

THE CHILDREN'S  
PLACE

# COMPANY OVERVIEW AS OF Q3 | 2018



# SAFE HARBOR STATEMENT

## Forward Looking Statements

*This press release contains or may contain forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, including but not limited to statements relating to the Company's strategic initiatives and adjusted net income per diluted share. Forward-looking statements typically are identified by use of terms such as "may," "will," "should," "plan," "project," "expect," "anticipate," "estimate" and similar words, although some forward-looking statements are expressed differently. These forward-looking statements are based upon the Company's current expectations and assumptions and are subject to various risks and uncertainties that could cause actual results and performance to differ materially. Some of these risks and uncertainties are described in the Company's filings with the Securities and Exchange Commission, including in the "Risk Factors" section of its annual report on Form 10-K for the fiscal year ended February 3, 2018. Included among the risks and uncertainties that could cause actual results and performance to differ materially are the risk that the Company will be unsuccessful in gauging fashion trends and changing consumer preferences, the risks resulting from the highly competitive nature of the Company's business and its dependence on consumer spending patterns, which may be affected by changes in economic conditions, the risk that the Company's strategic initiatives to increase sales and margin are delayed or do not result in anticipated improvements, the risk of delays, interruptions and disruptions in the Company's global supply chain, including resulting from foreign sources of supply in less developed countries or more politically unstable countries, the risk that the cost of raw materials or energy prices will increase beyond current expectations or that the Company is unable to offset cost increases through value engineering or price increases, various types of litigation, including class action litigations brought under consumer protection, employment, and privacy and information security laws and regulations, the imposition of regulations affecting the importation of foreign-produced merchandise, including duties and tariffs, and the uncertainty of weather patterns. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date they were made. The Company undertakes no obligation to release publicly any revisions to these forward-looking statements that may be made to reflect events or circumstances after the date hereof or to reflect the occurrence of unanticipated events.*

# INVESTMENT HIGHLIGHTS

## #1 pure play children's specialty apparel retailer in North America, realizing the benefits of a multi-year business transformation strategy

- \$2.0 billion in revenue, strong brand awareness and market share
- Strategic plan being executed based on four pillars: 1) superior product, 2) business transformation through technology, 3) global growth through alternate channels of distribution and 4) store fleet optimization
- Successful execution of this strategy is anticipated to drive operating margin expansion, robust capital returns and increasing shareholder value
- Experienced and talented management team focused on consistent execution and operational excellence
- As of November 3, 2018, the Company operated 988 stores in the United States, Canada and Puerto Rico, online stores in the United States and Canada at [www.childrensplace.com](http://www.childrensplace.com) and had 211 international points of distribution in 20 countries, open and operated by its 8 franchise partners



# INVESTMENT HIGHLIGHTS (CONTINUED)

## #1 pure play children's specialty apparel retailer in North America, realizing the benefits of a multi-year business transformation strategy

- Deep knowledge of core customer results in consistent delivery of trend-right product, with an attractive price/value proposition, increasing brand reach by introducing extended sizes
- Inventory management transformation began mid 2015. Deployment of several tools continues to drive margin expansion, with significant runway ahead
- Executing a personalized customer contact strategy based upon three areas of focus: 1) customer insights, 2) customer strategy and 3) digital delivery, consisting of omni channel initiatives and digital architecture upgrades
- Re-launched an enhanced loyalty program and introduced a new private label credit card program, increasing customer engagement, revenue and profitability
- Growing alternate channels of distribution with significant international and wholesale opportunities, including our strategic partnership with Semir, the #1 children's apparel retailer in China
- Closed 195 stores since 2013 as part of ongoing store fleet optimization initiative



# STRATEGIC INITIATIVES

Realizing the benefits of a company-wide, multi-year business transformation focused on a four pillar strategy



- ✓ **SUPERIOR PRODUCT**
- ✓ **BUSINESS TRANSFORMATION THROUGH TECHNOLOGY**
- ✓ **GLOBAL GROWTH THROUGH ALTERNATE CHANNELS OF DISTRIBUTION**
- ✓ **STORE FLEET OPTIMIZATION**



Built upon a strong foundation of operational excellence driven by an experienced and talented management team

# SUPERIOR PRODUCT

Highly talented design, merchandising and sourcing teams are core strengths, delivering a superior product offering

- Consistently strong customer response to product offering
- Continue to significantly differentiate and upgrade the look of our merchandise
- Trend-right and age-appropriate assortments, increasing reach with extended sizes
- Better able to service our customer by being in stock in key styles and sizes
- Balancing fashion and fashion basics with more frequent, wear now deliveries
- We also offer a full line of accessories and footwear so busy moms can quickly and easily put together head-to-toe outfits



# HOLIDAY 2018



# HOLIDAY 2018



# BUSINESS TRANSFORMATION THROUGH TECHNOLOGY

Technology investments focused in the areas of Digital, Customer Engagement, Inventory Management, and Alternate Channels of Distribution are driving significant improvement in operating performance, with significant runway still ahead.

| Capabilities                       | 2015  | 2016  | 2017  | 2018  |
|------------------------------------|---|---|---|---|
| Digital                            | <ul style="list-style-type: none"> <li>Organic Search Enhancements</li> <li>E-Receipt Launch</li> </ul> | <ul style="list-style-type: none"> <li>Re-launched Loyalty Program</li> <li>Launched New Private Label Credit Card</li> </ul>   | <ul style="list-style-type: none"> <li>Personalized Customer Contact Strategy:                             <ul style="list-style-type: none"> <li>Customer Insights</li> <li>Customer Strategy</li> <li>Digital Delivery –Digital Architecture Upgrades</li> <li>Mobile application enhancements</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Implemented State of the Art Search Tool</li> <li>Enhanced Email trigger capabilities</li> <li>Introduced Dynamic Display retargeting</li> <li>Upgraded store register hardware and completed roll out of Mobile POS in U.S.</li> <li>Implemented SMS capabilities</li> </ul> <p><u>In Development:</u></p> <ul style="list-style-type: none"> <li>A state of art promotional and coupon system</li> <li>A state of art loyalty system</li> <li>Continue foundational enhancements to our ecommerce platform</li> <li>Enhanced predictive modeling capabilities to enable personalization</li> </ul> |
| Omni-Channel                       | <ul style="list-style-type: none"> <li>Distributed Order Management</li> </ul>                          | <ul style="list-style-type: none"> <li>Piloted Reserve Online – Pick Up in Store (ROPIS)</li> </ul>   | <ul style="list-style-type: none"> <li>Rolled out Buy Online – Pick Up in Store (BOPIS) to all stores</li> <li>Piloting Ship from Store</li> <li>Ship from Store roll out to US</li> <li>Connected Store</li> </ul>   | <p><u>In Development:</u></p> <ul style="list-style-type: none"> <li>Buy on line, ship to store (BOSS)</li> <li>Cross Device Linking to drive Personalization</li> <li>Personalized Post-Purchase Communication &amp; Promotions</li> </ul>   |
| Inventory Management               | <ul style="list-style-type: none"> <li>Allocation &amp; Replenishment</li> </ul>                        | <ul style="list-style-type: none"> <li>Order Planning &amp; Forecasting                             <ul style="list-style-type: none"> <li>Size &amp; Pack Optimization</li> <li>Store Tiering</li> </ul> </li> </ul> |   | <ul style="list-style-type: none"> <li>Enhancing our integrated suite of inventory management tools towards a goal of single pool of inventory</li> </ul>   |
| Alternate Channels of Distribution | <ul style="list-style-type: none"> <li>EDI for Wholesale Product Development Enhancements</li> </ul>    | <ul style="list-style-type: none"> <li>Launched Amazon Basics Replenishment</li> <li>Entered China via Tmall</li> <li>Developed Global UPC</li> </ul>   |   | <ul style="list-style-type: none"> <li>Launched Amazon Fashion Replenishment</li> <li>Entered into partnership with Semir for China</li> </ul>  |

