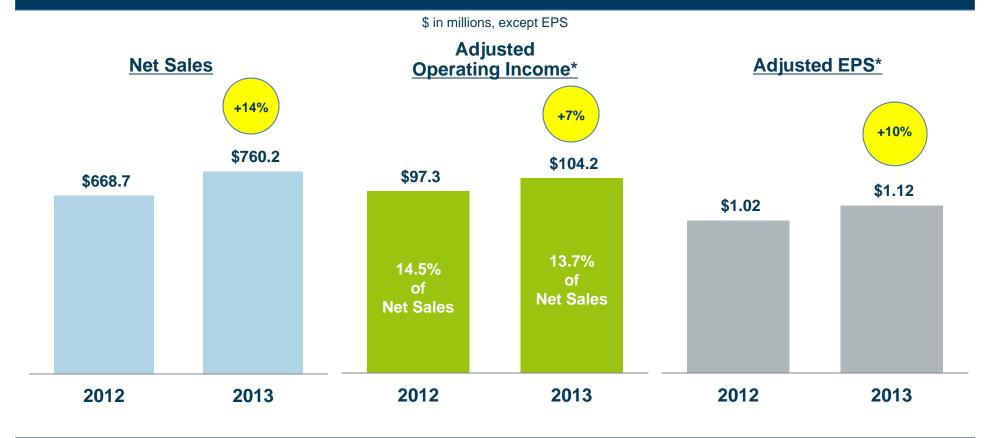


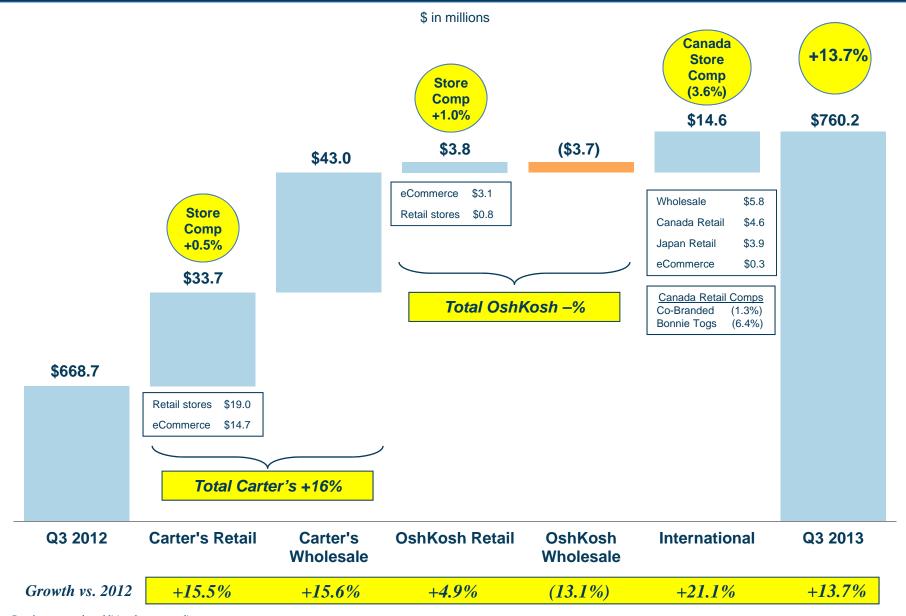
## ★ | Third Quarter Highlights



- Strong sales growth driven by Carter's brand across all U.S. channels and International segment
  - U.S. Carter's Wholesale +\$43 million
  - U.S. Carter's Direct-to-Consumer +\$34 million
  - International +\$15 million
- Good earnings growth reflects strong top line and good product performance



### Third Quarter Net Sales





## Third Quarter Adjusted Results\*

\$ in millions, except EPS

Net sales	Q3 2013 \$760.2	% of Sales	Q3 2012 \$668.7	% of Sales	Fav/ (Unfav) 14%
Gross profit	309.6	40.7%	270.1	40.4%	15%
Adjusted SG&A*	216.2	28.4%	183.3	27.4%	(18%)
Royalty income	(10.7)	(1.4%)	(10.5)	(1.6%)	2%
Adjusted operating income*	104.2	13.7%	97.3	14.5%	7%
Interest and other, net	3.9	0.5%	1.5	0.2%	(168%)
Income taxes	35.2	4.6%	34.8	5.2%	(1%)
Adjusted net income*	\$65.0	8.5%	\$61.0	9.1%	7%
Adjusted diluted EPS*	\$1.12		\$1.02		10%
Weighted average shares outstanding	57.4		59.0		
Adjusted EBITDA*	\$114.6	15.1%	\$105.9	15.8%	8%

<sup>\*</sup> Results are stated on an adjusted basis; see reconciliation to GAAP on page 21 and page 22. Note: Results may not be additive due to rounding.



