



**FIRST
QUARTER 2024**

BUSINESS UPDATE

carter's

OSHKOSH *B'gosh*

little planet.

SKIP*HOP



carter's



OSHKOSH *B'gosh*



little planet



SKIP*HOP.



**FIRST QUARTER RESULTS
PROGRESS WITH GROWTH STRATEGIES
2024 OUTLOOK**

FIRST QUARTER RESULTS



FIRST QUARTER 2024 RESULTS

(GAAP BASIS)

\$ in millions, except EPS

	Q1 2024	<i>% of Sales</i>	Q1 2023	<i>% of Sales</i>	Change
Net sales	\$661		\$696		(5%)
Gross profit	315	47.6%	309	44.5%	2%
Royalty income	5	0.8%	7	0.9%	(20%)
SG&A	265	40.1%	260	37.1%	2%
Operating income	55	8.3%	56	8.1%	(2%)
Interest and other, net	5	0.8%	9	1.2%	(41%)
Income before taxes	50	7.6%	48	6.9%	5%
Income tax provision	12		12		2%
Net income	\$38	5.7%	\$36	5.2%	6%
Diluted EPS	\$1.04		\$0.95		9%
Weighted-average shares outstanding	36		37		(3%)
EBITDA ¹	\$70	10.5%	\$72	10.4%	(4%)

¹ Non-GAAP measure; see reconciliation to GAAP in Supplemental Information.

Note: Results may not be additive due to rounding.

NON-GAAP ADJUSTMENTS¹

- No adjustments to first quarter 2024 results
- Adjustments to first quarter 2023 results are shown below

\$ in millions, except EPS

	First Quarter 2023				
	Operating Income	% Net Sales	Pre-Tax Income	Net Income	Diluted EPS
As reported (GAAP)	\$56.4	8.1%	\$47.7	\$36.0	\$0.95
Organizational restructuring	1.2		1.2	0.9	0.02
As adjusted	\$57.5	8.3%	\$48.8	\$36.9	\$0.98



¹ Certain measures are presented on an adjusted basis, a non-GAAP presentation; see reconciliation to GAAP in Supplemental Information.

Note: Results may not be additive due to rounding.

WE EXCEEDED OUR FIRST QUARTER SALES & EARNINGS OBJECTIVES

\$ in millions, except EPS

	Q1 Results	Guidance ¹
Net sales	\$661	\$620 - \$645
U.S. Retail	Down 5%	Down MSD to HSD
U.S. Wholesale	Down 6%	Down mid-teens
International	Down 3%	Down LSD to MSD
Operating income	\$55	\$35 - \$40
<i>Operating margin</i>	8.3%	5.6% - 6.2%
Diluted EPS	\$1.04	\$0.60 - \$0.70

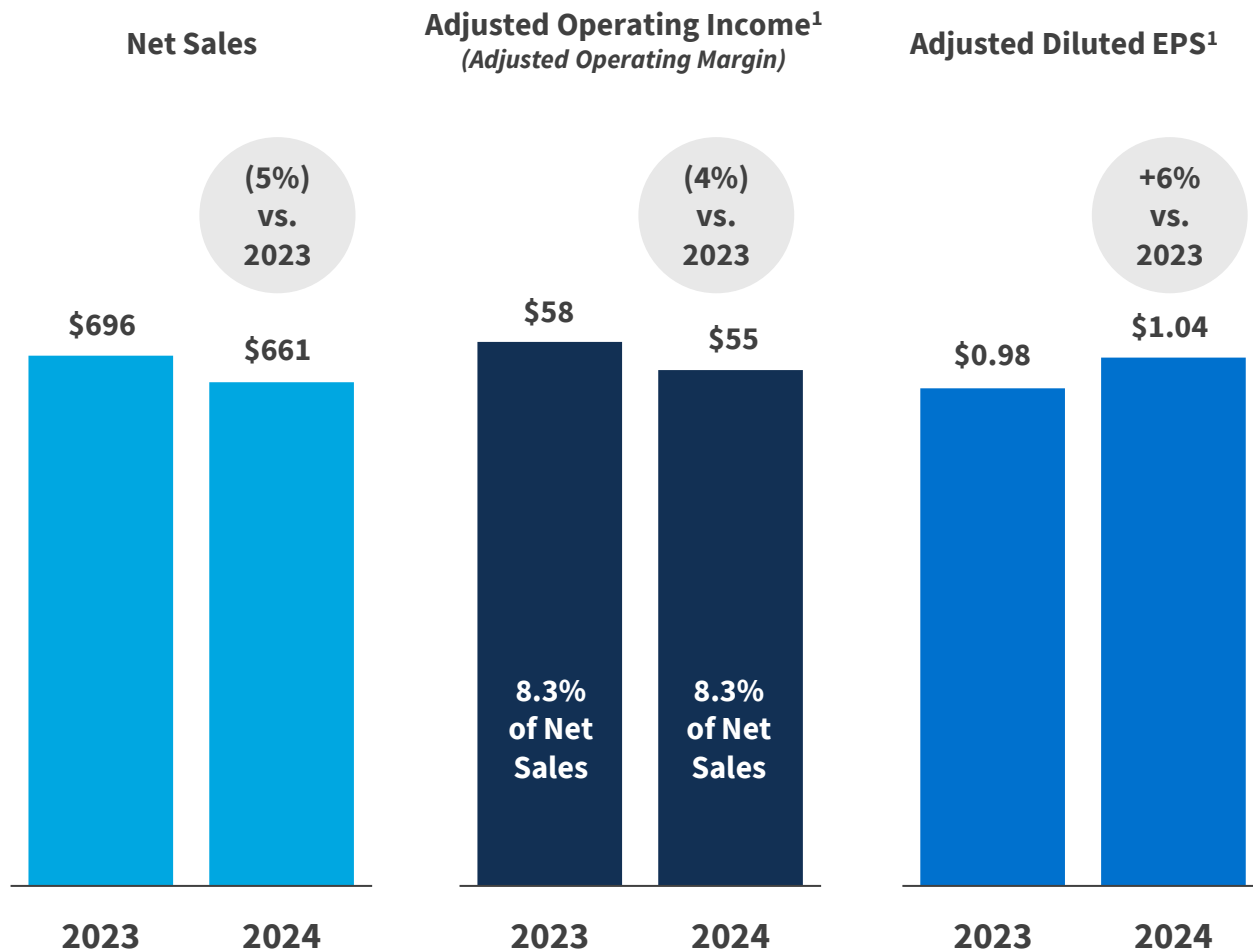
- **Higher and earlier than planned U.S. Wholesale demand**
- **Slower than expected pace of traffic improvement in U.S. Retail (primarily eCommerce)**
- **International sales consistent with forecast**