# GROWTH THROUGH ALTERNATE CHANNELS OF DISTRIBUTION

## INTERNATIONAL

- Operating in 20 countries through 8 franchise partners
- Added 21 net new points of distribution YTD for a total of 211
- Stores, shop-in-shops and e-commerce launched in key markets
- Expect to add approximately 30 net points of distribution in 2018
- Partnered with Semir, owner of the #1 children's apparel retailer in China—Balabala, to open at least 300 locations in Greater China over first five years of the agreement and manage our ecommerce business in China

## ECOMMERCE

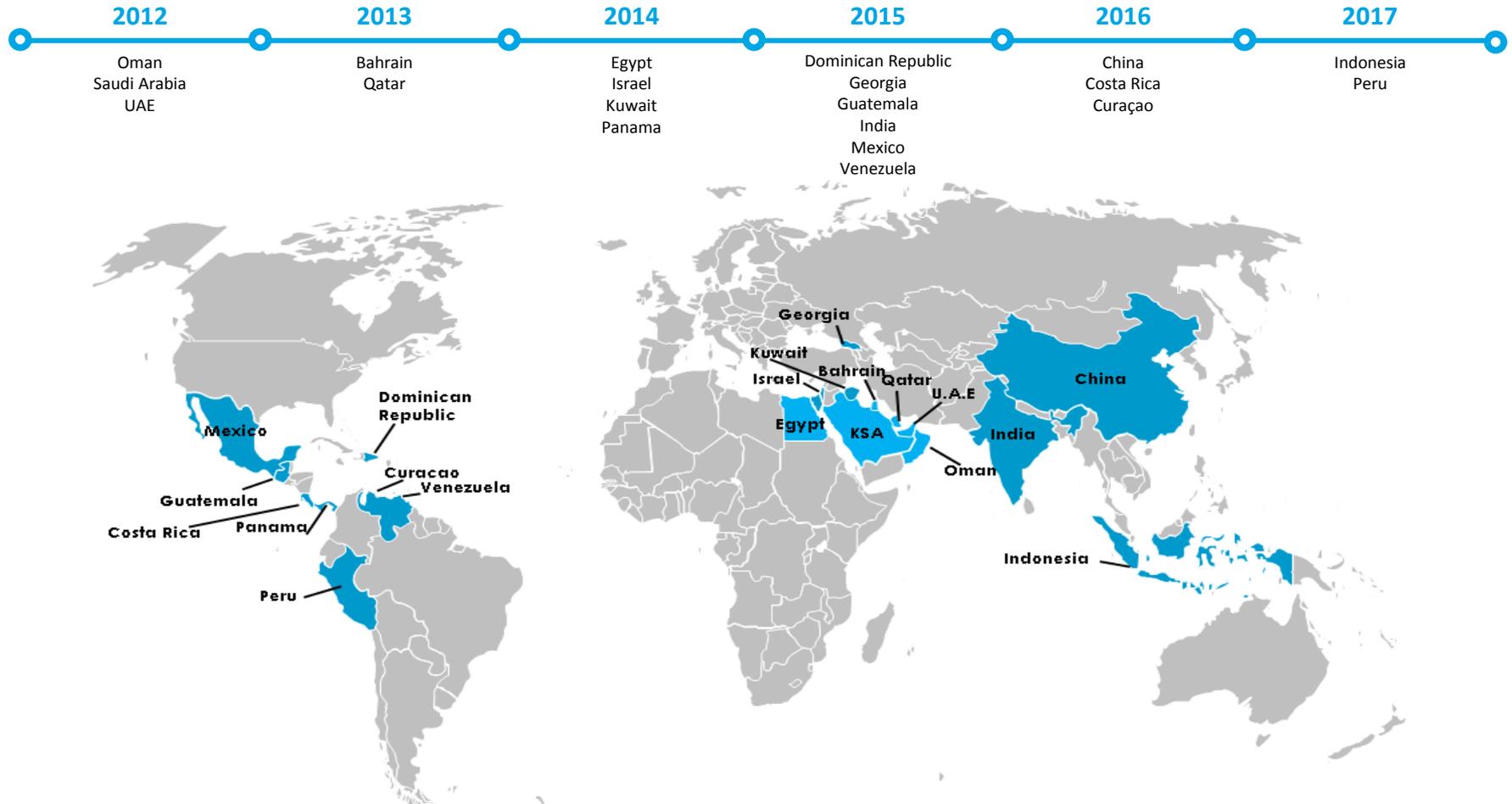
- Approximately 29% of total sales in Q3 2018
- Penetration increased 700 bps from 2014 to 2017
- Accelerating digital and omni-channel capabilities.

