# carter's, inc. 

Sec ond Quarter 2016
Business Update
JULY 27, 2016


## Second Quarter 2016 Highlights



- Q2 results exceeded prior guidance
- Net sales +4\% driven by our U.S. Retail and Intemational businesses
- Operating margin reflects gross margin improvement, offset by continued investments in growth initiatives


## Sec ond Quarter 2016 Net Sales



## Second Quarter 2016 Adjusted Results*

\$ in millions, except EPS

|  | $\begin{gathered} \text { Q2 } \\ 2016 \\ \hline \end{gathered}$ | \% of Sales | $\begin{gathered} \text { Q2 } \\ 2015 \\ \hline \end{gathered}$ | $\begin{array}{r} \% \text { of } \\ \text { Sales } \\ \hline \end{array}$ | Increase / (Decrease) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net sales | \$639.5 |  | \$612.8 |  | 4\% |
| Gross profit | 282.2 | 44.1\% | 262.9 | 42.9\% | 7\% |
| A djusted SG\&A* | 227.7 | 35.6\% | 205.8 | 33.6\% | 11\% |
| Royalty income | (9.5) | (1.5\%) | (8.4) | (1.4\%) | 14\% |
| Adjusted operating income* | 64.0 | 10.0\% | 65.4 | 10.7\% | (2\%) |
| Interest and other, net | 7.1 | 1.1\% | 4.9 | 0.8\% | 46\% |
| Income taxes | 20.2 | 3.2\% | 21.7 | 3.5\% | (7\%) |
| Adjusted net income* | \$36.7 | 5.7\% | \$38.8 | 6.3\% | (5\%) |
| Adjusted diluted EPS* | \$0.72 |  | \$0.73 |  | (2\%) |
| Weighted a verage sharesoutstanding | 50.6 |  | 52.5 |  | (4\%) |
| Adjusted EBITDA* | \$81.3 | 12.7\% | \$82.8 | 13.5\% | (2\%) |

\$ in millions, exc ept EPS

| Net sales | \$1,363.6 |  | \$1,297.5 |  | 5\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Gross profit | 593.1 | 43.5\% | 546.9 | 42.2\% | 8\% |
| Adjusted SG\&A* | 455.7 | 33.4\% | 414.3 | 31.9\% | 10\% |
| Royalty income | (20.6) | (1.5\%) | (20.0) | (1.5\%) | 3\% |
| Adjusted operating income* | 158.0 | 11.6\% | 152.7 | 11.8\% | 3\% |
| Interest and other, net | 16.9 | 1.2\% | 13.4 | 1.0\% | 26\% |
| Income taxes | 49.9 | 3.7\% | 48.8 | 3.8\% | 2\% |
| Adjusted net income* | \$91.3 | 6.7\% | \$90.5 | 7.0\% | 1\% |
| Adjusted diluted EPS* | \$1.77 |  | \$1.70 |  | 4\% |
| Weighted average sharesoutstanding | 51.1 |  | 52.6 |  | (3\%) |
| Adjusted EBITDA* | \$189.3 | 13.9\% | \$183.0 | 14.1\% | 3\% |