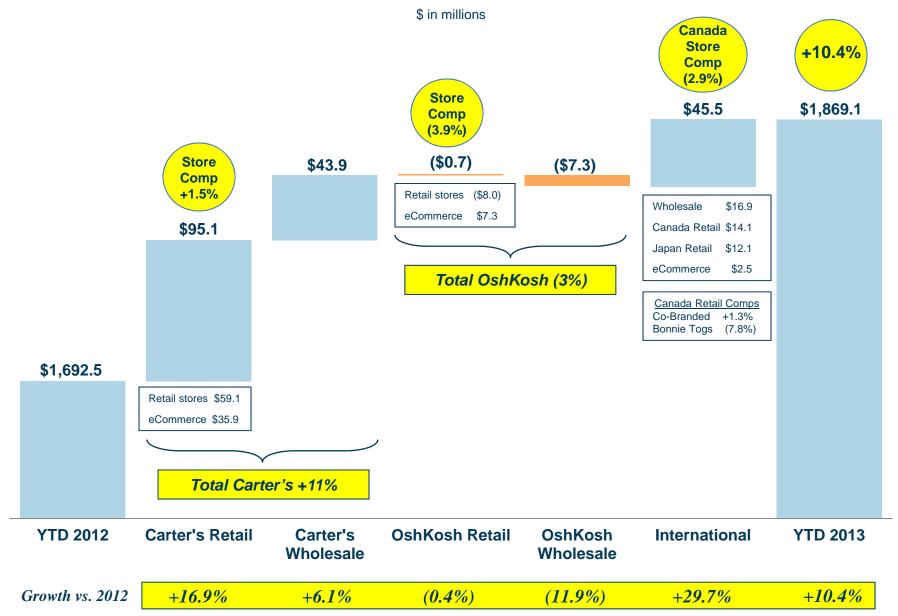
### Third Quarter Adjusted SG&A\*



<sup>\*</sup> Results are stated on an adjusted basis; see reconciliation to GAAP on page 21. Note: Results may not be additive due to rounding.



### First Three Quarters Net Sales





## First Three Quarters Adjusted Results\*

	\$ in millions, exc				
	First Three		First Three		
	Quarters	% of	Quarters	% of	Fav/
	2013	Sales	2012	Sales	(Unfav)
Net sales	\$1,869.1		\$1,692.5		10%
Gross profit	773.0	41.4%	648.1	38.3%	19%
Adjusted SG&A*	575.0	30.8%	485.7	28.7%	(18%)
Royalty income	(27.4)	(1.5%)	(26.7)	(1.6%)	3%
Adjusted operating income*	225.4	12.1%	189.1	11.2%	19%
Interest and other, net	7.2	0.4%	5.3	0.3%	(37%)
Income taxes	77.9	4.2%	66.9	4.0%	(16%)
Adjusted net income*	<u>\$140.4</u>	7.5%	\$117.0	6.9%	20%
Adjusted diluted EPS*	\$2.36		\$1.96		21%
Weighted average shares outstanding	58.6		58.8		
Adjusted EBITDA*	\$256.9	13.7%	\$215.0	12.7%	19%

<sup>\*</sup> Results are stated on an adjusted basis; see reconciliation to GAAP on page 22 and page 25. Note: Results may not be additive due to rounding.



## Balance Sheet and Cash Flow

		\$ in m	illions	<u>Highlights</u>
		2013	2012	<ul> <li>Strong liquidity         <ul> <li>\$202 million cash on hand</li> <li>\$177 revolver availability</li> </ul> </li> </ul>
	Cash	\$201.8	\$254.3	Inventory dollars up in support of strong planned sales and store openings over next two quarters
Balance Sheet	Accounts receivable	245.6	200.2	<ul> <li>Long-term debt increase reflects Q3 \$400 million senior note offering (8 year; 5.25%)</li> </ul>
(at Q3 end	Inventory	440.4	375.1	Proceeds funded \$400 million Accelerated Share Repurchase program
	Accounts payable	158.6	115.0	<ul> <li>~4.6 million shares (FMV \$328 million)</li> <li>repurchased and retired in Q3</li> </ul>
	Long-term debt	586.0	186.0	<ul> <li>Q3 repurchased ~226,000 shares for \$16.4 million in the open market</li> <li>YTD repurchased ~816,000 shares for \$54.1 million</li> </ul>
		2013	2012	<ul> <li>Paid \$9.5 million in dividends in Q3, \$19.0 million YTD</li> </ul>
Cash Flo (First Three Quarters)	9		\$63.5	CapEx reflects growth and infrastructure investments, including:
,	Capital Expenditures		(59.8)	<ul> <li>New multi-channel distribution center</li> <li>U.S. / International retail stores</li> <li>Technology initiatives</li> </ul>
	Free Cash Flow	(\$66.2)	<u>\$69.4</u>	<ul> <li>New headquarters facility</li> </ul>