## WHOLESALE

- Amazon
  - Continued growth in replenishment program
  - Identified additional styles and categories to add to the program
  - Launched TCP brand store with Amazon
  - Participated in the launch of Amazon Prime Wardrobe
- Off-Price Channel
  - Continued growth and increasing focus

# GLOBAL OMNI-CHANNEL RETAILER

Have 211 international points of distribution in 20 countries at the end of Q3 2018 outside United States/Canada, consisting of brick and mortar stores, shop-in-shops and e-commerce. We expect to add approximately 30 net points of distribution in 2018



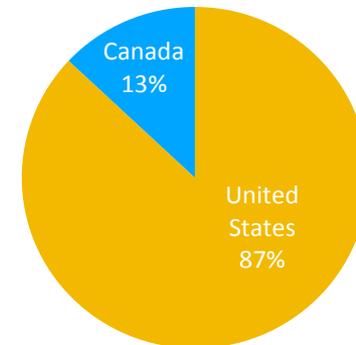
# STORE FLEET OPTIMIZATION

Targeting 200 basis points of operating margin accretion from 2013 through 2020 from this initiative

- 195 stores closed in the period 2013 through Q3 2018, with a target of a minimum of 300 closures by 2020
- Realization of more than 20 percent sales transfer rate to nearby stores and e-commerce business in the first 12 months after closure
- Over 1,000 lease actions over the next 3 years
- Average lease term of 2.5 years
- Reduced occupancy cost on renewals

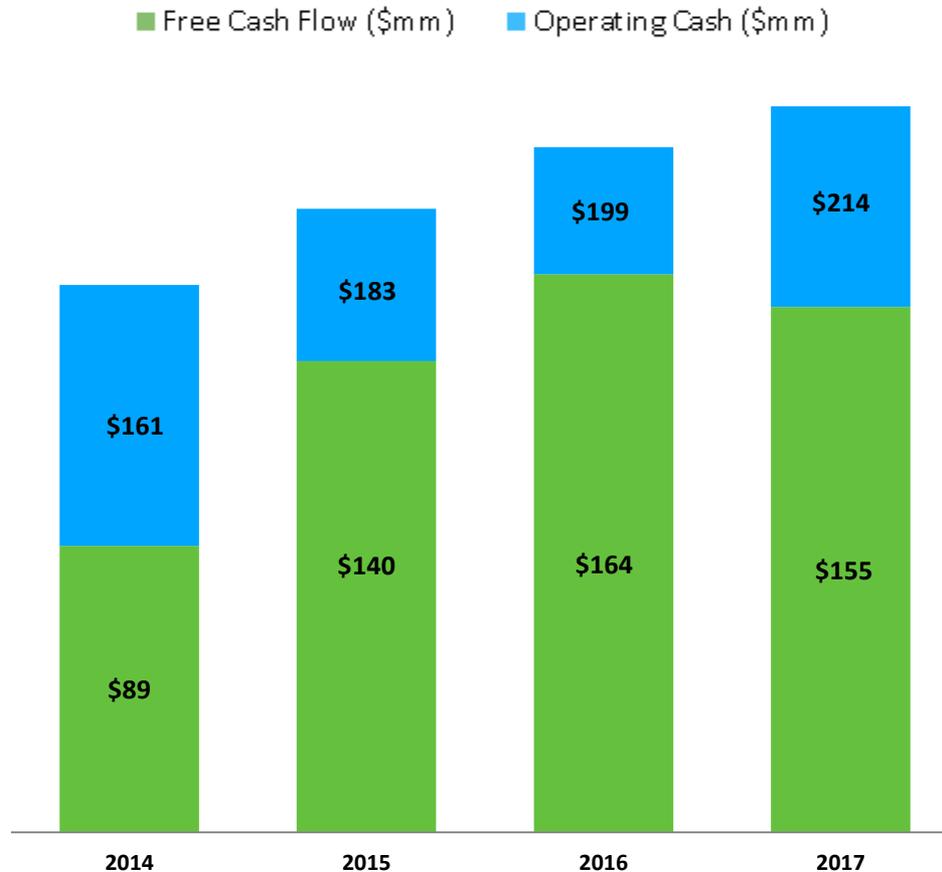
## FLEET FACTS

988 STORES IN NORTH AMERICA



# STRONG BALANCE SHEET AND CASH FLOW

Our consistent strong cash flow and liquidity profile provide us with the financial flexibility to continue to fund our strategic initiatives

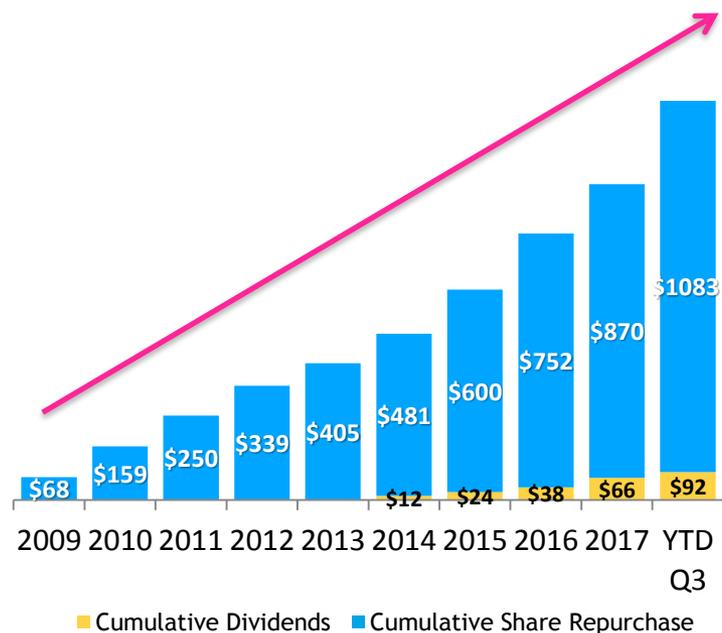


# INCREASED CAPITAL RETURN TO SHAREHOLDERS

## Consistent track record of returning capital to shareholders

- Since 2009, we have repurchased approximately \$1.1 billion of our common stock and since 2014, paid approximately \$92 million in dividends
- Repurchased \$213 million in the first nine months of 2018
- \$281 million remaining on existing share repurchase programs as of end of Q3 2018
- Tripled our quarterly dividend since inception in 2014

Cumulative Shares Repurchased Plus Dividends (\$mm)