¹ Guidance provided on Q4 2023 earnings call on 2/27/24.



FIRST QUARTER 2024 PERFORMANCE

\$ in millions, except EPS



¹ Non-GAAP measure; see reconciliation to GAAP in Supplemental Information.

FIRST QUARTER 2024

ADJUSTED RESULTS¹

\$ in millions, except EPS

	Q1 2024	<i>% of Sales</i>	Q1 2023	<i>% of Sales</i>	Change
Net sales	\$661		\$696		(5%)
Gross profit	315	47.6%	309	44.5%	2%
Royalty income	5	0.8%	7	0.9%	(20%)
Adjusted SG&A	265	40.1%	258	37.1%	3%
Adjusted operating income	55	8.3%	58	8.3%	(4%)
Interest and other, net	5	0.8%	9	1.2%	(41%)
Adjusted income before taxes	50	7.6%	49	7.0%	2%
Adjusted income tax provision	12		12		0%
Adjusted net income	\$38	5.7%	\$37	5.3%	3%
Adjusted diluted EPS	\$1.04		\$0.98		6%
Weighted-average shares outstanding	36		37		(3%)
Adjusted EBITDA	\$70	10.5%	\$74	10.6%	(5%)

¹ Certain measures are presented on an adjusted basis, a non-GAAP presentation; see reconciliation to GAAP in Supplemental Information.
Note: Results may not be additive due to rounding.

A young child with dark, curly hair and a joyful expression is the central focus. Their face and hands are smeared with white frosting and colorful sprinkles. They are wearing a striped, short-sleeved top. In the foreground, a birthday cake with white frosting and colorful sprinkles is visible. The background is a bright, out-of-focus outdoor setting with greenery and a wooden structure.

BUSINESS SEGMENT PERFORMANCE

FIRST QUARTER 2024

ADJUSTED SEGMENT PERFORMANCE

\$ in millions

	Net Sales			Adjusted Operating Income ¹			Adjusted Operating Margin ¹	
	2024	2023	\$ Change	2024	2023	\$ Change	2024	2023
U.S. Retail	\$308	\$324	(\$16)	\$14	\$26	(\$12)	4.6%	8.1%
U.S. Wholesale	264	280	(16)	63	52	12	24.0%	18.4%
International	90	92	(2)	2	3	(1)	2.4%	3.3%
Total before Corporate expenses	661	696	(34)	80	81	(1)	12.1%	11.6%
Corporate expenses				(25)	(23)	(1)	(3.7%)	(3.4%)
Total	\$661	\$696	(\$34)	\$55	\$58	(\$2)	8.3%	8.3%

¹ Non-GAAP measure; see reconciliation to GAAP in Supplemental Information.
Note: Results may not be additive due to rounding.

FIRST QUARTER SEGMENT PERFORMANCE

(2024 VS. 2023)

U.S. RETAIL

- **Net sales: -5% (units -1%)**
 - Persistent inflation and late arrival of warmer weather
- **Comparable sales: -7%**
 - Lower traffic
 - Higher conversion and UPT
 - Sequential quarterly improvement (Q4 2023: -11%)
 - Stores stronger than eCommerce
- **Operating margin 4.6% (-350 bps vs. LY)¹**
 - Sharper prices
 - Lower product costs
 - Lower transportation costs
 - Expense deleverage

U.S. WHOLESALE

- **Net sales: -6% (units -1%)**
 - Earlier and higher than planned demand (lower inventories & better sell throughs)
 - Continued conservative inventory commitments by some customers
 - Timing of shipments
 - Significantly lower off-price sales
- **Operating margin 24.0% (+560 bps vs. LY)¹**
 - Sharper prices
 - Favorable channel mix
 - Lower product costs
 - Lower transportation costs

