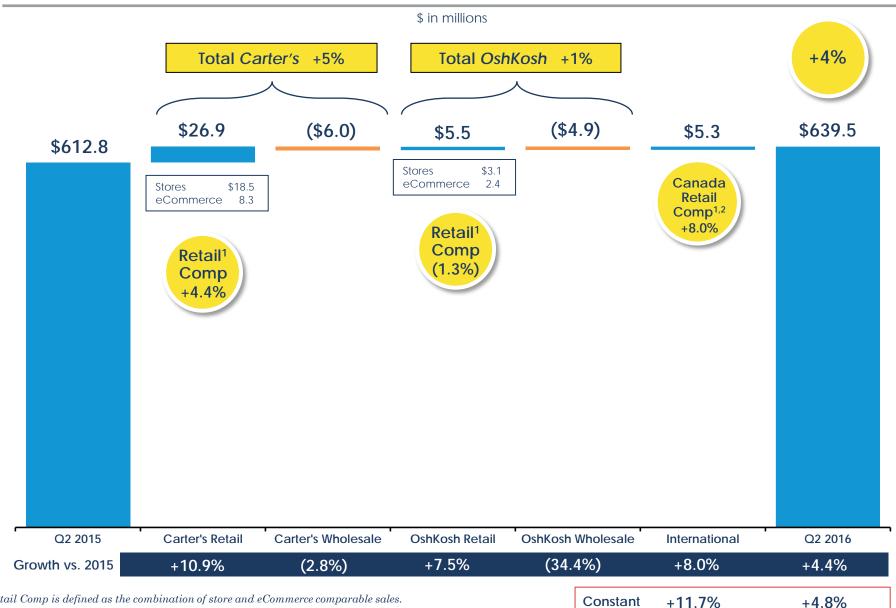


- Q2 results exceeded prior guidance
- Net sales +4% driven by our U.S. Retail and International businesses
- Operating margin reflects gross margin improvement, offset by continued investments in growth initiatives

Second Quarter 2016 Net Sales



3



Currency

Note: Results may not be additive due to rounding.

 $^{^{1}}Retail\ Comp\ is\ defined\ as\ the\ combination\ of\ store\ and\ eCommerce\ comparable\ sales.$ ²Calculated in local currency.

Second Quarter 2016 Adjusted Results*



\$ in	millions, excep	ot EPS			
Net sales	Q2 2016 \$639.5	% of Sales	Q2 2015 \$612.8	% of Sales	Increase / (Decrease) 4%
Gross profit	282.2	44.1%	262.9	42.9%	7%
Adjusted 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 average shares outstanding	50.6		52.5		(4%)

\$81.3

\$82.8

Adjusted EBITDA*

^{*} Results are stated on an adjusted basis; see reconciliation to GAAP on pages 27, 28, and 31. Note: Results may not be additive due to rounding.

