
CONSUMER



INNOVATION
WE GET PAID
FOR



CELEBRITIES



COLLABS
WITH GLOBAL
BRANDS



LEGENDARY
RETAIL

China for China

In lock step with
consumer trends and
insights

Fast Calendars

Read and react on
same terms as local
brands

Elevated Style

Address demands
from highly
discerning
consumers

Build Trust

A+ celebs deliver
both brand aspiration
plus overcome trust
issues

Drive Traffic

Continuous stream of
new consumers into
funnel

Premium Branded
Retail

Strong and growing
footprint undergoing
premium make-over

KONTOOR™

Lee

不自信的「透明人」
先为你的天赋穿上这套牛仔服

我就这一套



广告

嘿，你看到我吗？

Hey, can you see me?

直播在线观看人数 15W+ 直播曝光量 120W+ 播放量 1300W+ 曝光量 过亿 销售总额 +50%

VIEWS
340M

TMALL
UV
6.6M

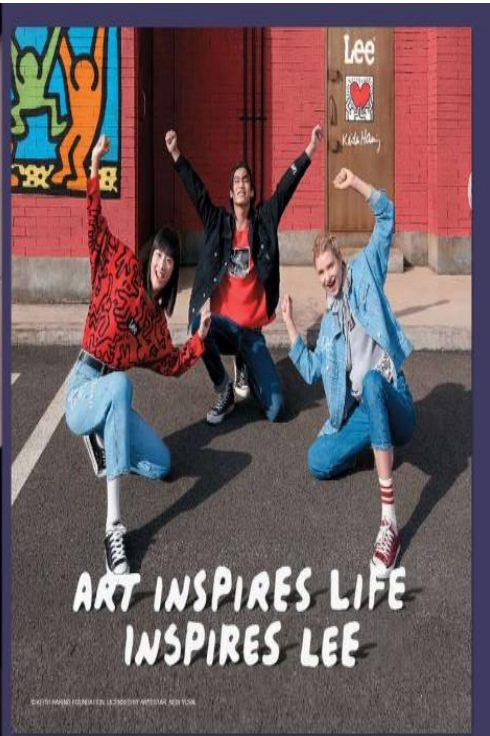
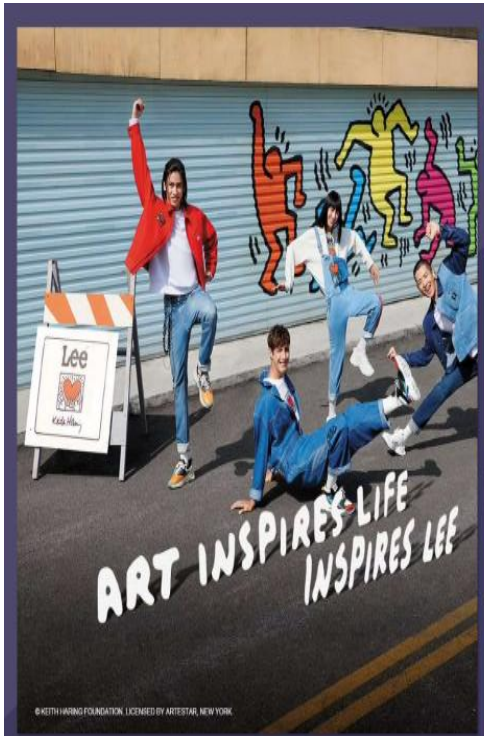
TMALL
FANS
100K

SOCIAL
FANS
139K









LEGENDARY RETAIL



就去燃
Wrangler®



THE WRANGLER STORY... SO FAR

INNERSECT
YOUTH EXPO



Tmall
FLAGSHIP



#1
LIVESTREAMER



KONTOOR™



SCALING MOMENTUM IN 2021 AND BEYOND

LIVESTREAM



MEDIA



SEEDING



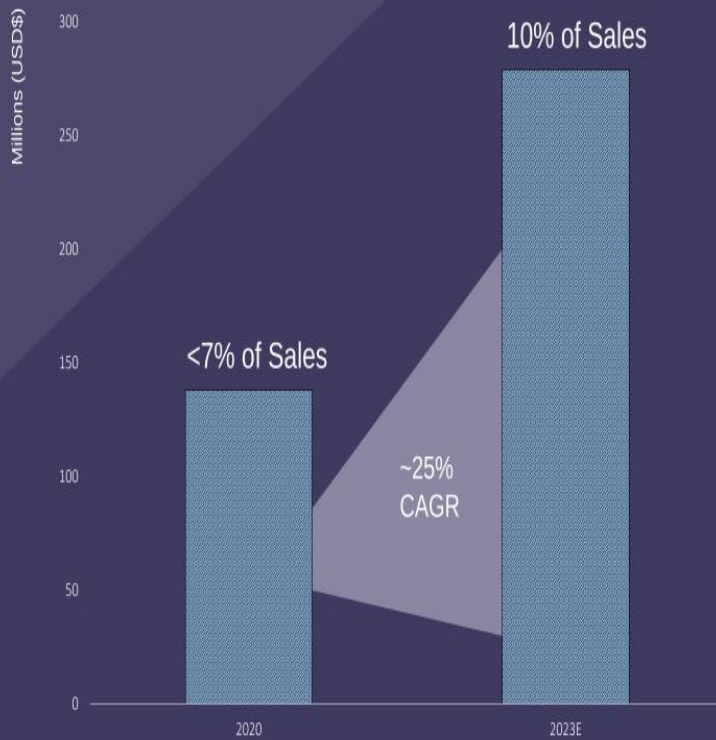
BRAND SHOWCASE STORES



KONTOOR™

CHINA

3-YEAR TARGETS



3-Year Targets (2020 – 2023E)

~25% 3-Year CAGR

>30% Growth Expected in 2021

2X Revenue In 3 Years

Adding ~\$150M Incremental Revenue \$

10% Penetration In 3 Years

From Under 7% in 2020

Gross Margin Accretive

KONTOOR™

4

GROWTH CATALYSTS

CHANNEL EXPANSION

KONTOOR™

CHRIS REID

VICE PRESIDENT
GLOBAL DIGITAL

KONTOOR™

DIGITAL STRATEGIC VISION

AREAS OF FOCUS

DIGITAL EVOLUTION

SIGNIFICANT GROWTH OPPORTUNITIES

DEMONSTRATING HIGH RETURN ON INVESTMENT

3-YEAR FINANCIAL TARGETS

KONTOOR™

DIGITAL STRATEGY POISED FOR AMPLIFIED GROWTH

CONSUMER REVOLUTION HAS ACCELERATED



MORE
KNOWLEDGEABLE



MORE
DEMANDING



MORE
EMPOWERED



MORE
COLLABORATIVE



MORE
INTERACTIVE



MORE
MOBILE



WE ARE MAKING SIGNIFICANT
INVESTMENTS IN DIGITAL GROWTH
OPPORTUNITY

KONTOOR™

DIGITAL ECOSYSTEM

TAKING A HOLISTIC APPROACH

CONTENT



Email



Site/Ads



Influencer



Collab



Blog



PR



Events



Video



"Know Me"
"Acknowledge Me"
"Appreciate Me"

SEARCH

Google

Bing

yahoo!

SHOPPING

ONLINE

Own.com
Digital Wholesale

STORES

Brick & Mortar
Wholesale Partners

SOCIAL

Social Media
Commerce

SOCIAL MEDIA



KONTOOR™

DIGITAL STRATEGIC VISION

IMMERSIVE PLATFORM DRIVES ENGAGEMENT

Maximize consumer spend by creating
ON-BRAND, CHANNEL-RELEVANT DIGITAL EXPERIENCES
of our Wrangler & Lee brands so
more people love to engage with our brands and buy our products