## Business Segment Performance



# Third Quarter Adjusted Business Segment Performance\*

\$ in millions

					sted Opera	<b>Adjusted Operating</b>		
	Net Sales			Inc	come (Loss	Margin		
			\$			\$		
	2013	2012	Growth	2013	2012	Growth	2013	2012
Carter's Wholesale (a)	\$319	\$276	\$43	\$57	\$53	\$3	17.8%	19.4%
Carter's Retail (b)	251	217	34	48	43	5	19.0%	19.8%
Total Carter's	\$570	\$493	\$77	\$104	\$96	\$8	18.3%	19.6%
OshKosh Wholesale	\$25	\$28	(\$4)	\$4	\$2	\$2	18.1%	8.6%
OshKosh Retail (b)	82	78	4	6	3	2	6.9%	4.4%
Total OshKosh	\$106	\$106	\$0	\$10	\$6	\$4	9.5%	5.5%
Adjusted International (c)(d)	\$84	\$69	\$15	\$16	\$17	(\$1)	18.6%	24.6%
Total before corporate expenses	<b>\$760</b>	\$669	\$92	\$130	\$119	\$11	17.1%	17.9%
Adjusted corporate expenses (d)				(26)	(22)	(4)	(3.4%)	(3.3%)
Total, as adjusted (d)	\$760	\$669	\$92	\$104	<b>\$97</b>	\$7	13.7%	14.5%

<sup>(</sup>a) Includes U.S. wholesale sales of Carter's, Child of Mine, Just One You, and Precious Firsts.

<sup>(</sup>b) Includes U.S. retail stores and eCommerce results.

<sup>(</sup>c) Includes international retail, eCommerce and wholesale sales. Adjusted operating income includes international licensing income.

<sup>(</sup>d) See reconciliation of reported (GAAP) results to adjusted results.

<sup>\*</sup> Results are stated on an adjusted basis; see reconciliation to GAAP on page 21. Note: Results may not be additive due to rounding.



### Third Quarter Highlights – Carter's Wholesale

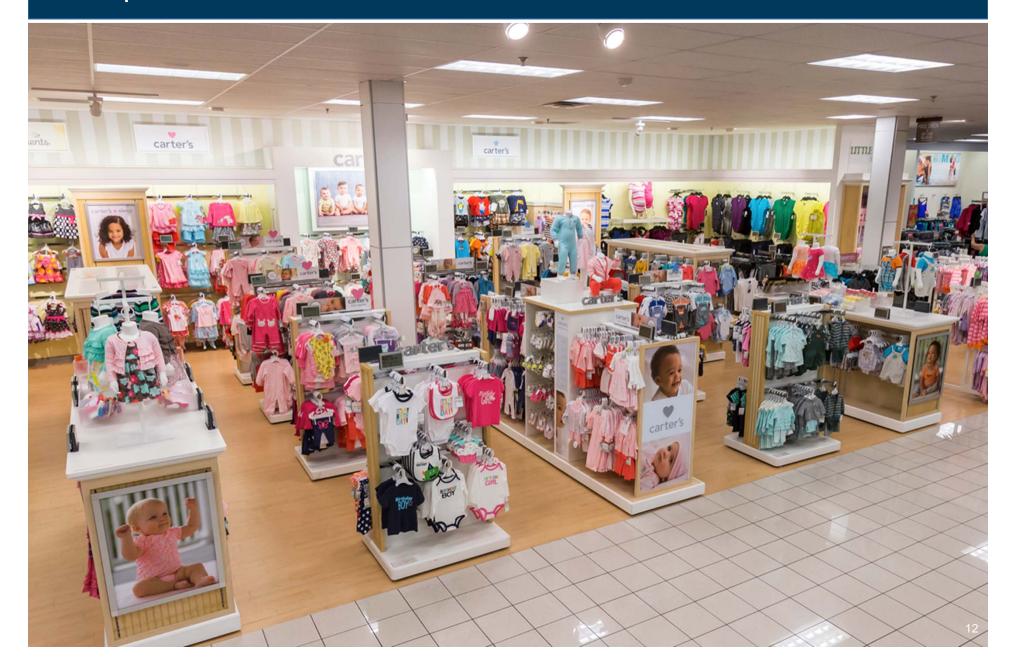




- Fall 2013 over-the-counter selling at top accounts up low single digits vs. LY
- Q3 margin decline reflects higher product costs, incremental air freight, and Count on Carter's marketing costs
- Full year net sales outlook: + mid single-digits;
   Spring 2014 bookings planned up mid single-digits
- Continuing to invest in brand presentation by enhancing in-store wholesale shops