\$ in millions

|  | NetSales |  |  |  |  | Adjusted Operating Income (Loss)* |  |  |  |  |  | Adjusted Operating Margin* |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2016 |  | 2015 |  | \$ <br> Growth | 2016 |  | 2015 |  | \$ <br> Growth |  | 2016 | 2015 |
| Carter'sWholesale (a) | \$ | 486 | \$ | 481 | \$ 5 | \$ | 106 | \$ | 98 | \$ | 8 | 21.8\% | 20.4\% |
| Carter'sRetail (b) |  | 546 |  | 505 | 41 |  | 80 |  | 83 |  | (3) | 14.6\% | 16.4\% |
| Total Carter's |  | 1,032 |  | 986 | 46 |  | 186 |  | 181 |  | 5 | 18.0\% | 18.4\% |
| OshKosh Wholesale |  | 21 |  | 30 | (9) |  | 4 |  | 5 |  | (1) | 17.9\% | 17.2\% |
| OshKosh Retail (b) |  | 161 |  | 146 | 14 |  | (3) |  | (3) |  | - | (2.0\%) | (1.9\%) |
| Total OshKosh |  | 182 |  | 177 | 5 |  | 1 |  | 2 |  | (2) | 0.3\% | 1.4\% |
| Intemational (c)(d) |  | 150 |  | 135 | 15 |  | 18 |  | 15 |  | 3 | 11.7\% | 10.8\% |
| Total before comorate expenses |  | 1,364 |  | 1,298 | 66 |  | 204 |  | 198 |  | 6 | 15.0\% | 15.3\% |
| Coporate expenses(d) |  |  |  |  |  |  | (46) |  | (45) |  | (1) | (3.4\%) | (3.5\%) |
| Total (d) | \$ | 1,364 | \$ | 1,298 | \$ 66 | \$ | 158 | \$ | 153 | \$ | 5 | 11.6\% | 11.8\% |

(a) Includes U.S. wholesale sales of Carter's, Child of Mine, J ust One You, and Prec ious Firsts.
(b) Includes U.S. stores a nd eCommerce results.
(c) Includes intemational stores, eCommerce, and wholesale sales. Adjusted operating income includes intemational licensing income.
(d) See reconciliation of reported (GAAP) results to adjusted results.

## Balance Sheet and Cash Flow



## Business Segment Performance

## Second QuarterAdjusted Business Segment Performance*carter's $\mid$ <br> OSHKOSH <br> Biosh

\$ in millions

|  | NetSales |  |  |  |  | Adjusted Operating Income (LOss)* |  |  |  |  |  | Adjusted Operating Margin* |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2016 |  | 2015 |  | $\$$ Growth | 2016 |  | 2015 |  | \$ Growth |  | 2016 | 2015 |
| Carter'sWholesale (a) | \$ | 206 | \$ | 212 | \$ (6) |  | 40 | \$ | 40 | \$ | - | 19.4\% | 19.0\% |
| Carter's Retail (b) |  | 274 |  | 247 | 27 |  | 38 |  | 38 |  | - | 14.0\% | 15.5\% |
| Total Carter's |  | 480 |  | 459 | 21 |  | 78 |  | 79 |  | - | 16.3\% | 17.1\% |
| OshKosh Wholesale |  | 9 |  | 14 | (5) |  | 2 |  | 2 |  | (1) | 17.2\% | 15.7\% |
| OshKosh Retail (b) |  | 79 |  | 73 | 5 |  | (1) |  | (2) |  | - | (1.9\%) | (2.5\%) |
| Total OshKosh |  | 88 |  | 88 | 1 |  | - |  | - |  | - | 0.1\% | 0.5\% |
| Intemational (c)(d) |  | 72 |  | 66 | 5 |  | 9 |  | 8 |  | 1 | 12.7\% | 11.5\% |
| Total before corporate expenses |  | 639 |  | 613 | 27 |  | 88 |  | 87 |  | 1 | 13.7\% | 14.1\% |
| Comorate expenses(d) |  |  |  |  |  |  | (24) |  | (21) |  | (2) | (3.7\%) | (3.5\%) |
| Total (d) | \$ | 639 | \$ | 613 | \$ 27 | \$ | 64 | \$ | 65 | \$ | (1) | 10.0\% | 10.7\% |

(a) Includes U.S. wholesale sales of Carter's, Child of Mine, J ust One You, and Prec ious Firsts.
(b) Includes U.S. stores and eCommerce results.
(c) Includes intemational stores, eCommerce, and wholesale sales. Adjusted operating income includes intemational licensing income.
(d) See reconciliation of reported (GAAP) results to adjusted results.