First Half 2016 Adjusted Results*



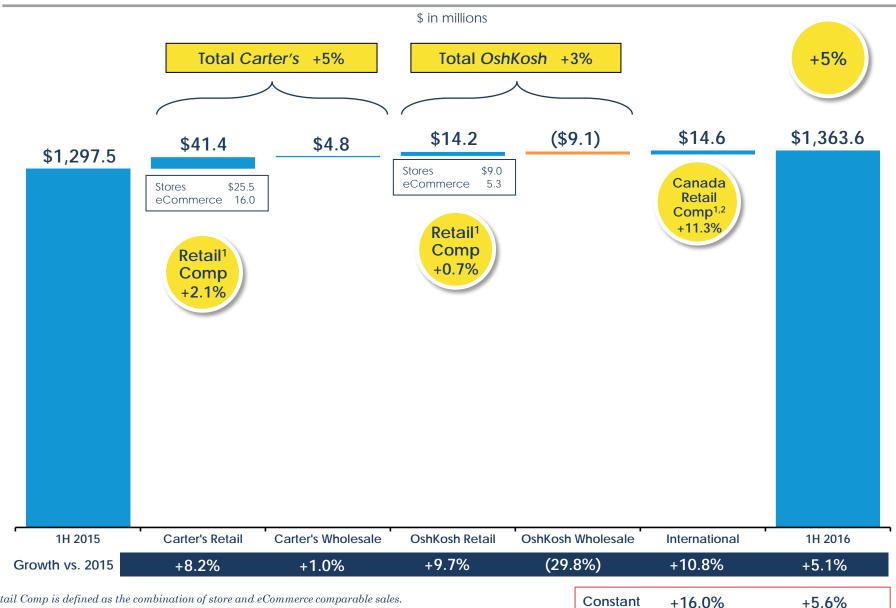
\$ in millions, except EPS

	First Half 2016	% of Sales	First Half 2015	% of Sales	Increase / (Decrease)
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%
Royaltyincome	(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 shares outstanding	51.1		52.6		(3%)
Adjusted EBITDA*	\$189.3	13.9%	\$183.0	14.1%	3%

^{*} Results are stated on an adjusted basis; see reconciliation to GAAP on pages 29-31. Note: Results may not be additive due to rounding.

First Half 2016 Net Sales





Currency

Note: Results may not be additive due to rounding.

¹Retail Comp is defined as the combination of store and eCommerce comparable sales. ²Calculated in local currency.

First Half Adjusted Business Segment Performance*



\$ in millions

	Net Sales							•	Operati e (Loss)	Adjusted Operating Margin*				
		2016		2015		\$ owth		2016	:	2015	\$ owth	2016		2015
Carter's Wholesale (a)	\$	486	\$	481	\$	5	\$	106	\$	98	\$ 8	21.8	%	20.4%
Carter's Retail (b)		546		505		41	_	80	_	83	(3)	14.6	%	16.4%
Total Carter's		1,032		986		46		186		181	5	18.0	1%	18.4%
OshKosh Wholesale		21		30		(9)		4		5	(1)	17.9	%	17.2%
OshKosh Retail (b)		161		146		14	_	(3)		(3)	_	(2.0%	6)	(1.9%)
Total OshKosh		182		177		5	_	1		2	(2)	0.3	%	1.4%
International (c)(d)		150		135		15	_	18		15	3	11.7	%	10.8%
Total before corporate expenses		1,364		1,298		66		204		198	6	15.0	1%	15.3%
Corporate expenses (d)								(46)		(45)	(1)	(3.49	6)	(3.5%)
Total (d)	\$	1,364	\$	1,298	\$	66	9	158	\$	153	\$ 5	11.6	%	11.8%

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

⁽b) Includes U.S. stores and eCommerce results.

⁽c) Includes international stores, eCommerce, and wholesale sales. Adjusted operating income includes international licensing income.

⁽d) See reconciliation of reported (GAAP) results to adjusted results.

Balance Sheet and Cash Flow



	\$ in mil	lions	
		2016	2015
	Cash	\$205	\$244
Balance Sheet	Accounts Receivable	151	157
(at Q2 end)	Inventory	587	544
	Accounts Payable	190	146
	Long-Term Debt	581	580
		2016	2015
Cash Flow	Operating Cash Flow	\$86	\$27
(Q2 YTD)	Capital Expenditures	(50)	(50)
	Free Cash Flow ¹	\$36	(\$23)
		2016	2015
Return of	Share Repurchases	\$180	\$49
Capital (Q2 YTD)	Dividends	34	23
(22 2)	Total	\$214	\$72

- Solid liquidity
- Inventory +8% vs. LY principally due to business growth
- Free cash flow improvement reflects favorable changes in net working capital and higher earnings
- Returned \$214 million to shareholders in H1 (\$125 million in Q2)
- Additional \$15 million in share repurchases Q3 QTD
 - Total of \$195 million in share repurchases YTD (through 7/26/16)
 - Approximately \$380 million remaining on share repurchase authorizations



Second Quarter Adjusted Business Segment Performance* carter's | OSHKOSH



\$ in millions

	Net Sales							Adjusted Operating Income (Loss)*						Adjusted Operating Margin*		
	2	016	2	015		\$ owth	20	016	20)15		wth	2	016	2015	
Carter's Wholesale (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%	
International (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%	
Corporate 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, Just One You, and Precious Firsts.

⁽b) Includes U.S. stores and eCommerce results.