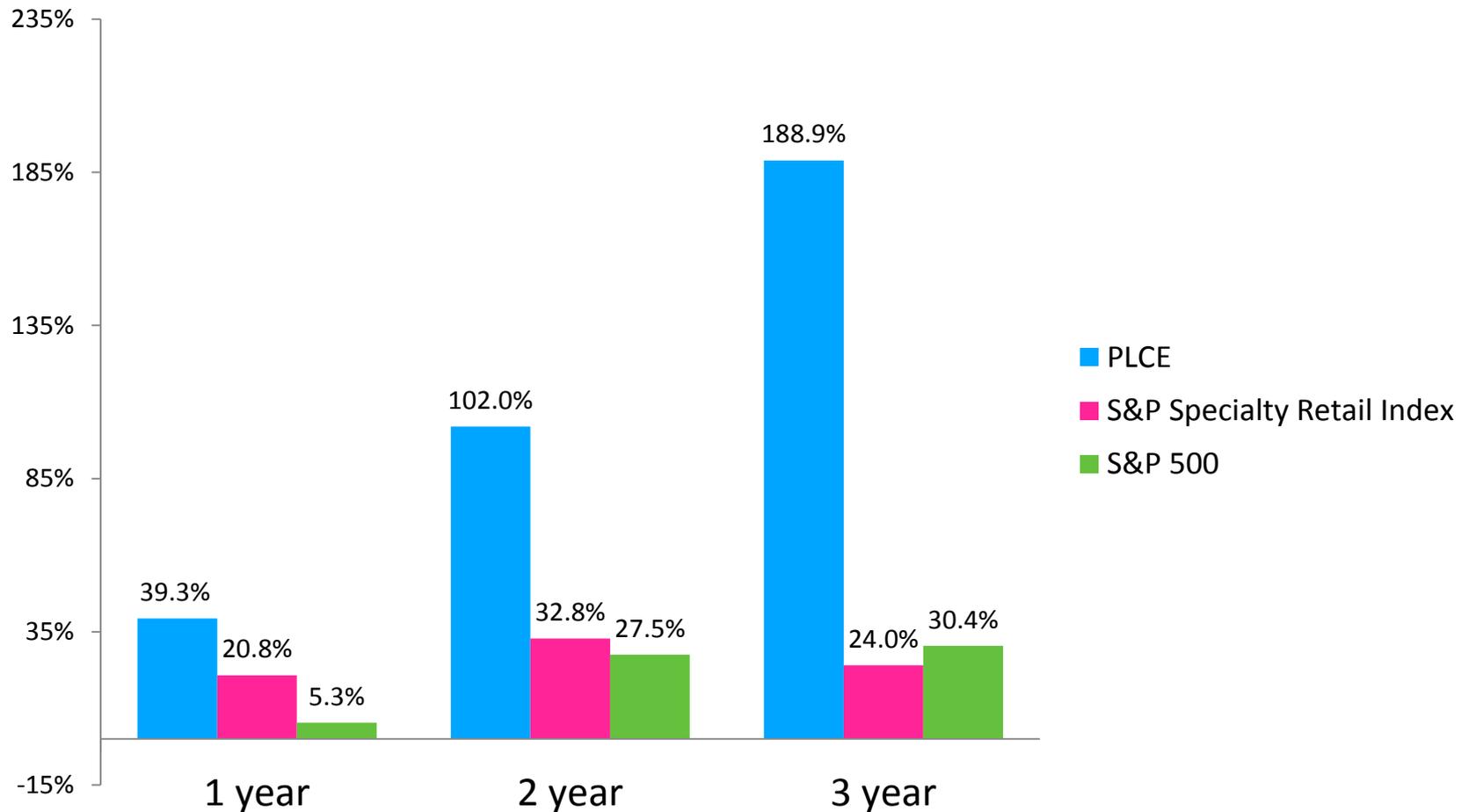


Shares Outstanding (mm)

| <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> | <u>2017</u> | <u>YTD Q3</u> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| 27.6        | 26.1        | 24.5        | 23.1        | 22.0        | 20.8        | 19.4        | 17.7        | 17.2        | 16.3          |

# SUPERIOR TOTAL SHAREHOLDER RETURN

Substantially outpacing S&P 500 and S&P Specialty Retail Indices on a trailing 1 year, 2 year and 3 years basis as of October 31, 2018

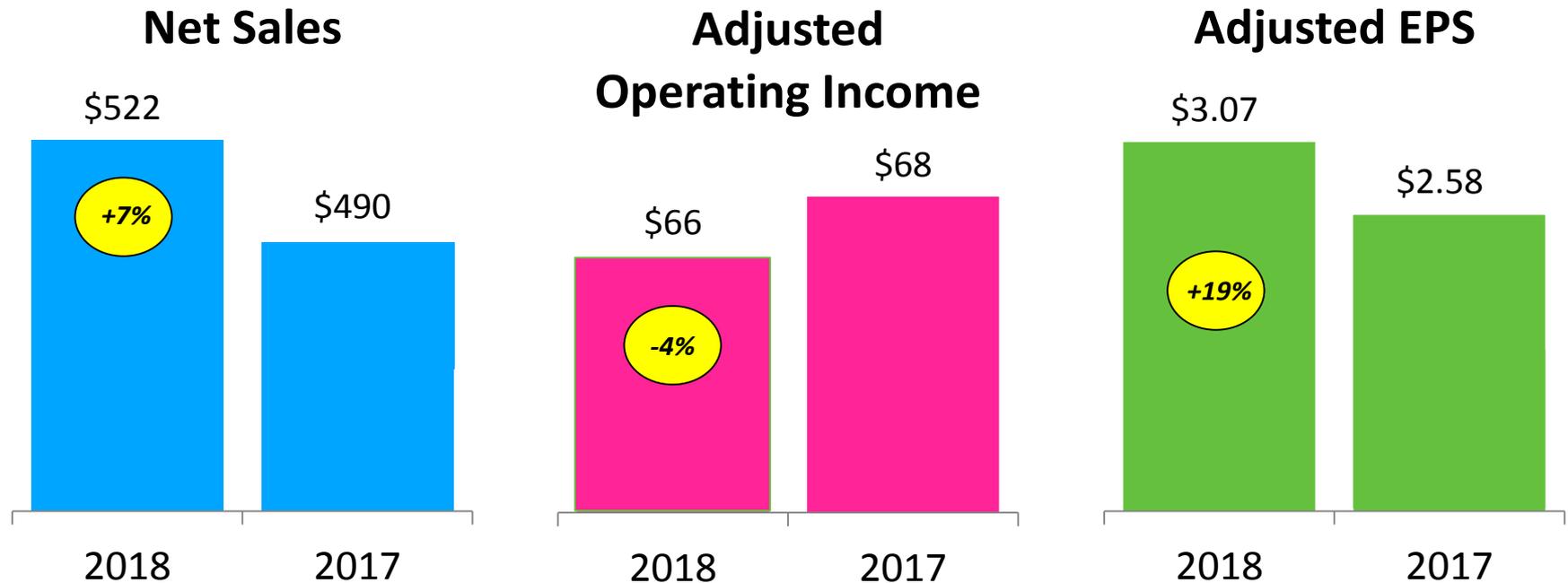


# FY 2018 – 2020 OUTLOOK

For the period 2018 – 2020, given the significant runway ahead in each of our four strategic pillars, we are targeting an operating margin of 12% and EPS of \$12.00 by the end of 2020.