## Segment Net Sales \& Operating Income



- Q2 net sales affected by timing of customer demand
- Strongerthan planned demand in Q1 and some customers taking Fall product later than a yearago
- First half net sales $+1 \%$, in line with plan
- Segment operating margin improvement reflects favorable product mixand lowerproduct costs
- 2016 full-year net sales outlook: comparable to LY


## Carter'sWholesale - Babies"R" Us



## Second Quarter Highlights - Carter's Reta il



## Stores

- Net sales $+9 \%$
- Store Comp: $+1.4 \%$
- Solid domestic consumer demand, partially offset by continued lower demand from intemational consumers
- Brand stores strongest performing store type
- Opened 62 net new stores in last 12 months
- Q2 ending store count: 624
- 428 Brand (83 Side-by-Side)
- 196 Outlet (36 Side-by-Side)


## eCommerce

- Solid net sales growth, $+18 \%$ ( $+17.4 \%$ comp)
- Q2 net sales $20 \%$ of retail segment sales (vs. $19 \%$ LY)


## Segment Operating Margin

- Decrease in operating margin reflects store expense deleverage, higher promotions and marketing spend, and IT-related investments

Dec lines in Traffic/Sales From Intemational Consumers C ontinue to Negatively Affect U.S. Retail Sales


- Intemational and domestic customer comp sales estimates derived from credit card transaction and other data
- Notable year-over-year dec line in intemational customer sales mix:
Intemational
Intemational
Sales Mix
Sales Mix
(% of Channel
(% of Channel
and Segment
and Segment
Total)
Total)


## C arter'sFall Direct Marketing



## C arter'sFall Direct Marketing



## Second Quarter Highlights - O shKosh Retail



## Stores

- Net sales: $+5 \%$
- Comp sales declined (5.8\%)
- Reflectslowerconsumertraffic, heavily affected by lower demand from intemational consumers
- Side-by-Side storescomped positively
- Opened 41 net new stores in last 12 months
- Q2 ending store count: 262
- 103 Brand (83 Side-by-Side)
- 159 Outlet (36 Side-by-Side)
- Side-by-Side stores represent $45 \%$ of OshKosh store base


## eCommerce

- Strong net sales growth, $+18 \%$ ( $+17.6 \%$ c omp)
- Q2 eC ommerce sales 20\% of retail segment sales (vs. $18 \%$ LY)


## Segment Operating Margin

- Operating margin improvement driven by favorable distribution expenses and lower product costs, partially offset by store expense deleverage and increased marketing and technology investments



## OshKosh Fa ll Direct Ma rketing



Side-by-Side Store - Woodbury, MN (opened J une 2016)


## Second Quarter Highlights - Intemationa **




## NetSales

- Solid Intemational segment growth
- Reported net sales: +8\%
- Constant currency net sales: $+12 \%$
- Canada retail comp +8.0\%


## - Canada Stores

- Net sales +15\% (+20\% c onstant curency)
- Store comp $+6.9 \%$, reflecting strong consumer demand and higher conversion
- Opened 17 net new stores in last 12 months


## - eCommerce

- Net salesmore than doubled vs. LY (+118\%), driven by new China business (Tmall site launched Q2 2015) and growth in Canada


## - Wholesale

- Decline reflects lowershipments to Mexico


## Segment Operating Margin

- Operating margin increase reflects strong comp sales and improved profitability in Canada, partially offset by unfa vorable foreign currenc y effects

[^0]Canada New Store Opening - Dufferin Mall (Toronto) (opened May 2016)


| Q3 2016 |
| :---: |
|  |
|  |
|  |
| Fiscal Year |
| 2016 |
|  |

- Net sales growth of approximately 6\% to 7\%
- Adjusted EPS growth of approximately $6 \%$ to $10 \%$ (vs. $\$ 1.52$ LY)
- Net sales increase of a pproximately $5 \%$ to $6 \%$ (previously 6\%to 7\%)
- Adjusted EPS growth of approximately $10 \%$ (previously growth of $10 \%$ to $12 \%$ ) (vs. \$4.61 LY)
- New stores:
iscal Year 2016
- Carter's -60
- OshKosh ~50
- Canada ~18
- Operating Cash Flow approximately \$290 to \$320 million
- CapEx a pproximately $\$ 110$ million