CONSUMER
CENTRIC



DATA
DRIVEN



DYNAMIC &
FLEXIBLE



SEAMLESS

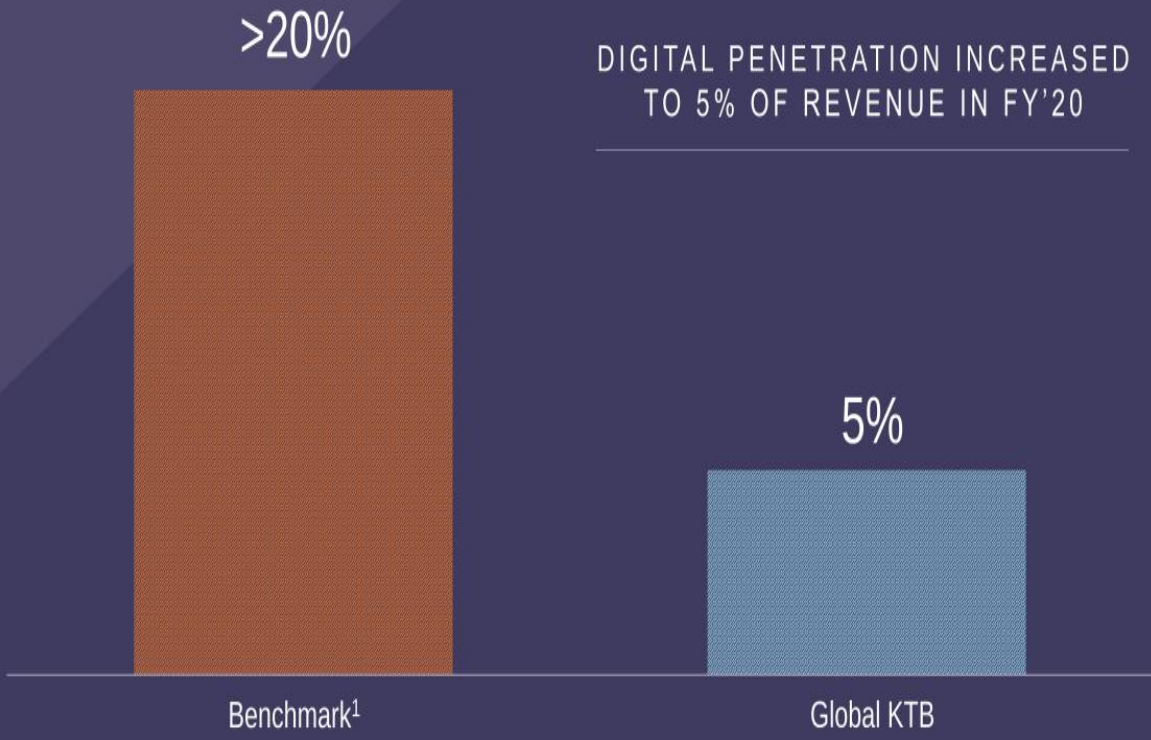


SIMPLE

KONTOOR™

OWNED DIGITAL PENETRATION OPPORTUNITY

UNDERPENETRATED RELATIVE TO PEER SET



¹ Based on KTB market analysis of select peer set; FY'20



KONTOOR'S DIGITAL EVOLUTION

HORIZON 1 FOUNDATION → HORIZON 2 ACCELERATED GROWTH

Leading Ecommerce Platform

Digital Talent

Digital Demand Generation

Site Enhancements

Compelling Content

Mobile Commerce

Data & Analytics Foundation

Margin Expansion

Personalization

Social Commerce

CRM & Loyalty

Shopping Ease

Seamless Ecosystem

Advanced Analytics

Augmented/Virtual Reality

Growth-Driving Service

HORIZON 1

HORIZON 2

KONTOOR™

TRANSACTIONAL TO EXPERIENTIAL

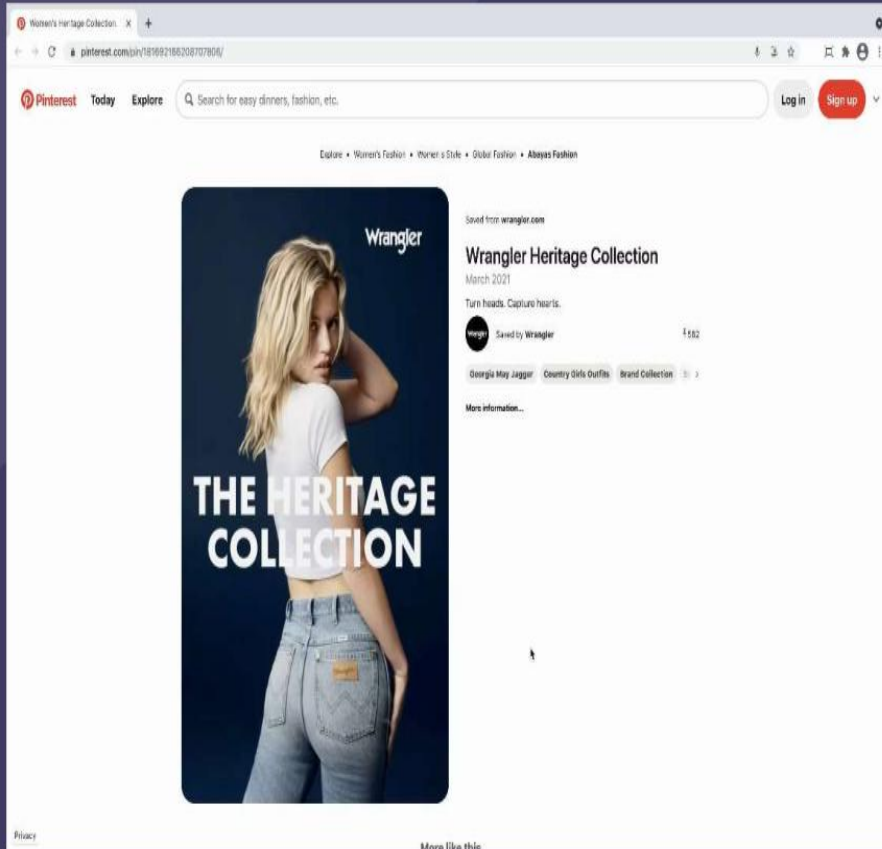
PINNACLE BRAND EXPRESSION



KONTOOR™

SEAMLESS EXPERIENCE

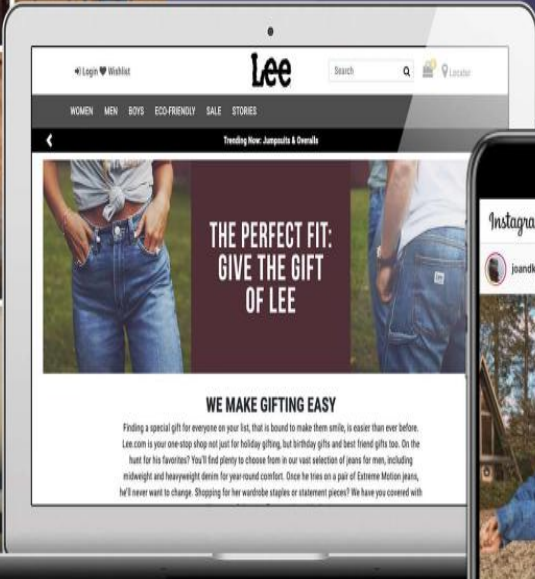
REMOVING FRICTION DRIVES INCREASED CONVERSION



KONTOOR™

AUTHENTIC BRAND EXPERIENCES

INVESTMENTS SUPPORT BRAND-ENHANCING GROWTH

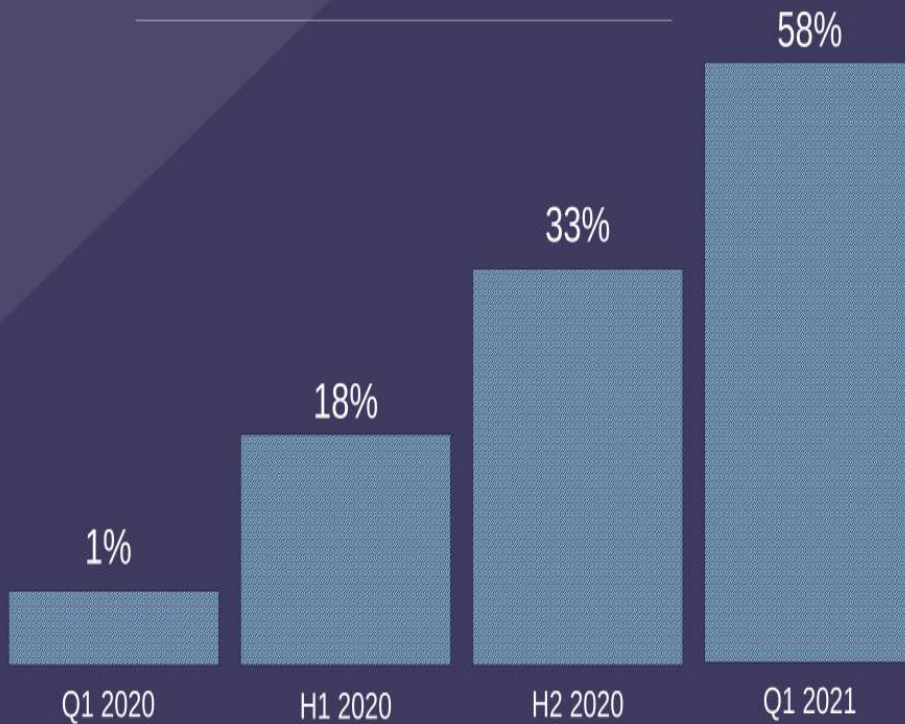


KONTOOR™

DIGITAL STRATEGY ALREADY WORKING

STRONG RETURNS ON AMPLIFIED INVESTMENTS

GLOBAL OWNED ECOMMERCE REVENUE GROWTH¹

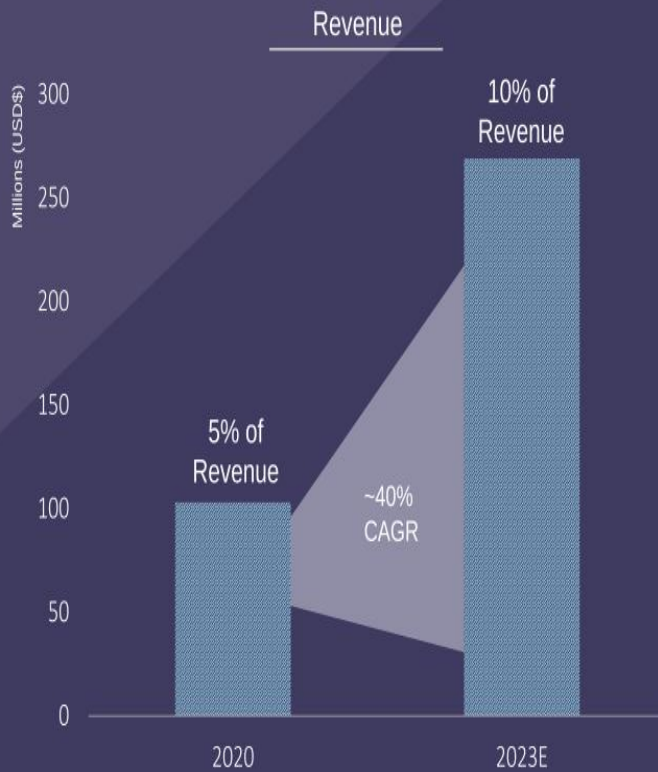


¹ Constant currency basis

KONTOOR™

DIGITAL

3-YEAR TARGETS



3-Year Targets (2020 – 2023E)

~40% 3-Year CAGR

Back-End Weighted

2.5X Revenue in 3 Years

Adding >\$150M Incremental Revenue

2X Penetration in 3 Years

From 5% in 2020 to 10% in 2023

Gross Margin Accretive

KONTOOR™

GROWTH ENABLERS

1
PRODUCT &
DESIGN

2
INNOVATION &
SUSTAINABILITY

3
SUPPLY CHAIN

4
TALENT &
CULTURE

5
DEMAND
CREATION

KONTOOR™

1 GROWTH ENABLERS

PRODUCT DESIGN &
DEVELOPMENT

KONTOOR™

BETTY MADDEN

VICE PRESIDENT
GLOBAL DESIGN, LEE

KONTOOR™





Lee®

**LEGENDS
BORN HERE**

Lee®



**130 YEARS
OF LEGENDARY
PRODUCTS**

AESTHETIC CHARACTERISTICS



Lee[®]



VIVIAN RIVETTI

VICE PRESIDENT
GLOBAL DESIGN, WRANGLER

KONTOOR™



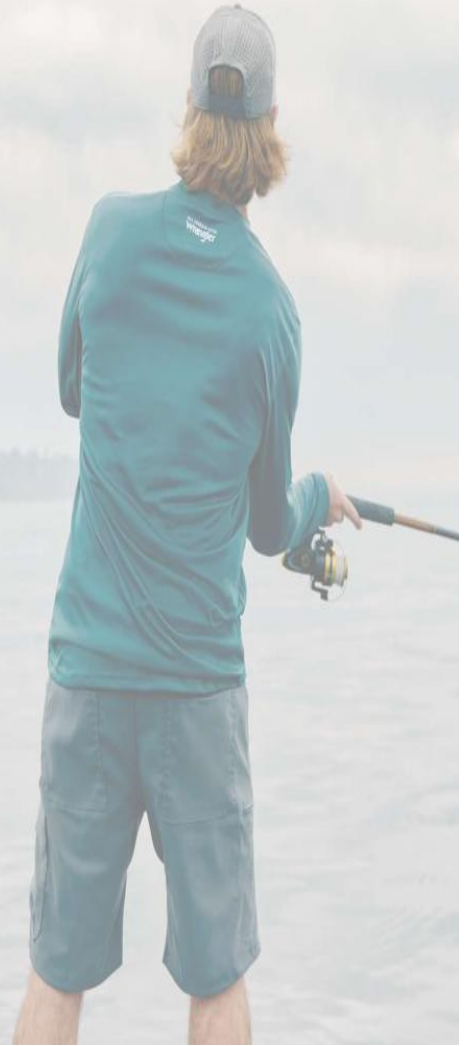






Wrangler®

ANGLER



COLOR & MOOD



ALL TERRAIN GEAR
-X-
Wrangler

- Sugar Swizzle
TCX: 11-0607
- Jai Block
TCX: 19-0303
- Faded Denim
TCX: 17-4021
- Harbor Mot
TCX: 14-4202
- Submerged
TCX: 19-4312