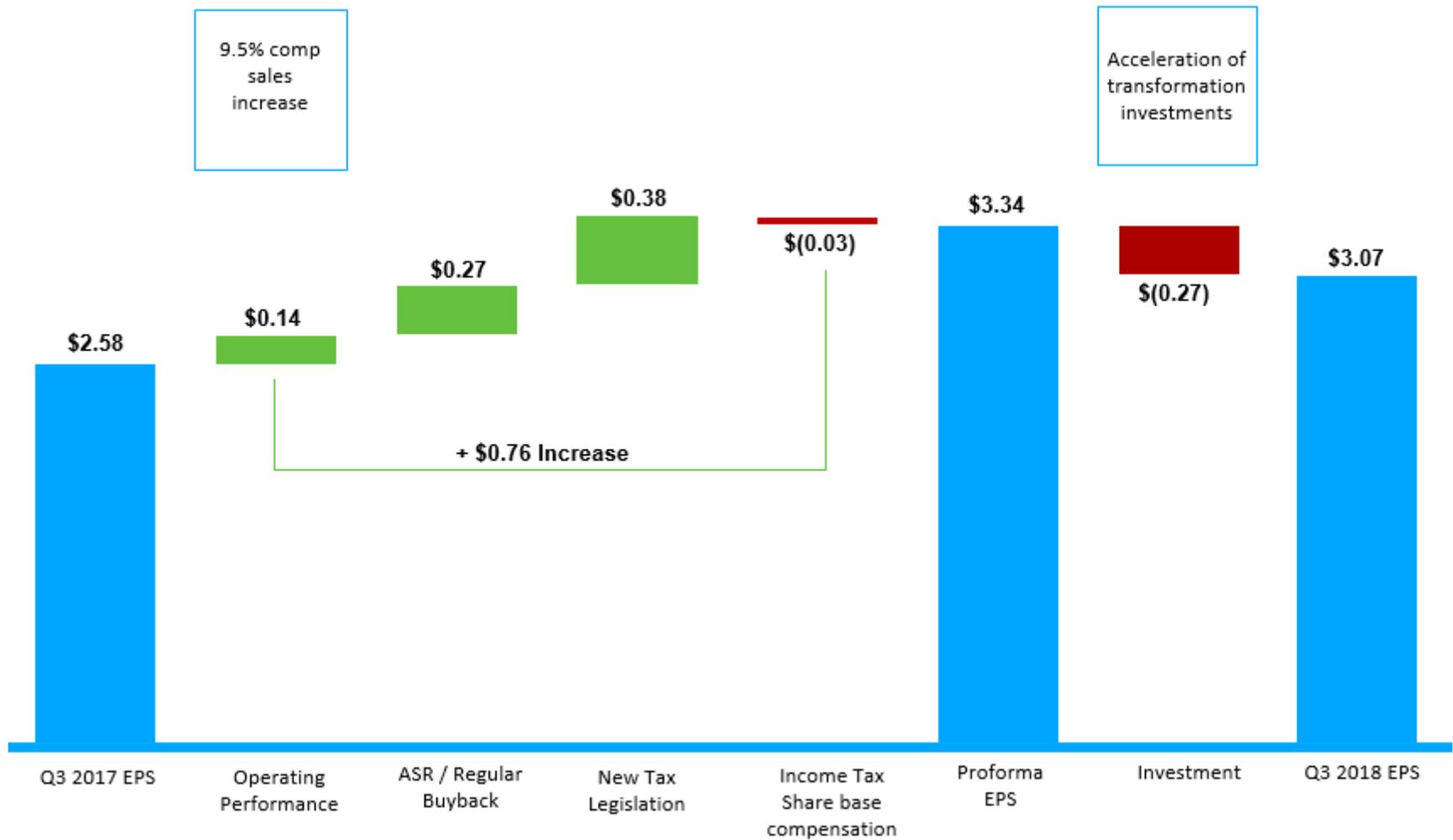
- In 2019, we expect to make significant progress towards our 2020 operating margin goal of 12% from our guided 7.7% – 7.8% range in 2018
- The recent competitive news may have a meaningful influence on our 2019 outlook, so we look forward to updating you in several months following our Q4 earnings release

# THIRD QUARTER 2018 RESULTS



- **Net Sales** increased 6.6% to \$522M dollars, comparable retail sales increased 9.5% compared to a positive 5.1% comp in the third quarter of 2017.
- **2018** includes \$5M of impact from the new revenue recognition rules in Revenue, GM and SG&A, and has no impact on EPS.
- **Adjusted Operating Income** was \$65.5M compared to \$68.4M LY, deleveraging 150 basis points to 12.5% of net sales. This includes \$7.0 million of incremental SG&A and Depreciation related to our transformation initiatives.
- **Adjusted EPS** was \$3.07 compared to \$2.58 last year.

# ADJUSTED Q3 2018 EPS – KEY COMPONENTS



# THIRD QUARTER 2018 ADJUSTED RESULTS

|                          | <u>Q3</u><br><u>2018*</u> | <u>% Sales</u>           | <u>Q3</u><br><u>2017</u> | <u>% Sales</u>           | <u>B/(W)</u> |
|--------------------------|---------------------------|--------------------------|--------------------------|--------------------------|--------------|
| <b>Net Sales</b>         | \$522.5                   |                          | \$490.0                  |                          | 6.6%         |
| <b>Ext. Gross Profit</b> | 204.4                     | 39.1%                    | 202.4                    | 41.3%                    | (220) bps    |
| <b>SG&amp;A</b>          | 122.0                     | 23.3%                    | 117.3                    | 23.9%                    | 60 bps       |
| <b>Depreciation</b>      | <u>16.9</u>               | <u>3.2%</u>              | <u>16.8</u>              | <u>3.4%</u>              | 20 bps       |
| <b>Op Income</b>         | 65.5                      | 12.5%                    | 68.4                     | 14.0%                    | (150) bps    |
| <b>Income Tax</b>        | <u>14.1</u>               | <u>21.7%<sup>1</sup></u> | <u>21.6</u>              | <u>31.6%<sup>1</sup></u> | 990 bps      |
| <b>Net Income</b>        | 50.7                      | 9.7%                     | 46.7                     | 9.5%                     | 20 bps       |
| <b>Shares</b>            | 16.5                      |                          | 18.1                     |                          |              |
| <b>EPS</b>               | \$3.07                    |                          | \$2.58                   |                          | 19.0%        |