## Sec ond Quarter 2016 Adjusted SG\&A*



## Sec ond Quarter Reconciliation of Net Income Allocable to Common Shareholders

| Fiscal Quarter Ended |  |
| :---: | :---: |
| J uly 2, 2016 | July 4, 2015 |
| 50,143,568 | 52,020,386 |
| 469,114 | 526,016 |
| 50,612,682 | 52,546,402 |

Fiscal Quarter Ended

| As reported on a GAAP Basis |  |  |  | Asadjusted (a) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| July 2, 2016 |  | July 4, 2015 |  | J uly 2, 2016 |  | July 4, 2015 |  |
| \$ | $\begin{array}{r} 36,198 \\ (279) \\ \hline \end{array}$ | \$ | $\begin{array}{r} 36,105 \\ (305) \\ \hline \end{array}$ | \$ | $\begin{array}{r} 36,697 \\ (284) \\ \hline \end{array}$ | \$ | $\begin{array}{r} 38,805 \\ (329) \\ \hline \end{array}$ |
| \$ | 35,919 | \$ | 35,800 | \$ | 36,414 | \$ | 38,476 |
|  | \$0.72 |  | \$0.69 |  | \$0.73 |  | \$0.74 |
| \$ | $\begin{array}{r} 36,198 \\ (278) \\ \hline \end{array}$ | \$ | $\begin{array}{r} 36,105 \\ (303) \\ \hline \end{array}$ | \$ | $\begin{array}{r} 36,697 \\ (282) \\ \hline \end{array}$ | \$ | $\begin{array}{r} 38,805 \\ (326) \\ \hline \end{array}$ |
| \$ | 35,920 | \$ | 35,802 | \$ | 36,415 | \$ | 38,479 |
|  | \$0.71 |  | \$0.68 |  | \$0.72 |  | \$0.73 |

(a) In addition to the results provided in this ea mings release in accordance with GAAP, the Company has provided adjusted, non-GAAP fina ncial mea surements that present the information above excluding $\$ 0.5$ million and $\$ 2.7$ million in after-tax expenses from these results for the fisc al quarters ended J uly 2, 2016 and J uly 4, 2015, respectively.

## Second Quarter Reconciliation of Reported to Adjusted Eamings

\$ in millions, except EPS


Segment Reporting

|  |  |  |  |  |  |  |  |  | Segment Reporting |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Second Quarter of Fiscal 2015 | Gross Margin | \% of sales | SG\&A | \% of sales | Operating Income | \% of sales | Net Income | $\begin{aligned} & \text { Diluted } \\ & \text { EPS } \end{aligned}$ | Intemationa Operating Income | \% of segment net sales | Comporate Operating Expenses | \% of <br> total <br> net sales |
| As reported (GAAP) | \$262.9 | 42.9\% | \$209.3 | 34.2\% | \$62.0 | 10.1\% | \$36.1 | \$0.68 | \$6.2 | 9.4\% | (\$23.3) | (3.8\%) |
| Amortization of tradenames | - |  | (2.1) |  | 2.1 |  | 1.3 | 0.02 | - |  | 2.1 |  |
| Revaluation of contingent consideration (a) | - |  | (1.4) |  | 1.4 |  | 1.4 | 0.03 | 1.4 |  | - |  |
| As adjusted | \$262.9 | 42.9\% | \$205.8 | 33.6\% | \$65.4 | 10.7\% | \$38.8 | \$0.73 | \$7.6 | 11.5\% | (\$21.2) | (3.5\%) |

(a) Revaluation of contingent consideration liability assoc iated with the Company's 2011 a cquisition of Bonnie Togs.