- Exotic Plume
TCX: 18-4631
- Track Pink
TCX: 15-1530
- Minerva
TCX: 14-0848
- Exotic
TCX: 15-8414



GROWTH ENABLERS

INNOVATION &
SUSTAINABILITY

KONTOOR™

JEFF FRYE

VICE PRESIDENT

PRODUCT DEVELOPMENT, INNOVATION,
SUSTAINABILITY AND PROCUREMENT

KONTOOR™

KONTOOR INNOVATION

AREAS OF FOCUS

SUSTAINABILITY IN ALL WE DO

COMFORT, FIT & PERFORMANCE

NEXT-GENERATION TECHNOLOGIES

MANUFACTURING REVOLUTION

KONTOOR™

KONTOOR INNOVATION

SUSTAINABILITY



PEOPLE, PRODUCT &
PLANET



MEASURE TO
MANAGE



IMPROVING OUR
BASE LINE

DYNAMIC PROCESS OF CONTINUAL IMPROVEMENT



Worker
Well-being



Chemistry



Materials



Water



Climate



Energy

KONTOOR™

KONTOOR INNOVATION

COMFORT, PERFORMANCE & FIT

CONSUMERS SEARCHING FOR CLOTHING THAT IS
COMFORTABLE & STYLISH

KONTOOR-LED INNOVATIONS COMBINE BEST OF
BOTH WORLDS

IDEAL FIT, ALL-DAY COMFORT AND FLATTERING

KONTOOR™

KONTOOR INNOVATION

NEXT-GENERATION TECHNOLOGIES

CONSUMER IS TECHNOLOGY-FOCUSED, DATA
DRIVEN & AWARE

LEVERAGING BREAKTHROUGH SCIENTIFIC
RESEARCH

FUNCTIONAL

PERFORMANCE

LIFESTYLE
ENHANCING

KONTOOR™

KONTOOR INNOVATION

DEVELOPMENT AND MANUFACTURING REVOLUTION

SUSTAINABLE INNOVATION



DEVELOPMENT & MANUFACTURING

KONTOOR™

KONTOOR

INNOVATION

KONTOOR™



GROWTH ENABLERS

SUPPLY CHAIN

KONTOOR™

KAREN SMITH

EXECUTIVE VICE PRESIDENT
GLOBAL SUPPLY CHAIN

KONTOOR™

SUPPLY CHAIN

AREAS OF FOCUS

OWNED MANUFACTURING FUELS COMPETITIVE ADVANTAGE

IMPROVED SERVICE AND AGILITY

ERP & TECHNOLOGY-DRIVEN PRODUCTIVITY GAINS

KONTOOR™

SUPPLY CHAIN AS A COMPETITIVE ADVANTAGE

HIGHLY DIVERSIFIED GLOBAL MANUFACTURING BASE

Scale, Speed to Market, Reduced Lead Times, Improved Flexibility

Top 5 Countries = ~85% of Production

~60% Sourced
~40% Owned



KONTOOR™

SUPPLY CHAIN EVOLUTION

OWNED MANUFACTURING AS A COMPETITIVE ADVANTAGE

INNOVATION
&
TECHNOLOGY



SPEED
FLEXIBILITY
EFFICIENCY

MARGIN ENHANCEMENTS

KONTOOR™

SUPPLY CHAIN AS A COMPETITIVE ADVANTAGE

VERTICALLY INTEGRATED PRODUCTION = SPEED AT SCALE

LEADING THE MANUFACTURING REVOLUTION AT SCALE

LESS
THAN **3** Weeks¹

Compared to
20 Weeks
Sourced



1. Kontoor denim jackets produced internally compared with those sourced in Asia

KONTOOR[™]