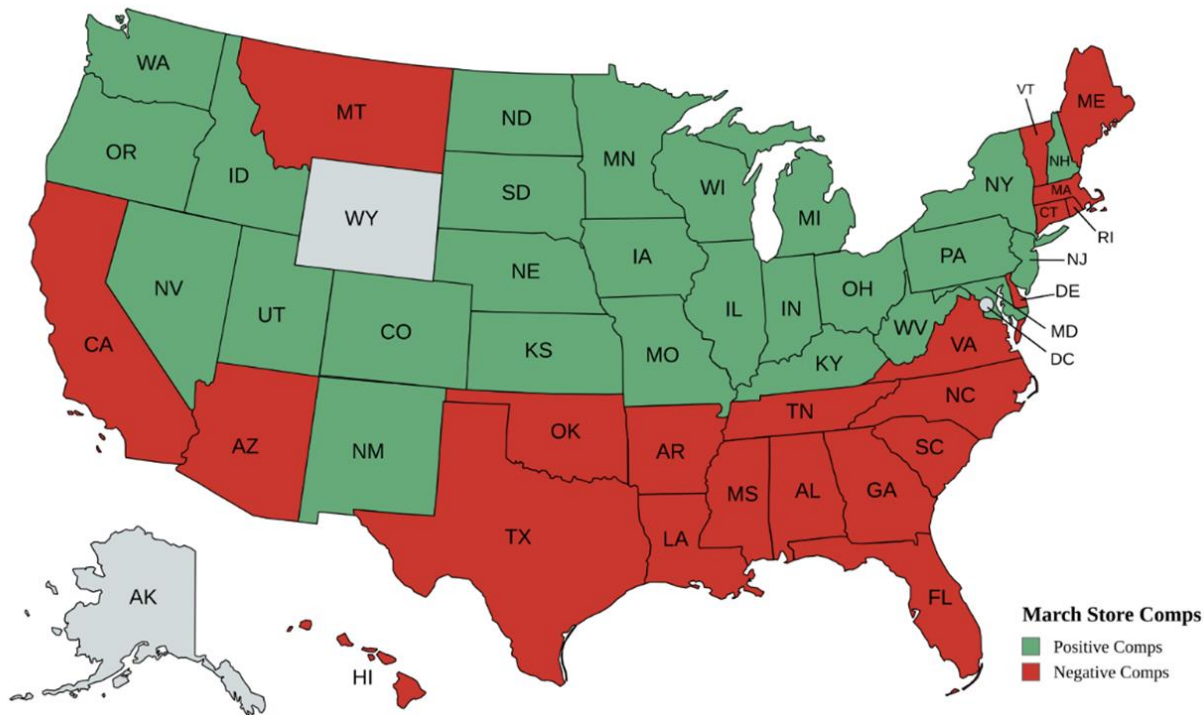
INTERNATIONAL

- **Net sales: -3% (units -4%)**
 - Strong growth in Brazil and Mexico
 - Lower demand in Canada (March / Easter winter storms)
 - Lower demand in the Middle East
- **Net sales constant currency -5%**
- **Operating margin 2.4% (-90 bps vs. LY)¹**
 - Lower product costs
 - Lower transportation costs
 - Expense deleverage

¹ Results presented on an adjusted basis, a non-GAAP measure; see reconciliation to GAAP in Supplemental Information.

Q1 2024 U.S. RETAIL MARCH COMPARABLE STORE SALES

- In March, the northern half of the U.S. experienced materially warmer weather vs. last year while the southern half did not
- In general, where the weather was warmer, our store comps were better



BALANCE SHEET & CASH FLOW

\$ in millions

Balance Sheet (Q1 End)

	2024	2023
Cash	\$268	\$158
Accounts receivable, net	224	224
Inventory, net	473	614
Accounts payable, net	191	180
Long-term debt, net	498	577
Operating lease liabilities ¹	578	556

Cash Flow (Q1)

	2024	2023
Operating cash flow	(\$26)	\$42
Capital expenditures	(12)	(14)
Free cash flow ²	(\$38)	(\$28)
Dividends	\$29	\$28
Share repurchases	9	10
Total	\$38	\$38

- **Inventories down 23% vs. LY**
 - Materially lower ‘pack & hold’ & excess inventory
- **Total liquidity \$1.1 billion**
 - \$268 million cash
 - \$845 million borrowing capacity on revolving credit facility
- **No revolving credit facility borrowings Q1 2024**

- **Operating cash flow reflects larger reduction in inventory in 2023**
- **Q1 return of capital**
 - Dividend raised 7% to \$0.80/share (\$29 million)
 - Share repurchases: \$9 million
- **Year-to-date share repurchases \$19 million³**

¹ Sum of current and non-current operating lease liabilities. ² Non-GAAP measure. ³ Through 4/25/24