## First Half Reconciliation of Net Income Allocable to Common Sha reholders

Weighted-average number of common and common equivalent shares outsta nding:

Basic number of common sharesoutstanding
Dilutive effect of equity awards
Diluted number of common and common equivalent shares outstanding

| J uly 2, 2016 | J uly 4, 2015 |
| :---: | :---: |
| 50,660,278 | 52,069,800 |
| 468,632 | 514,121 |
| 51,128,910 | 52,583,921 |

Two Fiscal Quarters Ended

| As reported on a GAAP Basis |  |  |  | As adjusted (a) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| J uly 2, 2016 |  | J uly 4, 2015 |  | J uly 2, 2016 |  | J uly 4, 2015 |  |
| \$ | 90,178 | \$ | 85,897 | \$ | 91,276 | \$ | 90,518 |
|  | (720) |  | (847) |  | (729) |  | (893) |
| \$ | 89,458 | \$ | 85,050 | \$ | 90,547 | \$ | 89,625 |
|  | \$1.77 |  | \$1.63 |  | \$1.79 |  | \$1.72 |
| \$ | 90,178 | \$ | 85,897 | \$ | 91,276 | \$ | 90,518 |
|  | (715) |  | (840) |  | (725) |  | (886) |
| \$ | 89,463 | \$ | 85,057 | \$ | 90,551 | \$ | 89,632 |
|  | \$1.75 |  | \$1.62 |  | \$1.77 |  | \$1.70 |

(a) In addition to the results provided in this ea mings release in accordance with GAAP, the Company has provided adjusted, non-GAAP fina ncial mea surements that present the information above excluding $\$ 1.1$ million and $\$ 4.6$ million in after-tax expenses from these results for the two fiscal quarters ended J uly 2,2016 and J uly 4,2015 , respectively.

## First Half Reconciliation of Reported to Adjusted Eamings

\$ in millions, except EPS

|  |  |  |  |  |  |  |  |  | Segment Reporting |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| First Half of Fiscal 2016 | Gross Margin | $\begin{aligned} & \text { \% of } \\ & \text { sales } \\ & \hline \end{aligned}$ | SG\&A | \% of sales | Operating Income | \% of sales | Net Income | $\begin{gathered} \text { Diluted } \\ \text { EPS } \\ \hline \end{gathered}$ | Intemationa Operating Income | \% of segment net sales | Corporate Operating Expenses | \% of <br> total net sales |
| As reported (GAAP) | \$593.1 | 43.5\% | \$457.5 | 33.5\% | \$156.3 | 11.5\% | \$90.2 | \$1.75 | \$17.5 | 11.7\% | (\$47.6) | (3.5\%) |
| Amortization of tradenames | - |  | (1.7) |  | 1.7 |  | 1.1 | 0.02 | - |  | 1.7 |  |
| As adjusted | \$593.1 | 43.5\% | \$455.7 | 33.4\% | \$158.0 | 11.6\% | \$91.3 | \$1.77 | \$17.5 | 11.7\% | (\$45.9) | (3.4\%) |

Segment Reporting

| First Half of Fiscal 2015 | Gross Margin | $\begin{array}{r} \text { \% of } \\ \text { sales } \\ \hline \end{array}$ | SG\&A | $\begin{aligned} & \text { \% of } \\ & \text { sales } \end{aligned}$ | Operating Income | $\begin{array}{r} \text { \% of } \\ \text { sales } \\ \hline \end{array}$ | Net Income | $\begin{gathered} \text { Diluted } \\ \text { EPS } \\ \hline \end{gathered}$ | Segment Reporting |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  | Intemational Operating Income | \% of segment net sales | Corporate Operating Expenses | \% of <br> total net sales |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| As reported (GAAP) | \$546.9 | 42.2\% | \$420.5 | 32.4\% | \$146.5 | 11.3\% | \$85.9 | \$1.62 | \$12.7 | 9.4\% | (\$49.7) | (3.8\%) |
| Amortization of tradenames | - |  | (4.3) |  | 4.3 |  | 2.7 | 0.05 | - |  | 4.3 |  |
| Revaluation of contingent consideration (a) | - |  | (1.9) |  | 1.9 |  | 1.9 | 0.04 | 1.9 |  | - |  |
| As adjusted | \$546.9 | 42.2\% | \$414.3 | 31.9\% | \$152.7 | 11.8\% | \$90.5 | \$1.70 | \$14.6 | 10.8\% | (\$45.4) | (3.5\%) |

(a) Revaluation of contingent consideration liability associated with the Company's 2011 acquisition of Bonnie Togs.