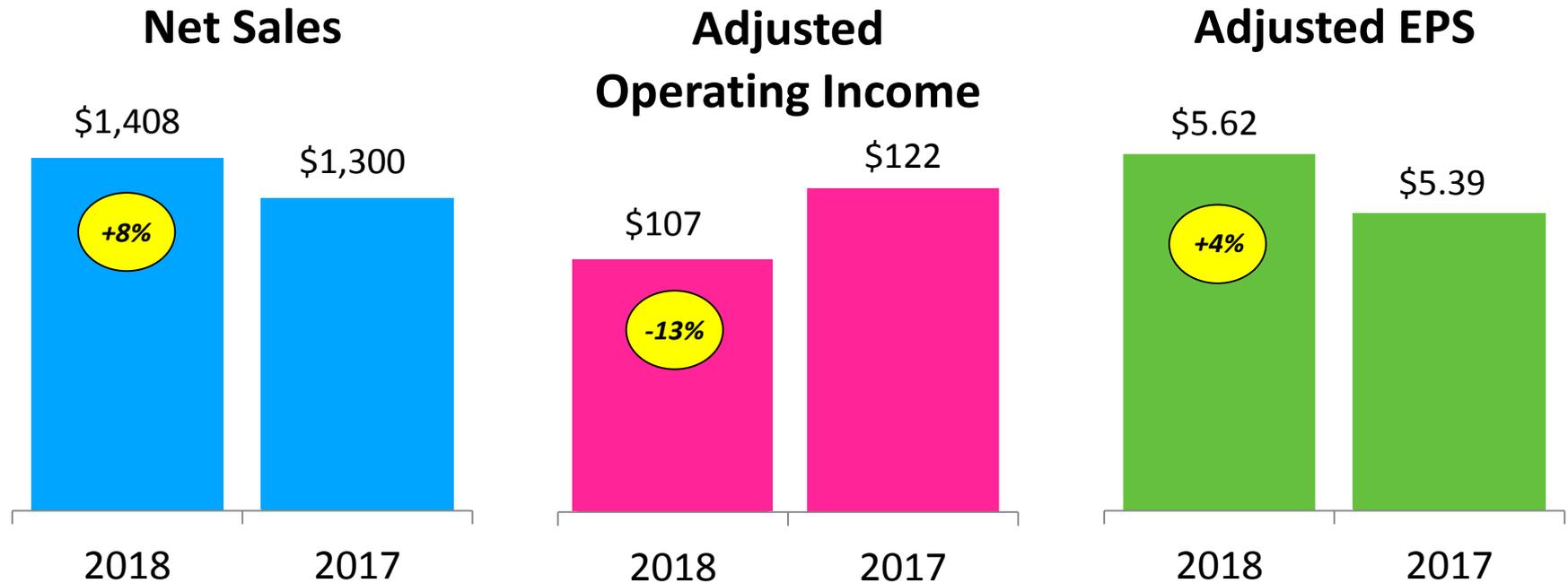
\*Q3 FY18 EPS includes \$0.01 benefit resulting from the accounting rules for the income tax impact on share-based compensation vs. a \$0.04 benefit in the third quarter 2017

\*2018 includes \$7M of incremental SG&A and Depreciation transformation expenses and \$5M of Revenue Recognition in Sales, Margin, and SG&A

\*Adjusted measures are non-GAAP and exclude transactions that are not indicative of the performance of the core business. A reconciliation of GAAP and non-GAAP measures is provided in the Company's earnings releases which are available at <http://investor.childrensplace.com>

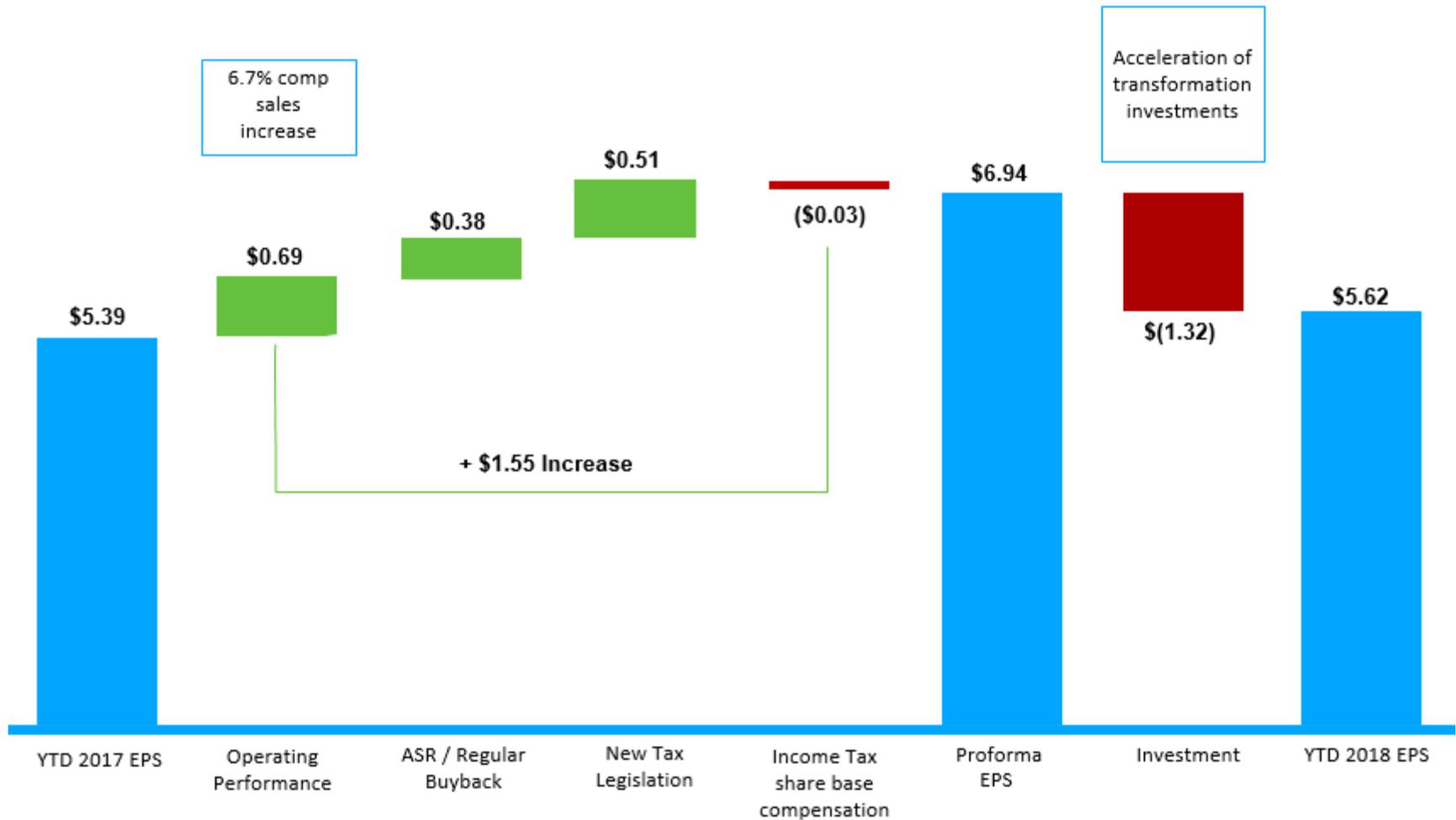
<sup>1</sup>Reflects the adjusted tax rate