SUPPLY CHAIN AS A COMPETITIVE ADVANTAGE

ADVANCED TECHNOLOGIES

LEADING THE MANUFACTURING REVOLUTION AT SCALE

90%
Recycled H₂O¹

Save 10B
Liters by
2025

1. Enzyme washing process utilized in Torreon facility

KONTOOR™

SUPPLY CHAIN AS A COMPETITIVE ADVANTAGE

ADVANCED TECHNOLOGIES

LEADING THE MANUFACTURING REVOLUTION AT SCALE

40%
Faster¹

Laser
Finishing

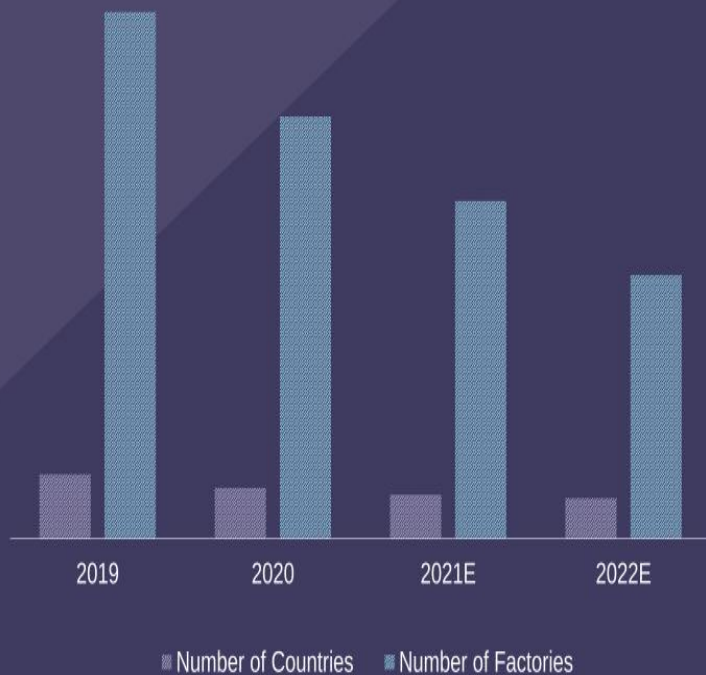


1. Relative to traditional finishing techniques

KONTOOR[™]

SOURCING FOOTPRINT

IMPROVING LEVERAGE



OPTIMIZE

Countries
Factories
Mills

- Drive Efficiencies
- Consolidate Factories
- Build More Vertical Supply
- Smartly Grow in Selective Markets

KONTOOR™

RESPONSIBLE SOURCING

PILLARS OF WORK



WORKER RIGHTS
& SAFETY



PRODUCT
STEWARDSHIP



ENVIRONMENTAL
SUSTAINABILITY



WORKER &
COMMUNITY
DEVELOPMENT

DOING THE RIGHT THING, EVEN WHEN IT'S HARD

KONTOOR™

SUPPLY CHAIN EVOLUTION

GLOBAL ERP AND PLANNING TOOLS

NEW ERP PLATFORM = SINGLE SOURCE OF CLEAN,
GLOBAL DATA

DRIVE PRODUCTIVITY AND REDUCE COMPLEXITY

Faster Decisions on SKU and Material Rationalization

NEW PLANNING TECHNOLOGY = CONTINUED FOCUS ON
QUALITY OF INVENTORY

Improved Demand / Supply Signals

Enable Speed to Market

Reduce Excess and Distressed Inventory

20%

TARGETED SKU
REDUCTION

KONTOOR™

SUPPLY CHAIN EVOLUTION

GLOBAL ERP AND PLANNING TOOLS

Owned
+
Sourced
+
ERP &
Technology

Improved
Demand
Signals



INVENTORY



KONTOOR™



SUPPLY CHAIN EVOLUTION
GLOBAL TRANSFORMATION

SUPPLY CHAIN AS A COMPETITIVE ADVANTAGE

KONTOOR™



GROWTH ENABLERS

TALENT & CULTURE

KONTOOR™

JEN MOLINARO

VICE PRESIDENT
GLOBAL TALENT

KONTOOR™

WE ARE KONTOOR

PURPOSE, MISSION, VALUES

PURPOSE

Why we exist

WE ARE THE COMMON THREAD THAT INSPIRES PEOPLE TO LIVE WITH PASSION AND CONFIDENCE

MISSION

What we do

WE GROW OUR ICONIC BRANDS THROUGH INNOVATION, DESIGN, AND SUSTAINABLE PERFORMANCE TO EXCITE MORE AND MORE CONSUMERS

VALUES

How we operate

WE ARE KONTOOR

We are one team and we embrace our unique differences

We understand, challenge, believe in and learn from each other

WE WIN TOGETHER

We have a passion to win. We set ambitious goals, consistently deliver and celebrate our success

We are built on a foundation of trust that ignites our entrepreneurial spirit and shapes our future

WE DO THE RIGHT THING

We stand for each other, our consumers, customers, partners, shareholders, community and planet

We earn the respect of others because we do what's right, even when it's hard

KONTOOR[™]

WE ARE KONTOOR
CULTURE DRIVES SUCCESS

87% ENGAGEMENT
FAVORABILITY¹

¹ Kontoor Brands 2020 Employee Engagement Survey; Respondents favorability to: Intent to Stay is High, Pride in Company, Recommend Kontoor Brands, and Sense of Personal Accomplishment



WE ARE KONTOOR

STRATEGIC PILLARS OF INCLUSION & DIVERSITY



WORKPLACE BELONGING

Foster a culture of inclusion and respect that encourages collaboration, flexibility and fairness to enable all employees to feel heard, valued, and empowered to reach their full potential



WORKFORCE DIVERSITY

Recruit, retain and promote from a diverse group of candidates to increase diversity of thinking and perspective



MARKETPLACE EQUITY

Drive inclusion & diversity through corporate and brand marketing, images and messaging



SUSTAINABILITY & ACCOUNTABILITY

Identify and break down systemic barriers to full inclusion and equity by constantly evaluating and improving our policies, practices, and processes

WE ARE KONTOOR

CULTIVATING A GROWTH CULTURE

HORIZON 1

- Performance Mindset
- Optimization
- Leveraging
- Responsive
- Operational



HORIZON 2

- Growth Mindset
- Transformation
- Empowering
- Proactive
- Strategic

TAKE CARE OF EACH OTHER

KONTOOR™



GROWTH ENABLERS

DEMAND CREATION

KONTOOR™

HOLLY WHEELER

VICE PRESIDENT
GLOBAL MARKETING, WRANGLER

KONTOOR™

WRANGLER CREATIVE VISION

HERITAGE UNLEASHED

Wrangler

COWBOY COOL



We're inspired by their courage, independent spirit and rugged sense of adventure.

"Cowboy Cool" is a timeliness uniform that is confident, effortless and unapologetically free.

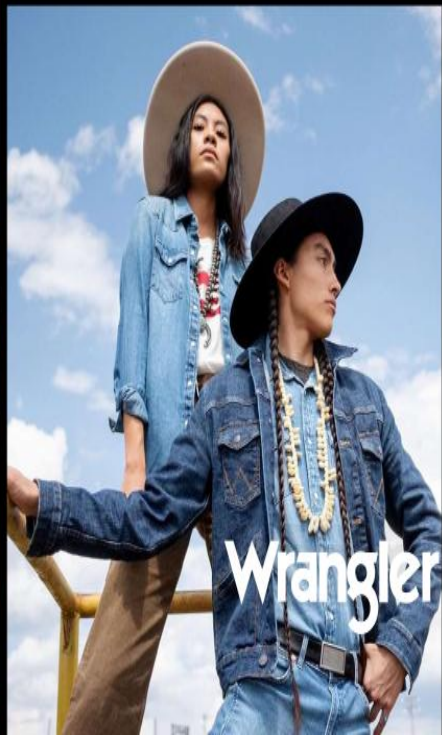
Wrangler



Wrangler

[COURAGE] — INDEPENDENCE
— INTEGRITY
— CONFIDENCE

Wrangler





SEASON 3 2021

75TH ANNIVERSARY



Wrangler

Limited Edition
Product

Documentary Film &
Archives Revival

Music
Partnerships

Iconic
Collaborations

Custom
Experiences

BRIGID STEVENS

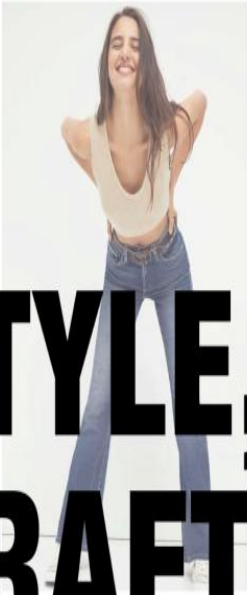
SENIOR DIRECTOR
MARKETING, LEE

KONTOOR™



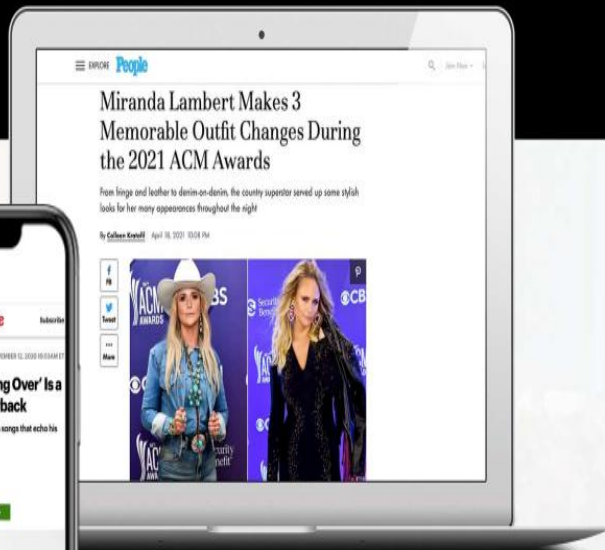
**STYLE,
CRAFTED WITH
PURPOSE**

Lee[®]