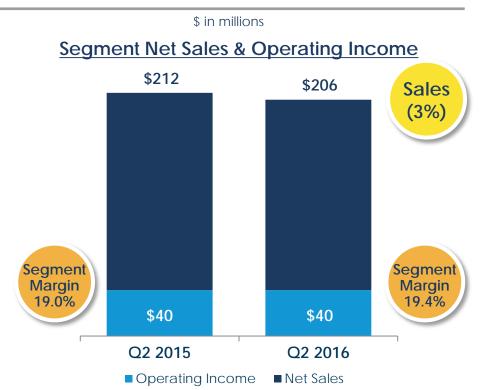
⁽c) Includes international stores, eCommerce, and wholesale sales. Adjusted operating income includes international licensing income.

⁽d) See reconciliation of reported (GAAP) results to adjusted results.

Second Quarter Highlights – Carter's Wholesale







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

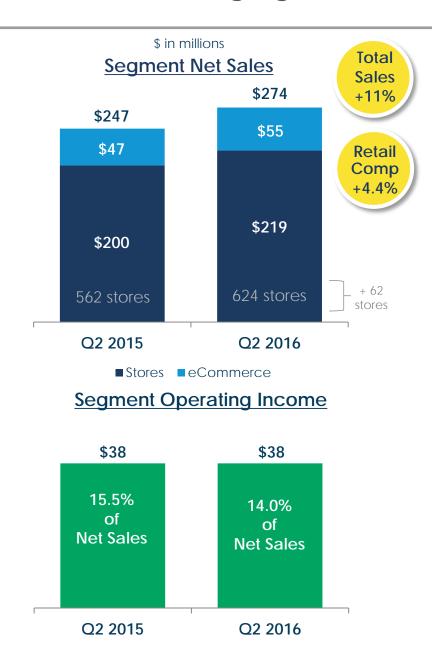
Carter's Wholesale - Babies "R" Us





Second Quarter Highlights - Carter's Retail





Stores

- Net sales +9%
- Store Comp: +1.4%
 - Solid domestic consumer demand, partially offset by continued lower demand from international 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)

<u>eCommerce</u>

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

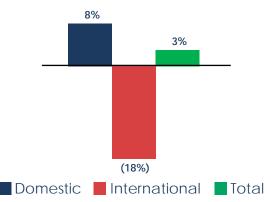
Segment Operating Margin

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

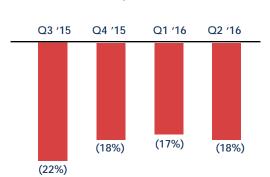
Declines in Traffic/Sales From International Consumers Continue to Negatively Affect U.S. Retail Sales







International Customer U.S. **Retail Comp Sales Trends**



Most significant sources of international comp sales decline in Q2 2016:

Stores

Brazil

Mexico

- Venezuela

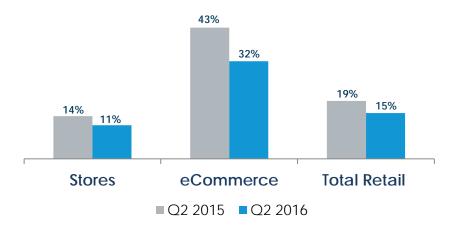
eCommerce

- China
- Brazil
- · South Korea
- Canada

International Sales Mix

(% of Channel and Segment Total)

- International and domestic customer comp sales estimates derived from credit card transaction and other data
- Notable year-over-year decline in international customer sales mix:







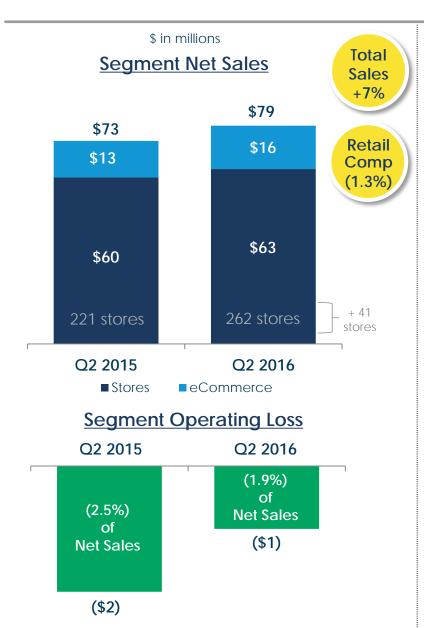
Carter's Fall Direct Marketing





Second Quarter Highlights - OshKosh Retail





Stores

- Net sales: +5%
- Comp sales declined (5.8%)
 - Reflects lower consumer traffic, heavily affected by lower demand from international consumers
 - Side-by-Side stores comped 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% comp)
- Q2 eCommerce 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 Fall Direct Marketing