**PROGRESS
WITH GROWTH
STRATEGIES**

2024 STRATEGIC PRIORITIES

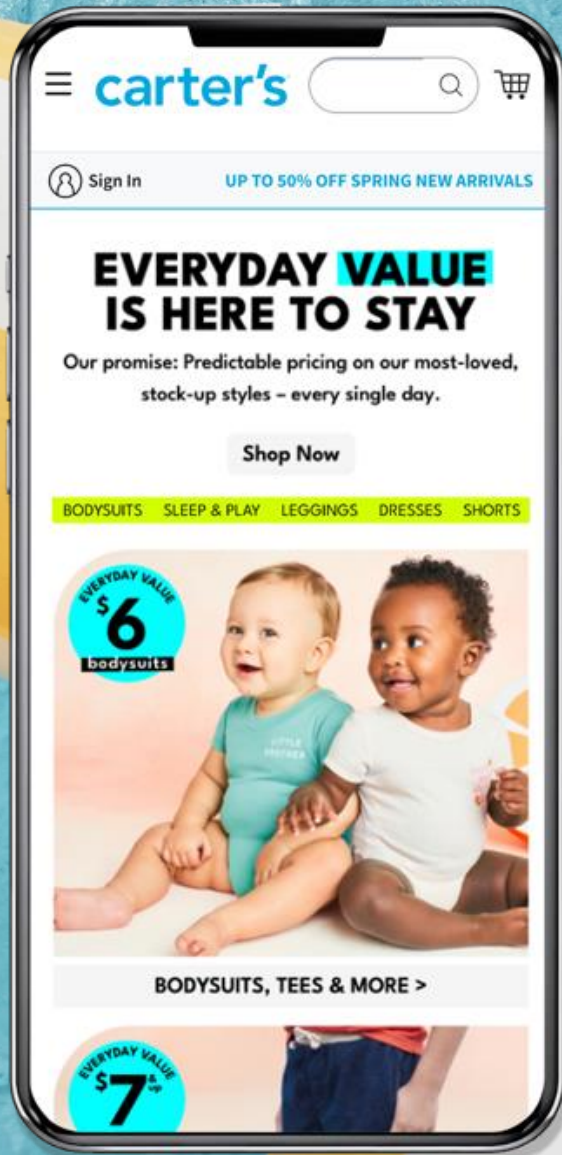


- **Deliver market-leading style & value**
- **Drive marketing effectiveness & memorable customer experiences**
- **Strengthen our U.S. Retail business**
- **Continue growth in U.S. Wholesale with tailored strategies**
- **Expand our global footprint**

LEADING WITH STYLE



INTRODUCING EVERYDAY VALUE



FRESH STYLES

Same predictable pricing.

EVERYDAY VALUE
\$6 & up

Shop Now

This promotional block features a rack of several t-shirts in various colors (blue, yellow, pink, white, green). The green t-shirt in the foreground has a colorful graphic of a giraffe and a rainbow. The text "EVERYDAY VALUE \$6 & up" is displayed in a large, bold font within a circular graphic. A "Shop Now" button is located at the bottom left of the block.

SPRING IT ON

Stock-up styles priced to please.

EVERYDAY VALUE
\$6 & up

Shop Now

This promotional block displays a collection of spring-themed clothing. It includes a red t-shirt with a large pink flower, a white t-shirt with a yellow and pink flower, and a pair of green shorts. A slice of watermelon is also visible. The text "EVERYDAY VALUE \$6 & up" is shown in a circular graphic. A "Shop Now" button is positioned at the bottom left.

STRONG DEMAND FOR OUR MOST ELEVATED & INNOVATIVE BRAND

little planet
by carter's

- New shop-in-shop experience in select U.S. and Canada locations
- Attracting new customers with above average spend per visit and purchase frequency
- Strong Q1 sales



OUR NEWEST COLLECTION

DRIVING NEW CUSTOMER ACQUISITION



- Soft, stretchy styles made with eco-responsible materials
- Expanded distribution to all U.S. Carter's stores
- High average transaction value
- Expanding assortment in 2H 2024



SKIP HOP x SESAME STREET PARTNERSHIP

LAUNCHING SUMMER 2024



- North America launch across 830 Carter's retail stores and key wholesale partners
- Product assortment includes kids' bags, mealtime, luggage & more



TM and © 2024 Sesame Workshop



ELEVATED BRAND MARKETING

FOCUSED ON EMOTION OVER PROMOTION



ADWEEK

ACCOUNTS

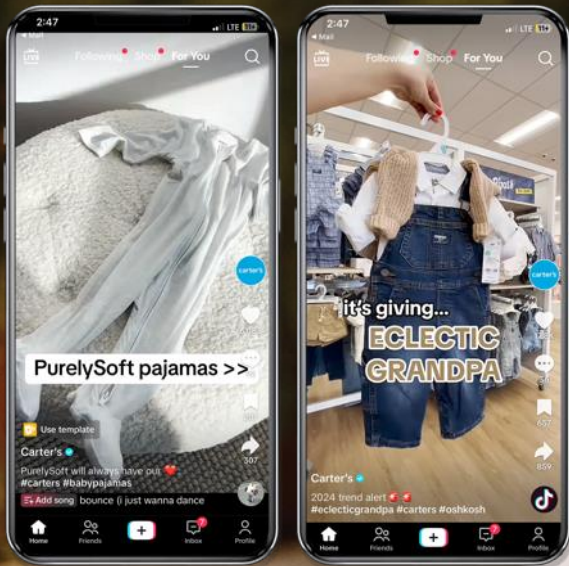
With Mischief as Its Agency of Record, Carter's Wants to Push the Boundaries of the Kids Category