LEGENDARY LOOKS GOOD ON YOU

Lee®



Lee®



A photograph of a young couple embracing on a city street. The woman is in the foreground, wearing a white t-shirt and blue denim jeans, with her back to the camera. The man is behind her, wearing a green t-shirt and blue denim jeans. They are standing on a sidewalk with a green-painted crosswalk. In the background, there are cars and a white van. The Lee logo is in the top right corner.

Lee®

**GLOBALLY
UNIFY LEE.
WHILE
AVOIDING
UNIFORMITY.**

**UNRELENTING
OPTIMISM**

**YOUTHFUL
ENERGY**

**FEARLESS
CONFIDENCE**



STAND
TALL

FINANCIAL STRATEGY

2020 – 2023E

KONTOOR™

RUSTIN WELTON

EXECUTIVE VICE PRESIDENT AND
CHIEF FINANCIAL OFFICER

KONTOOR™

HORIZON 1

STRATEGIC ACTIONS SINCE SPIN

WHAT WE SAID

WHAT WE DELIVERED

Fundamental Optimization

Accretive restructuring & quality-of-sales actions, \$25M+ cost saves, and NA & APAC ERP implementations

Healthy margin expansion

40bps¹ expansion in FY'20, and triple-digit¹ expansion in each of the last 3 quarters

Compelling, durable cash generation

>\$500M cumulative cash from operations since May '19 spin

Commitment to a healthy balance sheet

Sub 2x net leverage² ratio driven by \$575M debt repayment over the last 4 quarters

Strong dividend policy

5% yield³

8-10% Annual Total Shareholder Return

+33% annual average since May '19 spin⁴

May
2019

Spin

Fundamental
stabilization &
optimization

2020

COVID-19

Financial Flexibility

Strategy
Amplification

2021

Fundamental
Acceleration &
Optionality

¹ On an Adjusted basis; See Appendix for reconciliation to nearest GAAP measure

² Net leverage ratio defined as Net Debt (Total Debt less Cash), divided by Adjusted EBITDA for the four quarters ending Q1 '21. See Appendix for reconciliation to nearest GAAP measure

³ Period starting July 23, 2019 through May 14, 2021; Excludes temporary dividend suspension period (February 20, 2020 through October 28, 2020)

⁴ Through our first quarter 2021 quarterly earnings report (May 6, 2021); Source: Bloomberg

KONTOOR[™]

HORIZON 2 : CATALYZING GROWTH

2020 – 2023E

	<u>2020 ACTUAL</u> ¹	<u>2021E</u> ²	<u>2022E/2023E</u> ^{3,4}	<u>2023E TARGET</u>
REVENUE	\$2.1B	+Low-Teens%	+MSD%	~\$2.7B
GM	41.2%	+230-270bps	~+100bps	46.0%+
OM	10.9%	+275-300bps	~+50bps	15.0%+
EPS	\$2.61	40%+ ⁵	+Mid-Teens%	\$5.00+
CFO				~\$1 Billion ⁶

¹ GM, OM and EPS on an Adjusted basis; See Appendix for reconciliation to nearest GAAP measure

² Based on latest guidance provided on May 6, 2021

³ Revenue and EPS CAGR; GM and OM annual average

⁴ Assumes Effective Tax Rate of 22% and Capital Expenditures of \$30-\$40M per year

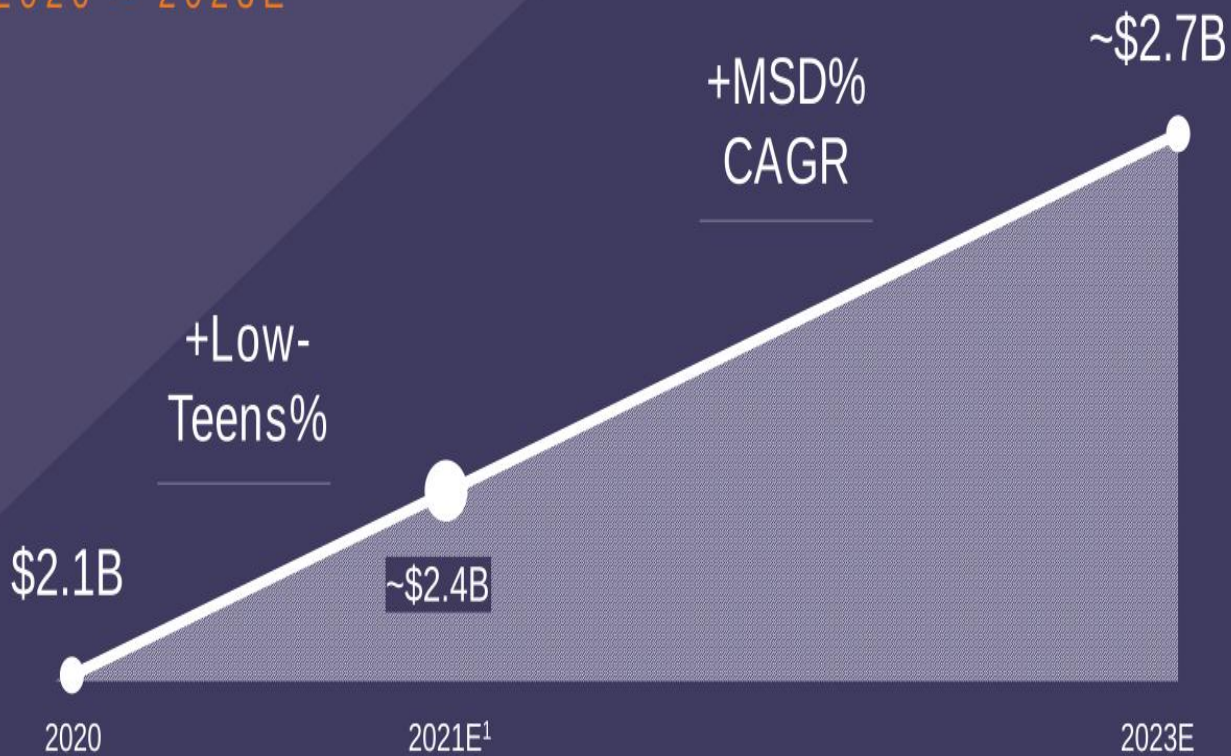
⁵ EPS growth rate

⁶ Cumulative cash flow from operations, 2021E-2023E

KONTOOR[™]