OshKosh Fall Direct Marketing



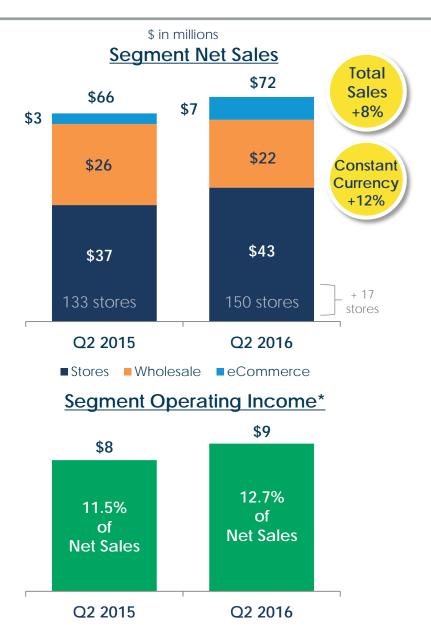
Side-by-Side Store – Woodbury, MN (opened June 2016)





Second Quarter Highlights – International*





Net Sales

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

· Canada Stores

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

eCommerce

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

Wholesale

- Decline reflects lower shipments to Mexico

Segment Operating Margin

 Operating margin increase reflects strong comp sales and improved profitability in Canada, partially offset by unfavorable foreign currency effects

^{*} Results are stated on an adjusted basis; see reconciliation to GAAP on page 28.

Canada New Store Opening – Dufferin Mall (Toronto) (opened May 2016)











Q3 2016

- Net sales growth of approximately 6% to 7%
- Adjusted EPS growth of approximately 6% to 10% (vs. \$1.52 LY)

Fiscal Year 2016

- Net sales increase of approximately 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:
 - Carter's ~60
 - OshKosh ~50
 - Canada ~18
- Operating Cash Flow approximately \$290 to \$320 million
- CapEx approximately \$110 million







Second Quarter 2016 Adjusted SG&A*





Second Quarter Reconciliation of Net Income Allocable to Common Shareholders



	Fiscal Quar	ter Ended
	July 2, 2016	July 4, 2015
Weighted-average number of common and common equivalent shares outstanding:		
Basic number of common shares outstanding	50,143,568	52,020,386
Dilutive effect of equity awards	469,114	526,016
Diluted number of common and common equivalent shares outstanding	50,612,682	52,546,402

	Fiscal Quarter Ended												
	As	reported or	a GAA		As adjusted (a)								
\$ in thousands, except EPS	Jul	y 2, 2016	Jul	y 4, 2015	Jul	y 2, 2016	Jul	y 4, 2015					
Basic net income per common share:													
Net income	\$	36,198	\$	36,105	\$	36,697	\$	38,805					
Income allocated to participating securities		(279)		(305)		(284)		(329)					
Net income available to common shareholders	\$	35,919	\$	35,800	\$	36,414	\$	38,476					
Basic net income per common share		\$0.72		\$0.69		\$0.73		\$0.74					
Diluted net income per common share:													
Net income	\$	36,198	\$	36,105	\$	36,697	\$	38,805					
Income allocated to participating securities		(278)		(303)		(282)		(326)					
Net income available to common shareholders	\$	35,920	\$	35,802	\$	36,415	\$	38,479					
Diluted net income per common share		\$0.71		\$0.68		\$0.72		\$0.73					

⁽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 \$0.5 million and \$2.7 million in after-tax expenses from these results for the fiscal quarters ended July 2, 2016 and July 4, 2015, respectively.