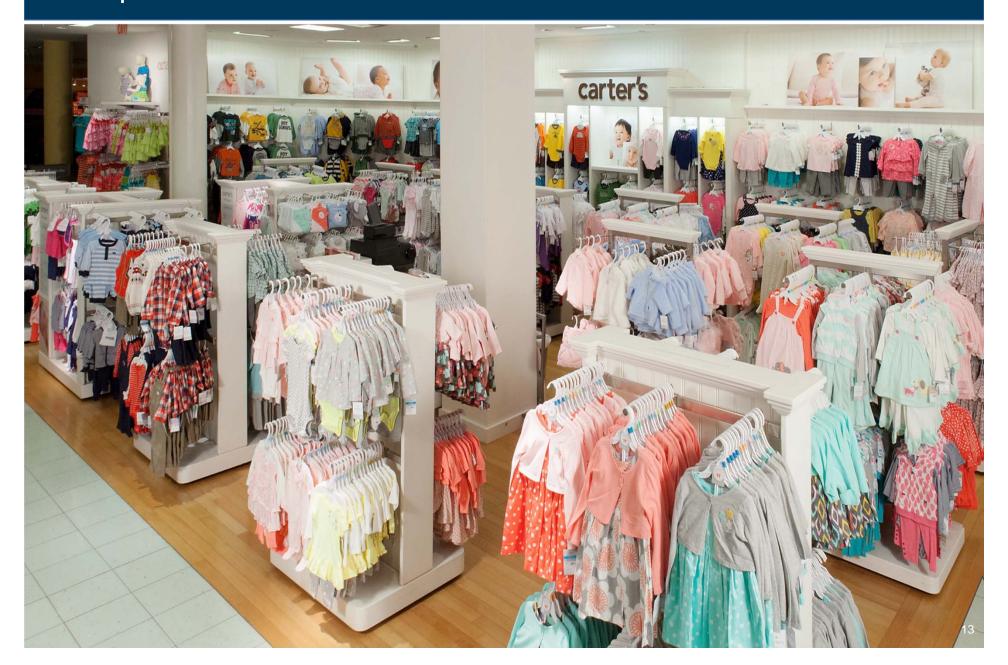


## Kohl's – Carter's Shop (Milwaukee)





## ★ Macy's - Carter's Shop (Herald Square)





### Third Quarter Highlights – Carter's Retail



#### **Highlights**

#### **Retail Stores**

- Comp sales +0.5% vs. +2.7% LY
- Strength in Girls Playwear and Baby
- Opened 17 new stores in Q3, 42 net YTD
- Q3 ending store count: 455
  - 274 Brand
  - 181 Outlet
- On track to open 66 new stores in 2013

#### **eCommerce**

- Continued solid eCommerce growth, +53%
- Q3 net sales 20% of retail store sales
- eCommerce operating margin >20%

#### **Segment Operating Income**

 Segment margin decline reflects incremental Count on Carter's marketing expense and new distribution center start-up expenses



### Third Quarter Highlights – OshKosh Retail



#### **Highlights**

#### **Retail Stores**

- Comp sales +1.0% vs. (4.3%) LY
- Opened 7 new stores and closed 1 in Q3
  - 6 side-by-side format stores; 1 outlet store
  - 4 stores remodeled to side-by-side format
- Q3 ending store count: 170
  - 23 Brand
  - 147 Outlet
- Plan to open 18 stores in 2013 (17 side-by-sides)

#### **eCommerce**

- Continued good eCommerce growth, +39%
- Q3 net sales 16% of retail store sales
- Mid-teens operating margin

#### **Segment Operating Income**

 Meaningful improvement in profitability due to improved gross margin and higher contribution from eCommerce