The children's apparel brand looks to appeal to the next generation of parents

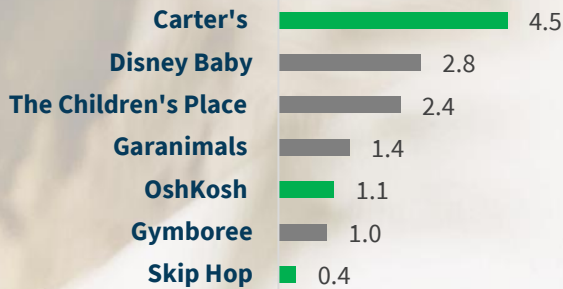


Carter's looks to appeal to Gen Z parents as it signs Mischief as its AOR.

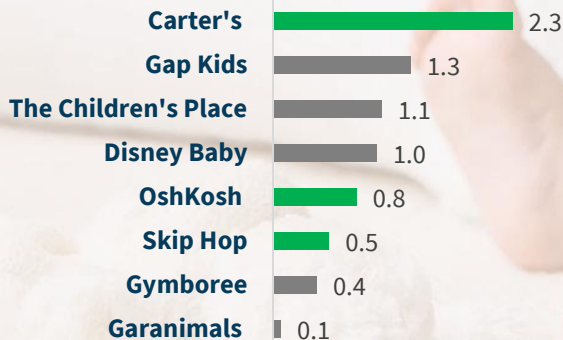
STRONG SOCIAL MEDIA FOLLOWING¹



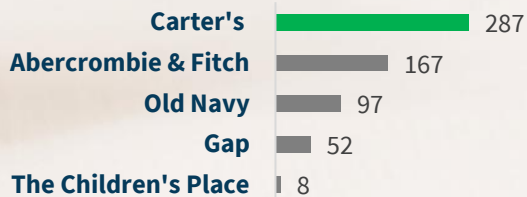
TOTAL FACEBOOK FOLLOWERS in millions



TOTAL INSTAGRAM FOLLOWERS in millions



TOTAL TIKTOK FOLLOWERS in thousands



¹ Source: Instagram, Facebook, and TikTok (4/8/24).

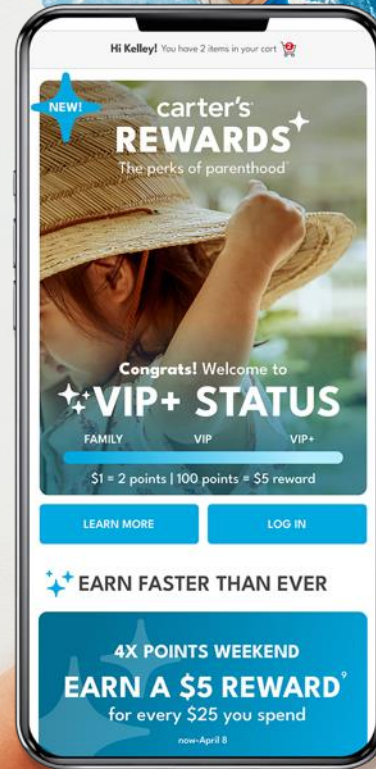
Peer set includes Carter's, Gap Kids, Disney Baby, The Children's Place, OshKosh B'gosh, Skip Hop, Gymboree, Garanimals, Gap, Abercrombie & Fitch and Old Navy

NEW LOYALTY PROGRAM

carter's **REWARDS** ✨

The perks of parenthood™

- Leverages Carter's brand loyalty to uniquely connect with parents
- New benefits
 - Earn rewards faster
 - VIP tier for our best customers
 - Exclusive events & personalized benefits



STORES ARE AN IMPORTANT PART OF OUR U.S. RETAIL GROWTH STRATEGY

BRAND BUILDING

- Provides the very best experience with our brands
- Drives brand awareness
- #1 source of customer acquisition
- Multi-channel customer has highest lifetime value

SCALE AND CONVENIENCE

- \$1.0 billion in net sales (67% of U.S. Retail segment)¹
- 789 locations in 49 states & Puerto Rico²
- Support 38% of digital orders³
- Store openings drive eCommerce

HIGH RETURN ON INVESTMENT⁴

- \$1.3 million average annual sales
- 25% average 4-wall EBITDA margin
- Low-teens ROIC; 30%+ IRR



carter's

OSHKOSH

30%

now up to size 14

#lovecarters

#lovecarters

ELEVATING OUR STORE EXPERIENCE

INNOVATING STORE FORMATS & INCREASING REMODELS



‘SIDE BY SIDE’ FORMAT

- Converted ~150 Carter’s/OshKosh ‘side by side’ formats to cobranded experience
- Best performing format in Q1



‘BEST OF BABY’ CONCEPT

- Elevated newborn to 5T assortment
- 35 small-format locations planned in 2024 (new stores & reconfigured locations)

U.S. ECOMMERCE GROWTH STRATEGIES



DIGITAL TRAFFIC DRIVERS

- Elevated product offerings
- New marketing agencies
- New email and SMS captures
- New media capabilities
- Search engine optimization investments
- 1:1 personalization capabilities