## Reconciliation of Net Income to Adjusted EBITDA

\$ in millions

|  | Fiscal Quarter Ended |  | Two Fiscal QuartersEnded |  | Four Fiscal Quarters Ended |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | J uly 2, 2016 | July 4, 2015 | J uly 2, 2016 | July 4, 2015 | J uly 2, 2016 |
| Net income | \$36.2 | \$36.1 | \$90.2 | \$85.9 | \$242.1 |
| Interest expense | 6.8 | 6.9 | 13.5 | 13.6 | 26.9 |
| Interest income | (0.2) | (0.2) | (0.4) | (0.3) | (0.6) |
| Tax expense | 19.9 | 21.0 | 49.2 | 47.2 | 132.4 |
| Depreciation and a mortization | 18.6 | 17.6 | 36.7 | 34.8 | 70.4 |
| \#BIDA | \$81.3 | \$81.4 | \$189.3 | \$181.2 | \$471.2 |

## Adjustmentsto EBIDA

| Revaluation of contingent consideration (a) | - | 1.4 | - | 1.9 | - |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Adjusted EBIDA | \$81.3 | \$82.8 | \$189.3 | \$183.0 | \$471.2 |

(a) Revaluation of contingent consideration liability assoc iated with the Company's 2011 a cquisition of Bonnie Togs.

Results provided in this presentation are preliminary and unaudited. This presentation should be read in conjunction with the audio broadcast ortranscript of the Company'seamingscall, held on July 27,2016 which is available at www.carters.com. Also, this presentation contains forward-looking statements within the meaning of the safe harborprovisions of the Private Sec urities Litigation Reform Act of 1995 relating to the Company's future performance, including, without limitation, statements with respect to the Company's anticipated financial results for the third quarter of fisc al 2016 and fisc al year 2016, or any other future period, assessments of the Company'sperformance and financial position, and drivers of the Company's sales and eamings growth. Such statements are based on current expectationsonly, and are subject to certain risks, uncertainties, and a ssumptions. Should one or more of these nisks or uncerta inties materia lize or not materia lize, or should underlying assumptions prove incorect, actual results may vary materially from those antic ipated, estimated, or projected. Certa in of the risks and uncerta inties that could cause actual results and performance to differ materially are described in the Company's most recently filed Annual Report on Form 10-K and other reports filed with the Securities and Exchange Commission from time to time under the headings "Risk Factors" and "Forward-Looking Statements." Included among the risks and uncerta inties that may impact future results are the risks of: losing one or more major customers, vendors, or licensees, due to competition, inadequate quality of the Company'sproducts, orotherwise; financial diffic ultiesforone ormore of the Company's majorcustomers, vendors, or lic ensees, or an overall decrease in consumerspending; fluctuations in foreign curency exchange rates; our products not being accepted in the marketplace, due to quality concems, changes in consumerpreference and fashion trends, orotherwise; negative publicity, including asa result of productrecallsor otherwise; failure to protect the Company's intellectual property; varioustypes of litigation, inc luding class action litigation brought undervarious consumerprotection, employment, and privacy and information security laws; a breach of the Company'sconsumer databases, systems, or processes; the risk of slow-downs, disruptions, or strikes along the Company's supply cha in, inc luding disuptions resulting from foreign supply sources, the Company's distribution centers, or in-sourc ing capabilities; unsuc cesfful expansion into intemational markets or failure to successfully manage legal, regulatory, politic al and economic risks of the Company's existing intemational operations, including maintaining compliance with world wide anti-bribery laws; and an inability to obtain additional financing on favorable terms. All information is provided as of J uly 27,2016 . We undertake no obligation to public ly update or revise any forward-looking statements, whetherasa result of new information, future events, orotherwise.


[^0]:    * Results are stated on an adjusted basis; see reconciliation to GAAP on page 28.