### Third Quarter Highlights – OshKosh Wholesale



\$ in millions

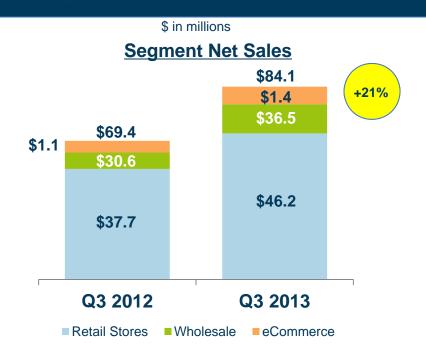
#### **Segment Net Sales & Operating Income**

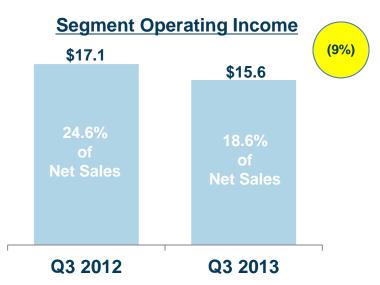


- Q3 profit increase reflects gross margin improvements and lower expenses
- Full year 2013 net sales planned down high single-digits but with meaningful margin improvements
- Spring / Summer 2014 bookings planned down mid-teens



### Third Quarter Highlights – International





#### **Highlights**

#### **Retail Stores**

- Canada
  - Sales +12% vs. LY
  - Total comp declined 3.6%
    - Carter's / OshKosh co-branded comp (1.3%); Bonnie Togs comp (6.4%)
  - Q3 ending store count: 96 (63 co-branded)
  - Plan to open 21 co-branded stores and close two in 2013
- Japan
  - Q3 net sales \$3.9 million

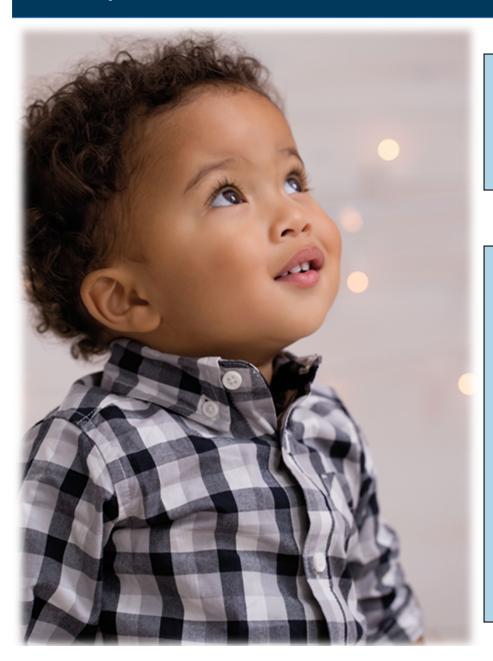
#### Wholesale

 Net sales +19% vs. LY, driven by growth with U.S.-based multi-national retailers

#### **Segment Operating Income**

- Segment operating income (9%) vs. LY
  - Japan loss ~\$2 million
- Segment margin decline driven by:
  - Canada expense deleverage on negative comp sales
  - Japan operating loss

## ★ Outlook



Q4 2013

- Net sales growth of approximately 9% to 10% (vs. \$689 million LY)
- Adjusted EPS growth of approximately 10% to 15% (vs. \$0.89 LY)

Full Year Fiscal 2013

- Net sales growth of approximately 10% (vs. \$2.4 billion LY)
- Adjusted EPS growth of approximately 15% to 17% (vs. \$2.85 LY)
- New retail stores: Carter's 66, OshKosh 18, Canada 21
  - Store closings: Carter's (2),
     OshKosh (5), Canada (2)
- CapEx ~\$180 \$200 million
- Operating cash flow ~\$200 million



## Appendix





## Third Quarter Reconciliation of Net Income Allocable to Common Shareholders

Fiscal quarter ended

	I is can qua	itti tiided
	September 28, 2013	September 29, 2012
Weighted-average number of common and common equivalent shares outstanding:		
Basic number of common shares outstanding	56,908,631	58,267,398
Dilutive effect of equity awards	531,514	882,729
Diluted number of common and common equivalent shares outstanding	57,440,145	59,150,127

	Fiscal quarter ended						
	As reported or	a GAAP Basis	As adju	usted (a)			
¢ · d   d   CDC	September 28,	September 29,	-	September 29,			
\$ in thousands, except EPS	2013	2012	2013	2012			
Basic net income per common share:							
Net income	\$56,571	\$59,378	\$64,993	\$60,963			
Income allocated to participating securities	(759)	(775)	(873)	(796)			
Net income available to common shareholders	\$55,812	\$58,603	\$64,120	\$60,167			
Basic net income per common share	\$0.98	\$1.01	\$1.13	\$1.03			
Diluted net income per common share:							
Net income	\$56,571	\$59,378	\$64,993	\$60,963			
Income allocated to participating securities	(753)	(766)	(866)	(787)			
Net income available to common shareholders	\$55,818	\$58,612	\$64,127	\$60,176			
Diluted net income per common share	\$0.97	\$0.99	\$1.12	\$1.02			

<sup>(</sup>a) In addition to the results provided in this earnings release in accordance with GAAP, the Company has provided adjusted, non-GAAP financial measurements that present the information above excluding \$8.4 million and \$1.6 million in after-tax expenses from these results for the third quarter ended September 28, 2013 and September 29, 2012, respectively.