USER EXPERIENCE ENHANCEMENTS

- Seamless 'House of Brands' merchandising
- Elevated gifting experience
- Product recommendation and search optimization
- App user experience transformation

UNPARALLELED RELATIONSHIPS WITH THE WORLD'S LARGEST RETAILERS

carter's
— just one you. —

- Summer launch of new swimwear, playwear, and sleep



TARGET

simple joys
by carter's™

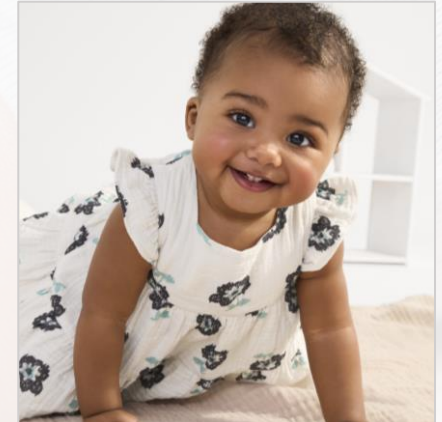
- Focus on modern essentials with Summer refresh



amazon

carter's
— child of mine —

- Growth in Baby and Toddler playwear plus holiday events



Walmart

2024 OUTLOOK



2024 Q2 OUTLOOK

NET SALES

- **Consolidated net sales: \$560 million to \$570 million** (Q2 2023: \$600 million)

U.S. Retail

U.S. Wholesale

International

Down MSD to HSD
Comparable sales down HSD

Down LSD to MSD

Down MSD to HSD

PROFITABILITY

Adjusted Operating Income¹

Adjusted Diluted EPS¹

\$25 million to \$30 million
(Q2 2023: \$38 million)

\$0.35 to \$0.45
(Q2 2023: \$0.64)

KEY ASSUMPTIONS

- **Continued inflationary pressure on families with young children**
- **A slow start to spring selling, we believe due to the late arrival of warmer weather**
- **Improved gross margin**
- **Comparable SG&A**
- **Lower net interest expense and effective tax rate**
- **Continued return of capital**

¹ See Q2 Fiscal 2023 reconciliations to GAAP in Supplemental Information. Forward-looking adjusted operating income and adjusted diluted EPS have not been reconciled to their most directly comparable GAAP measures.

SECOND HALF 2024 SALES AND EARNINGS DRIVERS



SALES

- Elevated product offerings
- Everyday value pricing strategy
- Better mix & level of inventory (less 'pack & hold' & excess)
- New marketing capabilities
- Improved digital capabilities
- New store openings, new formats & remodels
- Improving demand trends in U.S. Retail and U.S. Wholesale
- Continued growth in Mexico & Brazil

EARNINGS

- Sales growth
- Increased mix of high-margin product offerings
- Gross margin expansion, driven by lower product costs
- SG&A leverage
- Continued return of capital

2024 FISCAL YEAR OUTLOOK

NET SALES

- **Net sales: \$2.95 billion to \$3.0 billion** (FY2023: \$2.95 billion)

U.S. Retail	U.S. Wholesale	International
Down LSD to +LSD <i>Comparable sales down LSD</i>	+LSD	Comparable to 2023

PROFITABILITY, CASH FLOW & INVESTMENTS

Adjusted¹

Operating Income	Diluted EPS	Operating Cash Flow	CapEx
Comparable to +MSD <i>(FY2023: \$328 million)</i>	+LSD to +MSD <i>(FY2023: \$6.19)</i>	>\$250 million	~\$80 million

KEY ASSUMPTIONS

- **Improved macroeconomic environment & consumer demand as the year progresses**
 - 2H return to +LSD comparable sales in U.S. Retail
- **Continued conservative inventory commitments by some wholesale customers**
- **Gross margin expansion**
- **Increased SG&A**
 - Higher growth-related investments & inflation, partially offset by productivity initiatives
- **Lower net interest expense**
- **Higher effective tax rate**
- **Continued return of capital**



¹ See Fiscal Year 2023 reconciliations to GAAP in Supplemental Information. Forward-looking adjusted operating income and adjusted diluted EPS have not been reconciled to their most directly comparable GAAP measures.

SUPPLEMENTAL INFORMATION



RECONCILIATION OF ADJUSTED NET INCOME ALLOCABLE TO COMMON SHAREHOLDERS

	Fiscal Quarter Ended	
	March 30, 2024	April 1, 2023
Weighted-average number of common and common equivalent shares outstanding:		
Basic number of common shares outstanding	35,860,740	37,104,527
Dilutive effect of equity awards	3,843	8,063
Diluted number of common and common equivalent shares outstanding	35,864,583	37,112,590

\$ in thousands, except EPS	Fiscal Quarter Ended			
	As reported on a GAAP Basis		As adjusted (a)	
	March 30, 2024	April 1, 2023	March 30, 2024	April 1, 2023
Basic net income per common share:				
Net income	\$38,033	\$35,996	\$38,033	\$36,879
Income allocated to participating securities	(691)	(576)	(691)	(592)
Net income available to common shareholders	\$37,342	\$35,420	\$37,342	\$36,287
Basic net income per common share	\$1.04	\$0.95	\$1.04	\$0.98
Diluted net income per common share:				
Net income	\$38,033	\$35,996	\$38,033	\$36,879
Income allocated to participating securities	(691)	(576)	(691)	(592)
Net income available to common shareholders	\$37,342	\$35,420	\$37,342	\$36,287
Diluted net income per common share	\$1.04	\$0.95	\$1.04	\$0.98

(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 per share data excluding the adjustments discussed above. The Company has excluded \$0.9 million in after-tax expenses from these results for the fiscal quarter ended April 1, 2023.