REVENUES

2020 - 2023E

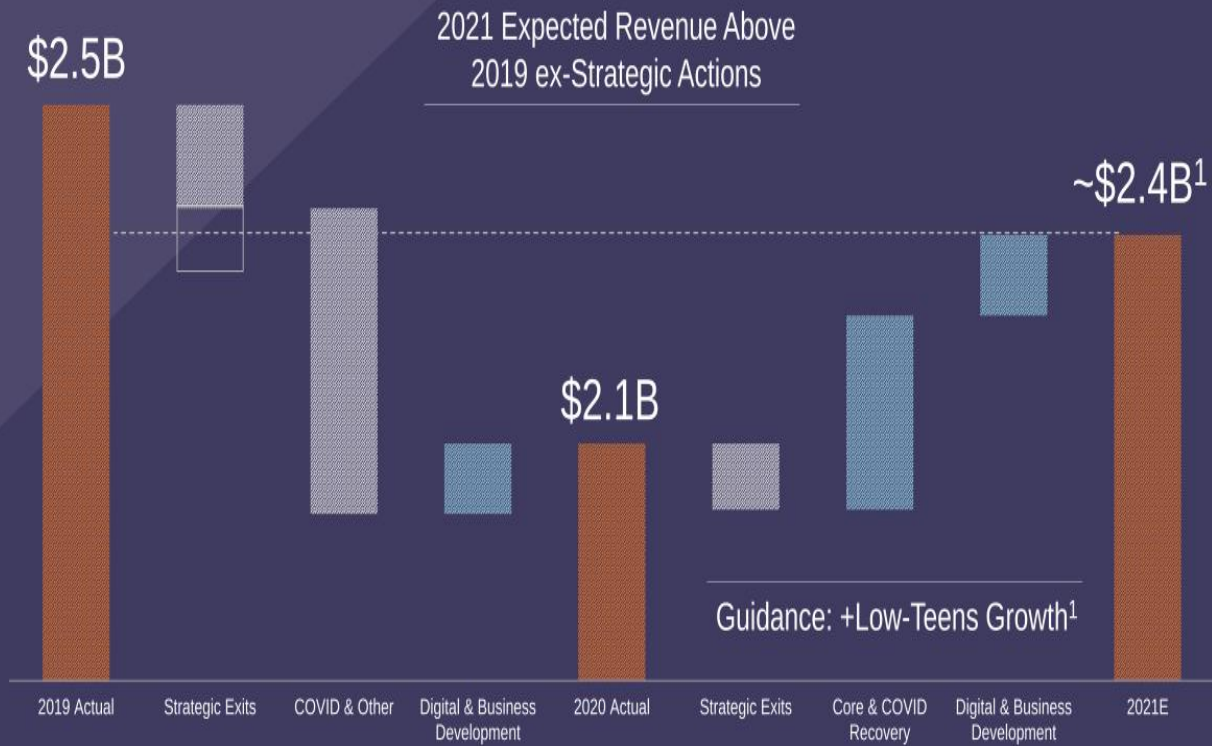


¹ Based on latest guidance provided on May 6, 2021



REVENUES

2019 - 2021E



¹ Based on latest guidance provided on May 6, 2021.
Color Key: Blue = Increase, Silver = Decrease

REVENUES

2021E - 2023E



¹ Based on latest guidance provided on May 6, 2021



GROWTH DRIVERS

2020 - 2023E

Growth Driver	% of Sales		Growth / CAGR	
	2020	2023E	2021E	2022E / 2023E
CORE ¹	68%	63%	+HSD- +LDD%	+LSD%
GEOGRAPHIC ²	22% China 7%	28% China 10%	>25% China >30%	+DD% China >20%
CHANNEL ³	5%	10%	>35%	>30%
CATEGORY ⁴	9%	15%	+DD%	+DD%

¹ U.S. Wholesale

² International

³ Own.com

⁴ Global Outdoor, Workwear, and Tees (All Channels)



GROSS MARGIN

2020 – 2023E

	43.5%	~+100bps Annual Gross Margin Expansion	
	-		
41.2%	43.9%		46.0%+
2020 ¹	2021E ²		2023E

- + Channel Mix
- + Geographic Mix
- + Supply Chain Initiatives
- + Restructuring & Quality of Sales
- + AUR Mix & Selective Price
- + SKU Rationalization

- Input Cost Inflation
- Freight

¹ On an Adjusted basis; See Appendix for reconciliation to nearest GAAP measure

² Based on latest guidance provided on May 6, 2021



SG&A

2020 – 2023E

DISTORTING SG&A DOLLARS TO HIGHER ROI / TSR ACCRETIVE INITIATIVES

ERP / Phase 2 Saves¹

(Efficiency Improvements)

Top-Line Leverage

(+GM Improvements)

Non-Strategic Spend

(Global processes and streamlining)



Demand Creation

(Under-indexed relative to peers)

Digital

(Establish infrastructure and grow)

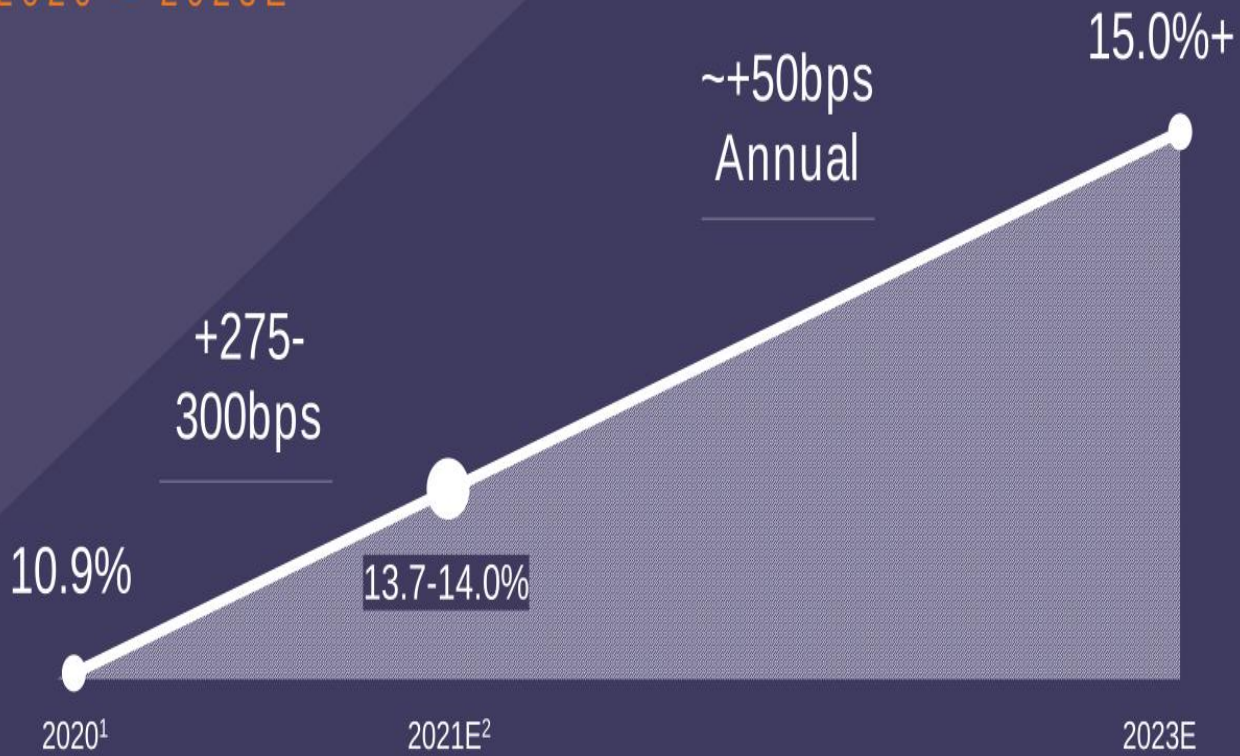
International

(Leverage Lee China)

¹ Partially reflected in gross margin

OPERATING MARGIN

2020 - 2023E



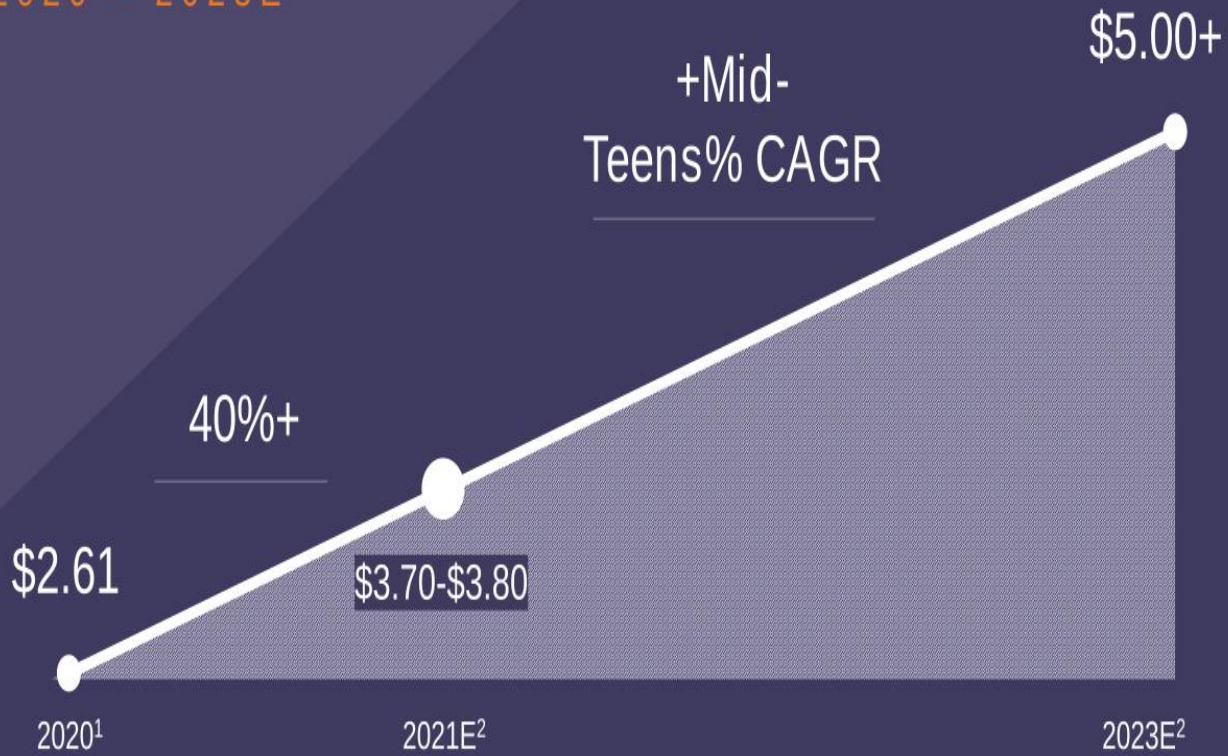
¹ On an Adjusted basis; See Appendix for reconciliation to nearest GAAP measure