# Third Quarter Reconciliation of Reported to Adjusted Earnings

\$ in millions, except EPS

								Segment	Reporting	
Third Quarter of Fiscal 2013	SG&A	% of sales	Operating Income	% of sales	Net Income	Diluted EPS	International Operating Income	% of segment net sales	Corporate Operating Expenses	% of total net sales
As reported (GAAP)	\$229.3	30.2%	\$91.1	12.0%	\$56.6	\$0.97	\$15.1	18.0%	(\$38.5)	(5.1%)
Office consolidation costs (a)	(5.9)		5.9		3.7	0.06			5.9	
Revaluation of contingent consideration $(b)$	(0.5)		0.5		0.5	0.01	0.5			
Facility related closures (c)	(0.4)		0.4		0.3	0.00			0.4	
Amortization of tradenames $(d)$	(6.3)		6.3		4.0	0.07			6.3	
	(13.1)		13.1		8.4	0.15	0.5		12.6	
As adjusted	\$216.2	28.4%	\$104.2	13.7%	\$65.0	\$1.12	\$15.6	18.6%	(\$25.8)	(3.4%)

Third Quarter of Fiscal 2012	SG&A	% of sales	Operating Income	% of sales	Net Income	Diluted EPS	International Operating Income	% of segment net sales	Corporate Operating Expenses	% of total net sales
As reported (GAAP)	\$185.2	27.7%	<b>\$95.4</b>	14.3%	<b>\$59.4</b>	<b>\$0.99</b>	\$16.0	23.0%	(\$22.9)	(3.4%)
Revaluation of contingent consideration $(b)$ Facility closure costs $(c)$	(1.1) (0.8) (1.9)		1.1 0.8 1.9		1.1 0.5 1.6	0.02 0.01 0.03	1.1		0.8	
As adjusted	\$183.3	27.4%	\$97.3	14.5%	\$61.0	\$1.02	\$17.1	24.6%	(\$22.1)	(3.3%)

- (a) Costs related to consolidating our Shelton, Connecticut and Atlanta, Georgia offices, as well as certain functions from our other offices, in a new headquarters facility in Atlanta, GA.
- (b) Revaluation of the contingent consideration liability associated with the Company's 2011 acquisition of Bonnie Togs.
- (c) Costs related to the closure of a distribution facility located in Hogansville, GA, announced in the first quarter of fiscal 2012.
- (d) Amortization of acquired H.W. Carter tradenames.

**Segment Reporting** 



## Reconciliation of Net Income to Adjusted EBITDA

\$ in millions

					Four fiscal
	Fiscal qua	rter ended	Three fiscal q	uarters ended	quarters ended
	September 28,	September 29,	September 28,	September 29,	September 28,
	2013	2012	2013	2012	2013
Net income	\$56.6	\$59.4	\$117.7	\$112.5	\$166.4
Interest expense	4.1	1.7	6.7	5.4	7.9
Interest income	(0.1)	(0.0)	(0.5)	(0.1)	(0.6)
Tax expense	30.6	34.5	65.9	65.9	94.2
Depreciation and Amortization	17.4	8.8	43.3	26.6	56.6
EBITDA	\$108.5	\$104.4	\$233.0	\$210.3	\$324.5
Adjustments to EBITDA					
Office consolidation costs (a)	\$5.3	\$0.0	\$20.9	\$0.0	\$26.3
Revaluation of contingent consideration (b)	0.5	1.1	2.3	2.9	3.1
Facility closure costs (c)	0.3	0.4	0.5	1.8	0.9
Adjusted EBITDA	\$114.6	\$105.9	\$256.9	\$215.0	\$354.7

<sup>(</sup>a) Costs related to consolidating our Shelton, Connecticut and Atlanta, Georgia offices, as well as certain functions from our other offices, in a new headquarters facility in Atlanta, GA. These amounts exclude costs related to accelerated depreciation as such amounts are included in the total of depreciation and amortization above.