Note: Results may not be additive due to rounding.

RECONCILIATION OF REPORTED TO ADJUSTED EARNINGS

\$ in millions, except EPS

Segment Reporting

First Quarter of Fiscal 2023	SG&A	% of net sales	Operating Income	% of net sales	Income Tax Provision	Net Income	Diluted EPS	U.S. Retail Operating Income	% of segment net sales	U.S. Wholesale Operating Income	% of segment net sales	International Operating Income	% of segment net sales	Corporate Operating Expenses	% of total net sales
As reported (GAAP)	\$259.6	37.3%	\$56.4	8.1%	\$11.7	\$36.0	\$0.95	\$26.9	8.3%	\$52.1	18.6%	\$3.1	3.4%	(\$25.8)	(3.7%)
Organizational restructuring (b)	(1.2)		1.2		0.3	0.9	0.03	(0.8)		(0.5)		(0.1)		2.4	
As adjusted (a)	\$258.5	37.1%	\$57.5	8.3%	\$12.0	\$36.9	\$0.98	\$26.2	8.1%	\$51.6	18.4%	\$3.1	3.3%	(\$23.4)	(3.4%)

Segment Reporting

Second Quarter of Fiscal 2023	SG&A	% of net sales	Operating Income	% of net sales	Income Tax Provision	Net Income	Diluted EPS	U.S. Retail Operating Income	% of segment net sales	U.S. Wholesale Operating Income	% of segment net sales	International Operating Income	% of segment net sales	Corporate Operating Expenses	% of total net sales
As reported (GAAP)	\$258.7	43.1%	\$37.6	6.3%	\$7.4	\$23.9	\$0.64	\$28.2	8.7%	\$29.2	15.6%	\$6.7	7.4%	(\$26.5)	(4.4%)
Organizational restructuring (b)	(0.4)		0.4		0.1	0.3	0.01	0.2		0.1		-		0.1	
As adjusted (a)	\$258.3	43.0%	\$37.9	6.3%	\$7.5	\$24.2	\$0.64	\$28.4	8.8%	\$29.3	15.7%	\$6.7	7.5%	(\$26.5)	(4.4%)

Segment Reporting

Fiscal Year 2023	SG&A	% of net sales	Operating Income	% of net sales	Income Tax Provision	Net Income	Diluted EPS	U.S. Retail Operating Income	% of segment net sales	U.S. Wholesale Operating Income	% of segment net sales	International Operating Income	% of segment net sales	Corporate Operating Expenses	% of total net sales
As reported (GAAP)	\$1,093.9	37.1%	\$323.4	11.0%	\$69.7	\$232.5	\$6.24	\$190.6	12.7%	\$198.8	19.6%	\$44.9	10.5%	(\$111.0)	(3.8%)
Organizational restructuring (b)	(4.4)		4.4		1.0	3.4	0.09	-		0.1		0.2		4.1	
Benefit from credit card settlement (c)	-		-		(1.7)	(5.3)	(0.14)	-		-		-		-	
As adjusted (a)	\$1,089.5	37.0%	\$327.8	11.1%	\$69.1	\$230.6	\$6.19	\$190.6	12.7%	\$198.9	19.6%	\$45.1	10.5%	(\$106.9)	(3.6%)

(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 gross profit, SG&A, operating income, income taxes, net income, and net income on a diluted share basis excluding the adjustments discussed above. The Company believes these adjustments provide a meaningful comparison of the Company's results and afford investors a view of what management considers to be the Company's core performance. The adjusted, non-GAAP financial measurements included in this earnings release should not be considered as an alternative to net income or as any other measurement of performance derived in accordance with GAAP. The adjusted, non-GAAP financial measurements are presented for informational purposes only and are not necessarily indicative of the Company's future condition or results of operations.

(b) Net expenses related to organizational restructuring and related corporate office lease amendment actions.

(c) Gain resulting from a court-approved settlement related to payment card interchange fees.

Note: No adjustments were made to GAAP results in the first quarter of fiscal 2024. Results may not be additive due to rounding.

RECONCILIATION OF NET INCOME TO ADJUSTED EBITDA

\$ in millions

	Fiscal Quarter Ended		Four Fiscal Quarters Ended
	March 30, 2024	April 1, 2023	March 30, 2024
Net income	\$38.0	\$36.0	\$234.5
Interest expense	7.9	9.6	32.2
Interest income	(3.1)	(0.7)	(7.2)
Tax expense	11.9	11.7	70.0
Depreciation and amortization	14.8	15.7	63.2
EBITDA	\$69.6	\$72.4	\$392.8
Adjustments to EBITDA			
Organizational restructuring ^(a)	-	\$1.2	\$3.2
Benefit from credit card settlement ^(b)	-	-	(6.9)
Total adjustments	-	1.2	(3.7)
Adjusted EBITDA	\$69.6	\$73.5	\$389.1

(a) Net expenses related to organizational restructuring and related corporate office lease amendment actions.