² Based on latest guidance provided on May 6, 2021

KONTOOR™

EARNINGS PER SHARE

2020 - 2023E



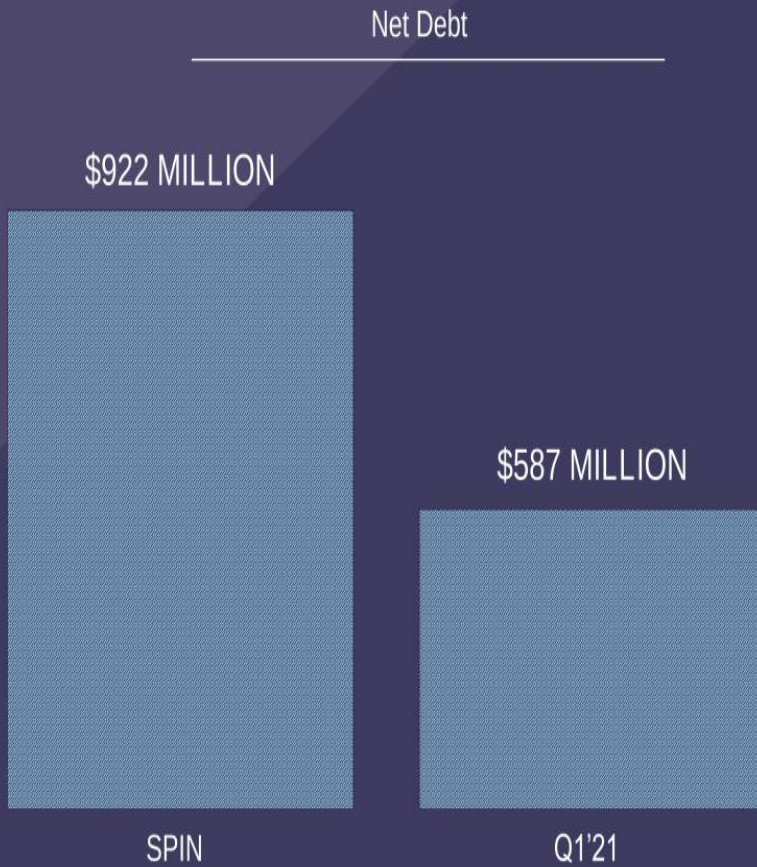
¹ On an Adjusted basis; See Appendix for reconciliation to nearest GAAP measure

² Based on latest guidance provided on May 6, 2021



CASH FLOW GENERATION

SIGNIFICANT NET DEBT¹ REDUCTION SINCE SPIN



HORIZON 1 DE-LEVERAGE
STRENGTHENS FOUNDATION
FOR HORIZON 2 OPTIONALITY

¹ Net debt defined as Total Debt less Cash



CASH FLOW GENERATION

2021E – 2023E

~\$1 BILLION¹

TARGETED CUMULATIVE
CASH FROM OPERATIONS

KONTOOR™

¹ 2021E – 2023E cumulative

CAPITAL ALLOCATION STRATEGY

EVOLUTION TO OPTIONALITY

CAPITAL STRUCTURE FLEXIBILITY

De-lever the balance sheet to provide flexibility. Targeting net leverage¹ of 1.0x to 2.0x



SUPERIOR DIVIDEND

Return excess cash to shareholders consistent with long-term TSR

HORIZON 1: FOUNDATIONAL

¹ Net leverage ratio defined as Net Debt (Total Debt less Cash), divided by Adjusted EBITDA for the four quarters ending Q1 '21. See Appendix for reconciliation to nearest GAAP measure

CAPITAL ALLOCATION STRATEGY

EVOLUTION TO OPTIONALITY

CAPITAL STRUCTURE FLEXIBILITY

De-lever the balance sheet to provide flexibility. Targeting net leverage¹ of 1.0x to 2.0x

STRATEGIC M&A

Option to pursue brands and capabilities that augment Kontoor model



SUPERIOR DIVIDEND

Return excess cash to shareholders consistent with long-term TSR

SHARE REPURCHASE

Option for offsetting dilution and/or opportunistic buybacks and maintaining ownership structure

HORIZON 2: POWERFUL OPTIONALITY

¹ Net leverage ratio defined as Net Debt (Total Debt less Cash), divided by Adjusted EBITDA for the four quarters ending Q1 '21. See Appendix for reconciliation to nearest GAAP measure



CAPITAL ALLOCATION

M&A CRITERIA

AUTHENTIC FIT

Brand and culture align with Kontoor ethos

ACCRETIVE

Visibility to immediate or near-term accretion and positive TSR contribution

COMPLEMENTARY

Strategic benefit, with focus on accretive channel and geographic opportunities



CONSUMER & GROWTH FOCUSED

Focus on consumer-led brands with existing or potential premium growth characteristics

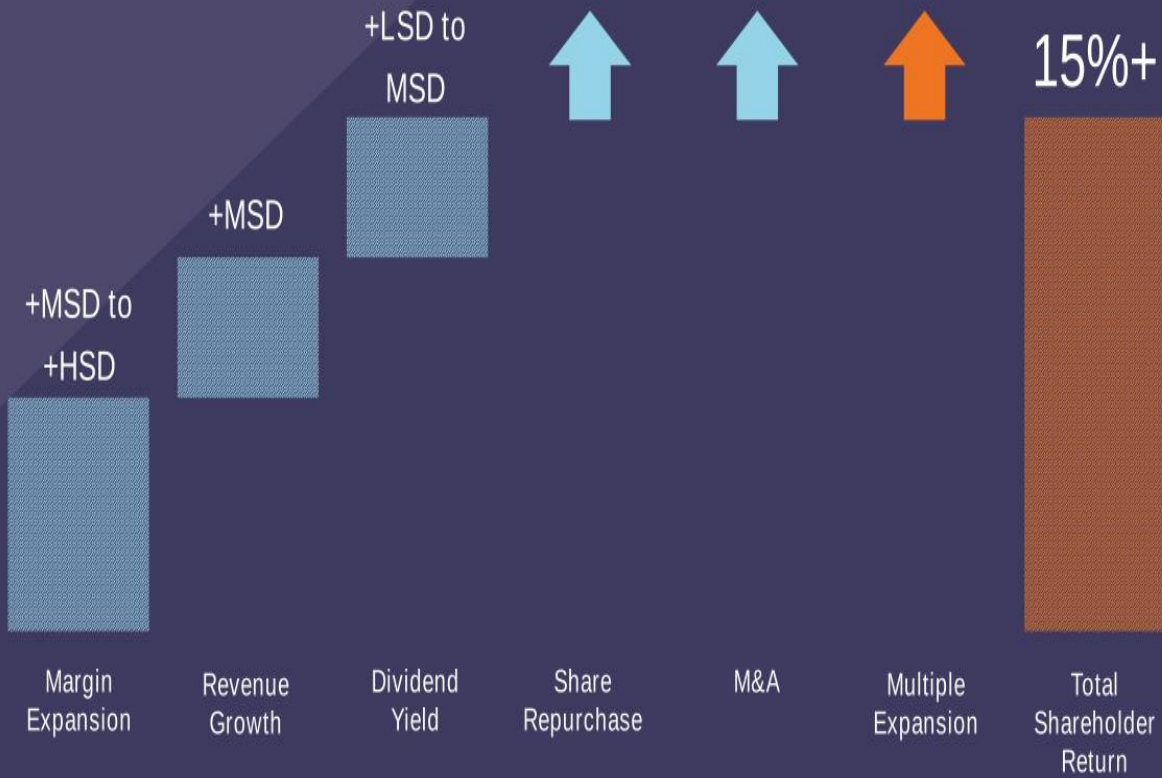
LEVERAGES KTB MODEL

Strong synergy potential and ability to leverage Kontoor's global model & expertise

KONTOOR[™]