<sup>(</sup>b) Revaluation of contingent consideration liability associated with the Company's 2011 acquisition of Bonnie Togs.

<sup>(</sup>c) Costs related to the closure of a distribution facility located in Hogansville, GA, announced in the first quarter of fiscal 2012. These amounts exclude costs related to accelerated depreciation as such amounts are included in the total of depreciation and amortization above.

# | First Three Quarters Adjusted Business | Segment Performance\*

\$ in millions

				Adj	usted Opera	Adjusted Operating		
		<b>Net Sales</b>		Income (Loss)			Margin	
			\$			\$		_
	2013	2012	Growth	2013	2012	Growth	2013	2012
Carter's Wholesale (a)	<b>\$764</b>	<b>\$720</b>	\$44	\$138	<b>\$129</b>	\$9	18.1%	17.9%
Carter's Retail (b)	659	564	95	121	94	27	18.3%	16.6%
Total Carter's	\$1,422	\$1,283	\$139	\$259	\$223	\$36	18.2%	17.4%
OshKosh Wholesale	\$54	\$61	(\$7)	\$8	\$3	\$5	14.7%	5.1%
OshKosh Retail (b)	194	194	(1)	(6)	(13)	8	(2.9%)	(6.8%)
Total OshKosh	\$248	\$256	(\$8)	\$2	(\$10)	\$13	1.0%	(4.0%)
Adjusted International (c)(d)	<b>\$199</b>	\$153	\$46	\$30	\$32	(\$2)	15.0%	20.8%
Total before corporate expenses	\$1,869	\$1,692	<b>\$177</b>	\$291	\$244	\$47	15.6%	14.4%
Adjusted corporate expenses (d)				(66)	(55)	(10)	(3.5%)	(3.3%)
Total, as adjusted $(d)$	\$1,869	\$1,692	<b>\$177</b>	\$225	\$189	\$36	12.1%	11.2%

<sup>(</sup>a) Includes U.S. wholesale sales of Carter's, Child of Mine, Just One You, and Precious Firsts.

<sup>(</sup>b) Includes U.S. retail stores and eCommerce results.

<sup>(</sup>c) Includes international retail, eCommerce and wholesale sales. Adjusted operating income includes international licensing income.

<sup>(</sup>d) See reconciliation of reported (GAAP) results to adjusted results.

<sup>\*</sup> Results are stated on an adjusted basis; see reconciliation to GAAP on page 25. Note: Results may not be additive due to rounding.



# First Three Quarters Reconciliation of Net Income Allocable to Common Shareholders

Three fiscal quarters ended

Timee usem q	uarters chaca
September 28, 2013	September 29, 2012
57,982,401	58,175,125
614,045	843,565
58,596,446	59,018,690
	September 28, 2013 57,982,401 614,045

	Three fiscal quarters ended						
	As reported or	n a GAAP Basis	As adju	isted (a)			
	September 28,	September 29,	September 28,	September 29,			
\$ in thousands, except EPS	2013	2012	2013	2012			
Basic net income per common share:							
Net income	\$117,659	\$112,458	\$140,371	\$116,983			
Income allocated to participating securities	(1,566)	(1,470)	(1,871)	(1,530)			
Net income available to common shareholders	\$116,093	\$110,988	\$138,500	\$115,454			
Basic net income per common share	\$2.00	\$1.91	\$2.39	\$1.98			
Diluted net income per common share:							
Net income	\$117,659	\$112,458	\$140,371	\$116,983			
Income allocated to participating securities	(1,553)	(1,454)	(1,854)	(1,512)			
Net income available to common shareholders	\$116,106	\$111,004	\$138,517	\$115,471			
Diluted net income per common share	\$1.98	\$1.88	\$2.36	\$1.96			

<sup>(</sup>a) In addition to the results provided in this earnings release in accordance with GAAP, the Company has provided adjusted, non-GAAP financial measurements that present the information above excluding \$22.7 million and \$4.5 million in after-tax expenses from these results for the three quarters ended September 28, 2013 and September 29, 2012, respectively.