# YEAR TO DATE 2018 RESULTS



- **Net Sales** increased 8.2% to \$1.4B dollars, comparable retail sales increased 6.7% compared to a positive 4.8% comp in the first nine months of 2017.
- **2018** includes \$14M of impact from the new revenue recognition rules in Revenue, GM and SG&A, and has no impact on EPS.
- **Adjusted Operating Income** was \$106.6M compared to \$121.9M LY, deleveraging 180 basis points to 7.6% of net sales. This includes \$31 million of incremental SG&A and Depreciation related to our transformation initiatives.
- **Adjusted EPS** was \$5.62 compared to \$5.39 last year.

# ADJUSTED YTD 2018 EPS – KEY COMPONENTS



# YTD 2018 ADJUSTED RESULTS

|                          | <b>Q3 YTD<br/>2018*</b> | <b><u>% Sales</u></b>   | <b>Q3 YTD<br/>2017</b> | <b><u>% Sales</u></b>    | <b><u>B/(W)</u></b> |
|--------------------------|-------------------------|-------------------------|------------------------|--------------------------|---------------------|
| <b>Net Sales</b>         | \$1,407.5               |                         | \$1,300.3              |                          | 8.2%                |
| <b>Ext. Gross Profit</b> | 520.6                   | 37.0%                   | 502.1                  | 38.6%                    | (160) bps           |
| <b>SG&amp;A</b>          | 363.2                   | 25.8%                   | 331.7                  | 25.5%                    | (30) bps            |
| <b>Depreciation</b>      | <u>50.9</u>             | <u>3.6%</u>             | <u>48.5</u>            | <u>3.7%</u>              | 10 bps              |
| <b>Op Income</b>         | 106.6                   | 7.6%                    | 121.9                  | 9.4%                     | (180) bps           |
| <b>Income Tax</b>        | <u>9.0</u>              | <u>8.6%<sup>1</sup></u> | <u>23.2</u>            | <u>19.1%<sup>1</sup></u> | 1050 bps            |
| <b>Net Income</b>        | 95.5                    | 6.8%                    | 98.3                   | 7.6%                     | (80) bps            |
| <b>Shares</b>            | 17.0                    |                         | 18.2                   |                          |                     |
| <b>EPS</b>               | \$5.62                  |                         | \$5.39                 |                          | 4.3%                |

\*Q3 YTD FY18 EPS includes \$0.86 benefit resulting from the accounting rules for the income tax impact on share-based compensation vs. a \$0.90 benefit Q3 YTD 2017

\*2018 includes \$31 million of SG&A and Depreciation incremental transformation expenses and \$14M of Revenue Recognition in Sales, Margin, and SG&A

\*Adjusted measures are non-GAAP and exclude transactions that are not indicative of the performance of the core business. A reconciliation of GAAP and non-GAAP measures is provided in the Company's earnings releases which are available at <http://investor.childrensplace.com>

<sup>1</sup>Reflects the adjusted tax rate

# BALANCE SHEET AND CASH FLOW

|                                     |                      | <b>2018</b> | <b>2017</b> |
|-------------------------------------|----------------------|-------------|-------------|
| <b>BALANCE SHEET</b><br>(at Q3 End) | Cash & ST Invest     | \$93        | \$273       |
|                                     | Accounts Receivable  | 40          | 32          |
|                                     | Inventory            | 377         | 364         |
|                                     | Accounts Payable     | 224         | 250         |
| <b>CASH FLOW</b><br>(Q3)            |                      | <b>2018</b> | <b>2017</b> |
|                                     | Operating Cash Flow  | \$83        | \$130       |
|                                     | Capital Expenditures | (56)        | (38)        |
|                                     | Free Cash Flow       | \$27        | \$92        |
| <b>RETURN OF CAPITAL</b><br>(Q3)    |                      | <b>2018</b> | <b>2017</b> |
|                                     | Share Repurchases    | \$213       | \$85        |
|                                     | Dividends            | 25          | 21          |
|                                     | Total                | \$238       | \$106       |

- Our cash and short term investments reflected the impact of the \$190M in cash repatriated YTD, which was utilized to fund an Accelerated Share Repurchase program and working capital
- Inventory was up 4% at the end of the quarter, in line with guidance
- Operating Cash Flow was driven by the timing of inventory purchases and working capital needs
- Repurchased \$213M in stock. This includes the repurchase shares related to our \$125M Accelerated Share Repurchase program and shares surrendered to cover tax withholdings associated with the vesting of equity awards
- We made dividend payments of \$25M vs \$21M last year

# FOURTH QUARTER GUIDANCE

|                             |           | <b>4Q '18<br/>GUIDANCE*</b> | <b>4Q '17</b> | <b>4Q '16</b> | <b>4Q '15</b> |
|-----------------------------|-----------|-----------------------------|---------------|---------------|---------------|
| <b>Sales</b>                |           | <b>\$547M to \$552M</b>     | <b>\$570M</b> | <b>\$521M</b> | <b>\$499M</b> |
| <b>Comp Sales</b>           |           | <b>Low-Single Digits</b>    | <b>+8.2%</b>  | <b>+6.9%</b>  | <b>+6.7%</b>  |
| <b>Operating<br/>Margin</b> | Adjusted* | <b>8.1% to 8.4%</b>         | <b>10.0%</b>  | <b>9.6%</b>   | <b>6.7%</b>   |
| <b>EPS</b>                  | Adjusted* | <b>\$2.07 to \$2.17</b>     | <b>\$2.52</b> | <b>\$1.88</b> | <b>\$1.19</b> |