Second Quarter Reconciliation of Reported to Adjusted Earnings



\$ in millions, except EPS

Second Quarter of Fiscal 2016	Gross Margin	% of sales	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)	\$282.2	44.1%	\$228.5	35.7%	\$63.2	9.9%	\$36.2	\$0.71	\$9.1	12.7%	(\$24.3)	(3.8%)
Amortization of tradenames			(0.8)		0.8		0.5	0.01			0.8	
As adjusted	\$282.2	44.1%	\$227.7	35.6%	\$64.0	10.0%	\$36.7	\$0.72	\$9.1	12.7%	(\$23.5)	(3.7%)

Second Quarter of Fiscal 2015	Gross Margin	% of sales	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)	\$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 Revaluation of contingent consideration (a)	-	,	(2.1) (1.4)		2.1 1.4		1.3 1.4	0.02	1.4		2.1	
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 associated with the Company's 2011 acquisition of Bonnie Togs.

First Half Reconciliation of Net Income Allocable to Common Shareholders



	Two Fiscal Qu	arters Ended
	July 2, 2016	July 4, 2015
Weighted-average number of common and common equivalent shares outstanding:		
Basic number of common shares outstanding	50,660,278	52,069,800
Dilutive effect of equity awards	468,632	514,121
Diluted number of common and common equivalent shares outstanding	51,128,910	52,583,921

	Two Fiscal Quarters Ended												
	As	reported or	n a GA	AP Basis		As adju	sted (a)					
\$ in thousands, except EPS		y 2, 2016	July 4, 2015		July 2, 2016		Jul	y 4, 2015					
Basic net income per common share:													
Net income	\$	90,178	\$	85,897	\$	91,276	\$	90,518					
Income allocated to participating securities		(720)		(847)		(729)		(893)					
Net income available to common shareholders	\$	89,458	\$	85,050	\$	90,547	\$	89,625					
Basic net income per common share		\$1.77		\$1.63		\$1.79		\$1.72					
Diluted net income per common share:													
Net income	\$	90,178	\$	85,897	\$	91,276	\$	90,518					
Income allocated to participating securities		(715)		(840)		(725)		(886)					
Net income available to common shareholders	\$	89,463	\$	85,057	\$	90,551	\$	89,632					
Diluted net income per common share		\$1.75		\$1.62		\$1.77		\$1.70					

⁽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 \$1.1 million and \$4.6 million in after-tax expenses from these results for the two fiscal quarters ended July 2, 2016 and July 4, 2015, respectively.

First Half Reconciliation of Reported to Adjusted Earnings



\$ in millions, except EPS

First Half of Fiscal 2016	Gross Margin	% of sales	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)	\$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	% of sales	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)	\$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 Revaluation of contingent consideration (a)	-		(4.3) (1.9)		4.3 1.9		2.7 1.9	0.05 0.04	- 1.9		4.3	
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 Quar	ter Ended	Two Fiscal Qu	arters Ended	Four Fiscal Quarters Ended
	July 2, 2016	July 4, 2015	July 2, 2016	July 4, 2015	July 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 amortization	18.6	17.6	36.7	34.8	70.4
EBITDA	\$81.3	\$81.4	\$189.3	\$181.2	\$471.2
Adjustments to EBITDA Revaluation of contingent consideration (a)		1.4		1.9	
Adjusted EBITDA	\$81.3	\$82.8	\$189.3	\$183.0	\$471.2

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

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 July 27, 2016 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 future performance, including, without limitation, statements with respect to the Company's anticipated financial results for the third quarter of fiscal 2016 and fiscal year 2016, or any other future period, assessments 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 not materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those anticipated, estimated, or projected. Certain of the risks and uncertainties 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 uncertainties 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's products, or otherwise; financial difficulties for one or more of the Company's major customers, vendors, or licensees, or an overall decrease in consumer spending; fluctuations in foreign currency exchange rates; our products not being accepted in the marketplace, due to quality concerns, changes in consumer preference and fashion trends, or otherwise; negative publicity, including as a result of product recalls or otherwise; failure to protect the Company's intellectual property; various types of litigation, including class action litigation brought under various consumer protection, employment, and privacy and information security laws; a breach of the Company's consumer databases, systems, or processes; the risk of slow-downs, disruptions, or strikes along the Company's supply chain, including disruptions resulting from foreign supply sources, the Company's distribution centers, or in-sourcing capabilities; unsuccessful expansion into international markets or failure to successfully manage legal, regulatory, political and economic risks of the Company's existing international operations, including maintaining compliance with worldwide anti-bribery laws; and an inability to obtain additional financing on favorable terms. All information is provided as of July 27, 2016. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.