(b) Gain resulting from a court-approved settlement related to payment card interchange fees.

Note: Results may not be additive due to rounding.

NET SALES CONSTANT CURRENCY RECONCILIATION

\$ in millions

	Fiscal Quarter Ended					
	Reported Net Sales March 30, 2024	Impact of Foreign Currency Translation	Constant- Currency Net Sales March 30, 2024	Reported Net Sales April 1, 2023	Reported Net Sales % Change	Constant- Currency Net Sales % Change
Consolidated net sales	\$661.5	\$2.0	\$659.5	\$695.9	(4.9)%	(5.2)%
International segment net sales	\$89.7	\$2.0	\$87.8	\$92.2	(2.7)%	(4.8)%

The Company evaluates its net sales on both an “as reported” and a “constant currency” basis. The constant currency presentation, which is a non-GAAP measure, excludes the impact of fluctuations in foreign currency exchange rates that occurred between the comparative periods. Constant currency net sales results are calculated by translating current period net sales in local currency to the U.S. dollar amount by using the currency conversion rate for the prior comparative period. The Company consistently applies this approach to net sales for all countries where the functional currency is not the U.S. dollar. The Company believes that the presentation of net sales on a constant currency basis provides useful supplemental information regarding changes in our net sales that were not due to fluctuations in currency exchange rates and such information is consistent with how the Company assesses changes in its net sales between comparative periods.

Note: Results may not be additive due to rounding.

STORE COUNT RECONCILIATION

	U.S	Canada	Mexico	Total
Store count at April 1, 2023	760	187	49	996
Openings	41	4	10	55
Closings	(9)	(3)	(5)	(17)
Store count at December 30, 2023	792	188	54	1,034
Openings	7	1	-	9
Closings	(10)	(3)	(2)	(16)
Store count at March 30, 2024	789	186	52	1,027
<i>Balance of 2024 Forecast</i>				
Openings	33	6	8	46
Closings	(20)	(4)	(1)	(24)
Estimated store count at December 28, 2024	802	188	59	1,049

FORWARD LOOKING STATEMENTS

AND OTHER INFORMATION

Statements contained in this presentation that are not historical fact and use predictive words such as “estimates”, “outlook”, “guidance”, “expect”, “believe”, “intend”, “designed”, “target”, “plans”, “may”, “will”, “are confident” and similar words are forward-looking statements (as such term is defined in the Private Securities Litigation Reform Act of 1995). These forward-looking statements and related assumptions involve risks and uncertainties that could cause actual results and outcomes to differ materially from any forward-looking statements or views expressed in this presentation. These risks and uncertainties include, but are not limited to, the factors disclosed in Part I, Item 1A. “Risk Factors” of the Company’s most recently filed Annual Report on Form 10-K, and otherwise in our reports and filings with the Securities and Exchange Commission, as well as the following factors: risks related to public health crises, such as the COVID-19 pandemic; changes in global economic and financial conditions, and the resulting impact on consumer confidence and consumer spending, as well as other changes in consumer discretionary spending habits; continued inflationary pressures with respect to labor and raw materials and global supply chain constraints that have, and could continue, to affect freight, transit, and other costs; risks related to geopolitical conflict, including ongoing geopolitical challenges between the United States and China, the ongoing hostilities in Ukraine, Israel, and the Red Sea region, acts of terrorism, mass casualty events, social unrest, civil disturbance or disobedience; risks related to a shutdown of the U.S. government; financial difficulties for one or more of our major customers; an overall decrease in consumer spending, including, but not limited to, decreases in birth rates; our products not being accepted in the marketplace and our failure to manage our inventory; increased competition in the market place; diminished value of our brands; the failure to protect our intellectual property; the failure to comply with applicable quality standards or regulations; unseasonable or extreme weather conditions; pending and threatened lawsuits; a breach of our information technology systems and the loss of personal data; increased margin pressures, including increased cost of materials and labor and our inability to successfully increase prices to offset these increased costs; our foreign sourcing arrangements; disruptions in our supply chain, including increased transportation and freight costs; the management and expansion of our business domestically and internationally; the acquisition and integration of other brands and businesses; changes in our tax obligations, including additional customs, duties or tariffs; fluctuations in foreign currency exchange rates; risks associated with corporate responsibility issues; our ability to achieve our forecasted financial results for the fiscal year; our continued ability to declare and pay a dividend and conduct share repurchases in future periods; our planned opening and closing of stores during the fiscal year. Except for any ongoing obligations to disclose material information as required by federal securities laws, the Company does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.

We have not reconciled forward-looking adjusted operating income or adjusted diluted earnings per share to their most directly comparable GAAP measures because we cannot predict with reasonable certainty the ultimate outcome of certain components of such reconciliations that are not within our control including due to factors described above, or others that may arise, without unreasonable effort. For these reasons, we are unable to assess the probable significance of the unavailable information, which could materially impact the amount of future operating income or diluted EPS, the most directly comparable GAAP metrics to adjusted operating income and adjusted diluted earnings per share, respectively.