## First Three Quarters Reconciliation of Reported to Adjusted Earnings

\$ in millions, except EPS

							Segment Reporting			
First Three Quarters of Fiscal 2013	SG&A	% of sales	Operating Income	% of sales	Net Income	Diluted EPS	International Operating Income	% of segment net sales	Corporate Operating Expenses	% of segment net sales
As reported (GAAP)	\$609.6	32.6%	\$190.8	10.2%	\$117.7	\$1.98	\$27.5	13.8%	(\$98.0)	(5.2%)
Office consolidation costs (a) Revaluation of contingent consideration (b)	(24.1) (2.3)		24.1 2.3		15.2 2.3	0.26 0.04	2.3		24.1	
Facility related closures ( <i>c</i> ) Amortization of tradenames ( <i>d</i> )	(1.0) (7.3)		1.0 7.3		0.6 4.6	0.01			1.0 7.3	
	(34.7)		34.7		22.7_	0.38	2.3		32.3	
As adjusted	\$575.0	30.8%	\$225.4	12.1%	<u>\$140.4</u>	\$2.36	\$29.8	15.0%	(\$65.6)	(3.5%)
							Segment Reporting			
First Three Quarters of Fiscal 2012	SG&A	% of sales	Operating Income	% of sales	Net Income	Diluted EPS	International Operating Income	% of segment net sales	Corporate Operating Expenses	% of segment net sales
As reported (GAAP)	\$491.2	29.0%	\$183.6	10.8%	\$112.5	\$1.88	\$29.0	18.9%	(\$57.9)	(3.4%)
Revaluation of contingent consideration $(b)$ Facility closure costs $(c)$	(2.9) (2.6) (5.5)		2.9 2.6 5.5		2.9 1.6 4.5	0.05 0.03 0.08	2.9		2.6	
As adjusted	\$485.7	28.7%	\$189.1	11.2%	\$117.0	\$1.96	\$31.9	20.8%	(\$55.3)	(3.3%)

<sup>(</sup>a) Costs related to consolidating our Shelton, Connecticut and Atlanta, Georgia offices, as well as certain functions from our other offices, in a new headquarters facility in Atlanta, GA.

- (b) Revaluation of the contingent consideration liability associated with the Company's 2011 acquisition of Bonnie Togs.
- (c) Costs related to the closure of a distribution facility located in Hogansville, GA, announced in the first quarter of fiscal 2012.
- (d) Amortization of acquired H.W. Carter tradenames.



# Forward-looking Statements and Other Information

Results provided in this presentation are preliminary and unaudited. This presentation should be read in conjunction with the audio broadcast or transcript of the Company's earnings call, held on October 24, 2013, which is available at www.carters.com. Also, this presentation contains forward-looking statements within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 relating to the Company's outlook and future performance, including, without limitation, statements with respect to the Company's anticipated financial results for the fourth guarter of fiscal 2013, and fiscal year 2013, or any other future period, assessment of the Company's performance and financial position, and drivers of the Company's sales and earnings growth. Such statements are based on current expectations only, and are subject to certain risks, uncertainties, and assumptions. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those anticipated, estimated, or projected. Factors that could cause actual results to materially differ include the risks of: losing one or more major customers; the Company's products not being accepted in the marketplace; changes in consumer preference and fashion trends; negative publicity; the Company failing to protect its intellectual property; the breach of the Company's consumer databases; incurring costs in connection with cooperating with regulatory investigations and proceedings; increased leverage, not being able to repay its indebtedness and being subject to restrictions on operations by the Company's debt agreements; increased production costs; deflationary pricing pressures; decreases in the overall level of consumer spending; disruptions resulting from the Company's dependence on foreign supply sources; the Company's foreign supply sources not meeting the Company's quality standards or regulatory requirements; disruption to the Company's eCommerce business or distribution facilities due to the planned transition or otherwise; disruptions in the Company's supply chain or in-sourcing capabilities resulting from sourcing through a single port or otherwise; the loss of the Company's principal product sourcing agent; increased competition in the baby and young children's apparel market; the Company being unable to identify new retail store locations or negotiate appropriate lease terms for the retail stores; the Company not adequately forecasting demand, which could, among other things, create significant levels of excess inventory; failure to achieve sales growth plans, cost savings, and other assumptions that support the carrying value of the Company's intangible assets; not attracting and retaining key individuals within the organization; failure to implement needed upgrades to the Company's information technology systems; disruptions resulting from the Company's transition of distribution functions to its new Braselton facility; charges related to the consolidation of certain Company offices into a new headquarters facility in Atlanta, Georgia being greater than estimated; the office consolidation not being completed during the expected time frame; the Company not achieving the expected benefits of the office consolidation; being unsuccessful in expanding into international markets and failing to successfully manage legal, regulatory, political and economic risks of international operations, including maintaining compliance with world-wide anti-bribery laws. Many of these risks are further described in the most recently filed Quarterly Report on Form 10-Q and other reports filed with the Securities and Exchange Commission under the headings "Risk Factors" and "Forward-Looking Statements." All information is provided as of October 24, 2013. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.