TOTAL SHAREHOLDER RETURN

INCREASING FUNDAMENTALS DRIVE EVOLVING TSR¹



¹ Long-Term TSR Algorithm excluding 2021 Recovery



FINANCIAL SUMMARY

2023 TARGETS

REVENUE

~\$2.7B

SUSTAINABLE
GROWTH

MARGINS

46%+ GM
15%+ OM

HEALTHY
MARGIN
EXPANSION &
BRAND
INVESTMENT

EPS

\$5.00+

ACCELERATING
PROFITABILITY

CFO¹

~\$1 Billion

DURABLE &
CONSISTENT
CASH FLOW

TSR

15%+

SHAREHOLDER
FOCUSED &
INCREASING
OPTIONALITY

¹ 2021E - 2023E cumulative

KONTOOR™

APPENDIX

KONTOOR BRANDS, INC.
Reconciliation of Adjusted Financial Measures (Non-GAAP)
(Unaudited)

(Dollars in millions)

	Year Ended December 2019	Quarterly Data					
		Q3 2019	Q3 2020	Q4 2019	Q4 2020	Q1 2020	Q1 2021
Net revenues - as reported under GAAP	\$ 2,548.8	\$ 638.1	\$ 583.2	\$ 652.6	\$ 660.9	\$ 504.5	\$ 651.8
Business model changes ^(b)	(25.8)	—	—	—	—	—	—
Adjusted net revenues	\$ 2,523.0	\$ 638.1	\$ 583.2	\$ 652.6	\$ 660.9	\$ 504.5	\$ 651.8
Cost of goods sold - as reported under GAAP	\$ 1,544.5	\$ 382.2	\$ 325.5	\$ 387.1	\$ 380.0	\$ 313.7	\$ 351.2
Restructuring & separation costs ^(a)	(24.2)	(4.9)	5.4	(1.7)	(4.9)	(1.1)	(0.3)
Business model changes ^(b)	(24.2)	—	—	—	—	—	—
Other adjustments ^(c)	(1.8)	—	—	—	—	—	—
Adjusted cost of goods sold	\$ 1,494.3	\$ 377.3	\$ 330.9	\$ 385.4	\$ 375.1	\$ 312.7	\$ 350.9
Adjusted gross profit	\$ 1,028.8	\$ 260.8	\$ 252.3	\$ 267.2	\$ 285.7	\$ 191.8	\$ 300.9
<i>As a percentage of adjusted net revenues</i>	<i>40.8 %</i>	<i>40.9 %</i>	<i>43.3 %</i>	<i>40.9 %</i>	<i>43.2 %</i>	<i>38.0 %</i>	<i>46.2 %</i>

Non-GAAP Financial Information: The financial information above has been presented on a GAAP basis and on an adjusted basis. These adjusted presentations are non-GAAP measures. Amounts herein may not recalculate due to the use of unrounded numbers.

^(a) - ^(c) See "Notes to Adjusted Financial Measures" slide for additional information.

KONTOOR BRANDS, INC.
Reconciliation of Adjusted Financial Measures (Non-GAAP)
(Unaudited)

(In millions, except per share amounts)

	Year Ended December 2020
Net revenues - as reported under GAAP	\$ 2,097.8
Cost of goods sold - as reported under GAAP	\$ 1,234.2
Restructuring & separation costs ^(a)	(0.5)
Adjusted cost of goods sold	\$ 1,233.7
Selling, general and administrative expenses - as reported under GAAP	\$ 739.9
Restructuring & separation costs ^(a)	(105.1)
Adjusted selling, general and administrative expenses	\$ 634.8
Operating income - as reported under GAAP	\$ 123.8
Restructuring & separation costs ^(a)	(105.6)
Adjusted operating income	\$ 229.4
Diluted earnings per share - as reported under GAAP	\$ 1.17
Restructuring & separation costs ^(a)	1.44
Adjusted diluted earnings per share	\$ 2.61

(Dollars in millions)

	Year Ended December 2020	
	GAAP	Adjusted
Gross profit (net revenues less cost of goods sold)	\$ 863.7	\$ 864.2
<i>As a percentage of net revenues</i>	41.2 %	41.2 %
Operating income	\$ 123.8	\$ 229.4
<i>As a percentage of net revenues</i>	5.9 %	10.9 %

Non-GAAP Financial Information: The financial information above has been presented on a GAAP basis and on an adjusted basis. These adjusted presentations are non-GAAP measures. Amounts herein may not recalculate due to the use of unrounded numbers.

^(a) See "Notes to Adjusted Financial Measures" slide for additional information.

KONTOOR BRANDS, INC.
Reconciliation of Adjusted Financial Measures (Non-GAAP)
(Unaudited)

(In millions)	5/23/2019 (Spin-off date)	Q1 2021
Total long-term debt, including current portion ^(d)	\$ 1,049	\$ 816
Less: cash and equivalents	127	230
Net debt ^(e)	\$ 922	\$ 587

(In millions)	Q2 2020	Q3 2020	Q4 2020	Q1 2021	TTM [*]
Net (loss) income - as reported under GAAP	\$ (33.3)	\$ 60.8	\$ 43.1	\$ 64.5	\$ 135.1
Income taxes	(1.6)	8.4	6.7	16.7	30.2
Interest expense	13.1	13.2	12.7	11.8	50.8
Interest income	(0.6)	(0.3)	(0.4)	(0.3)	(1.6)
EBIT	\$ (22.3)	\$ 82.1	\$ 62.1	\$ 92.7	\$ 214.6
Depreciation and amortization - as reported under GAAP	\$ 7.8	\$ 9.2	\$ 10.1	\$ 9.0	\$ 36.1
Restructuring & separation costs ^(a)	(0.6)	(2.2)	(2.2)	(1.8)	(6.8)
Adjusted depreciation and amortization	\$ 7.2	\$ 6.9	\$ 7.9	\$ 7.2	\$ 29.2
EBITDA	\$ (14.5)	\$ 91.3	\$ 72.2	\$ 101.7	\$ 250.7
Restructuring & separation costs ^(a)	26.7	17.7	33.7	24.5	102.6
Other adjustments ^(c)	0.3	0.4	0.5	0.6	1.8
Adjusted EBITDA	\$ 12.6	\$ 109.4	\$ 106.4	\$ 126.8	\$ 355.2

^{*}Trailing twelve months represents the sum of the four quarters ending Q1 2021.

Non-GAAP Financial Information: The financial information above has been presented on a GAAP basis and on an adjusted basis. These adjusted presentations are non-GAAP measures. Amounts herein may not recalculate due to the use of unrounded numbers.

(a), (c) - (e) See "Notes to Adjusted Financial Measures" slide for additional information.

KONTOOR BRANDS, INC.
Reconciliation of Adjusted Financial Measures (Non-GAAP)
(Unaudited)

Notes to Adjusted Financial Measures: Management uses the above non-GAAP financial measures internally in its budgeting and review process and, in some cases, as a factor in determining compensation. In addition, adjusted EBITDA is a key financial measure for the Company's shareholders and financial leaders, as the Company's debt financing agreements require the measurement of adjusted EBITDA, along with other measures, in connection with the Company's compliance with debt covenants. While management believes that these non-GAAP measures are useful in evaluating the business, this information should be considered supplemental in nature and should be viewed in addition to, and not as an alternate for, reported results under GAAP. In addition, these non-GAAP measures may be different from similarly titled measures used by other companies.

^(a) During 2020 and 2021, restructuring and separation costs primarily related to the Company's global ERP system and information technology infrastructure build-out as well as strategic actions taken by the Company, including charges resulting from the Company's decision to exit certain VF Outlet™ stores, transition the India business to a licensed model and respond to COVID-19. These restructuring and separation costs resulted in a corresponding tax impact of \$22.2 million for the twelve months ended December 2020. During 2019, restructuring and separation costs primarily related to the spin-off from VF Corporation and establishment of Kontoor as a standalone public company, including the implementation of the Company's global ERP system and information technology infrastructure build-out.

^(b) During 2019, business model changes primarily related to the transition of our former Central and South America region to a licensed model and the discontinuation of manufacturing for VF Corporation.

^(c) Other adjustments have been made to remove the funding fees related to the accounts receivable sale arrangement, as they are treated as interest expense in the calculation of adjusted EBITDA for debt compliance purposes. Additionally, during 2019, other adjustments were made to revise historical corporate allocations, primarily attributable to the carve-out basis of accounting, so that adjusted EBITDA reflected the anticipated cost structure of a separate public company.

^(d) On May 17, 2019, the Company entered into a \$1.55 billion senior secured credit facility under which it incurred \$1.05 billion of indebtedness. At inception, this facility consisted of a five-year \$750.0 million term loan A facility, a seven-year \$300.0 million term loan B facility and a five-year \$500.0 million revolving credit facility (collectively, the "Credit Facilities") with the lenders and agents party thereto. Long-term debt, including current portion ("Total Debt"), includes outstanding balances under the Credit Facilities, net of unamortized original issue discount and deferred financing costs, as well as short-term borrowings.

^(e) Net debt is calculated as Total Debt less the Company's cash and equivalents balance.