\*Q4 FY18 EPS includes \$0.01 benefit resulting from the accounting rules for the income tax impact on share-based compensation vs. a \$0.01 benefit in the third quarter 2017

\*2018 includes \$6M of Revenue Recognition in Sales, Margin, and SG&A

\*Adjusted measures are non-GAAP and exclude transactions that are not indicative of the performance of the core business. A reconciliation of GAAP and non-GAAP measures is provided in the Company's earnings releases which are available at <http://investor.childrensplace.com>

# FULL YEAR GUIDANCE

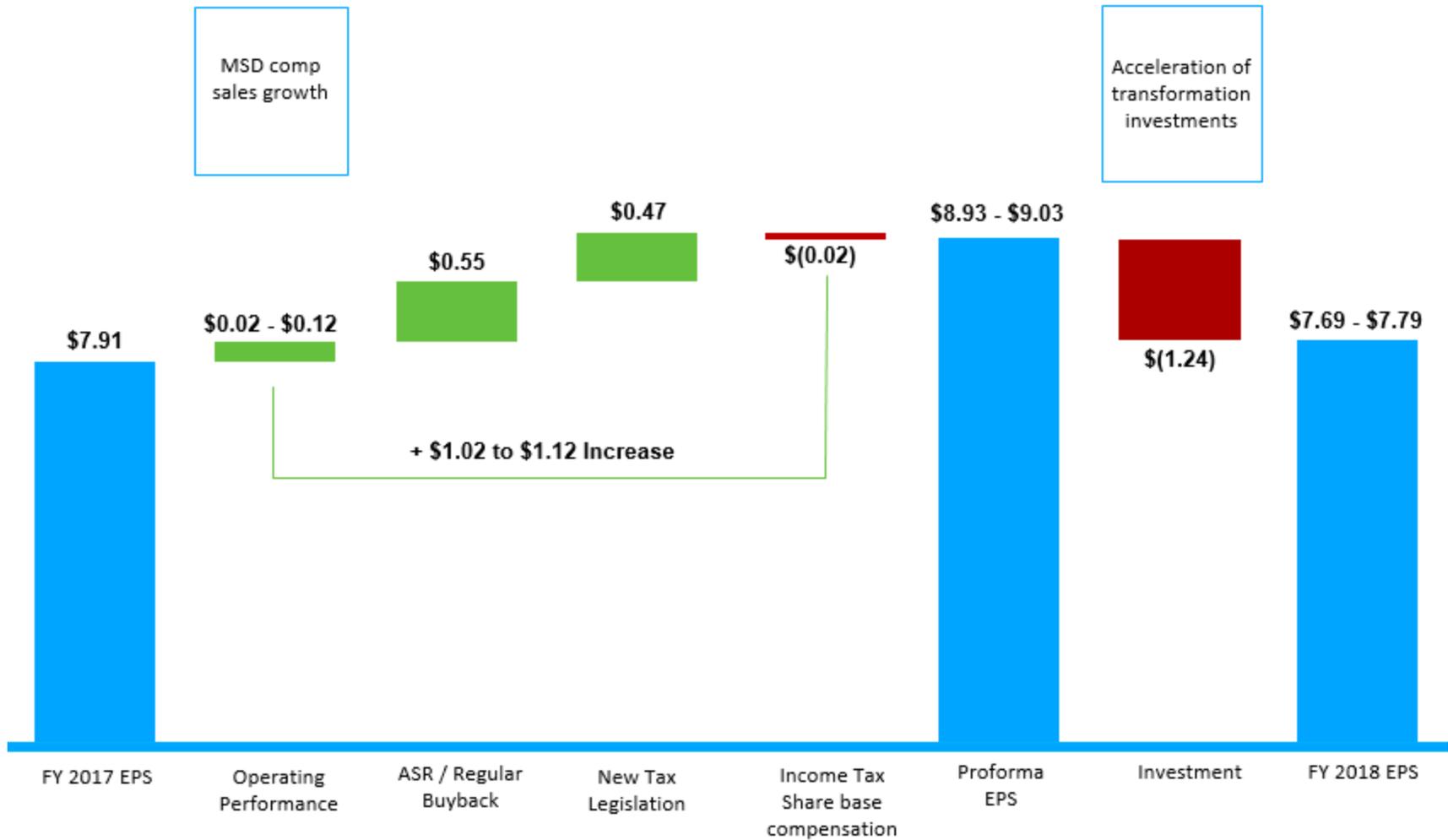
|                             |           | <b>FY '18<br/>GUIDANCE*</b> | <b>FY '17</b>  | <b>FY '16</b>  | <b>FY '15</b>  |
|-----------------------------|-----------|-----------------------------|----------------|----------------|----------------|
| <b>Sales</b>                |           | <b>\$1.955B to \$1.960B</b> | <b>\$1.87B</b> | <b>\$1.79B</b> | <b>\$1.73B</b> |
| <b>Comp Sales</b>           |           | <b>Mid-Single Digits</b>    | <b>+5.8%</b>   | <b>+4.9%</b>   | <b>+0.4%</b>   |
| <b>Operating<br/>Margin</b> | Adjusted* | <b>7.7% to 7.8%</b>         | <b>9.6%</b>    | <b>8.5%</b>    | <b>6.4%</b>    |
| <b>EPS</b>                  | Adjusted* | <b>\$7.69 to \$7.79</b>     | <b>\$7.91</b>  | <b>\$5.43</b>  | <b>\$3.60</b>  |

\*FY18 EPS includes \$0.89 benefit resulting from the accounting rules for the income tax impact on share-based compensation vs. a \$0.90 benefit in FY17

\*2018 includes \$20M of Revenue Recognition in Sales, Margin, and SG&A

\*Adjusted measures are non-GAAP and exclude transactions that are not indicative of the performance of the core business. A reconciliation of GAAP and non-GAAP measures is provided in the Company's earnings releases which are available at <http://investor.childrensplace.com>

# ADJUSTED FY 2018 EPS GUIDANCE – KEY COMPONENTS



THE CHILDREN'S  
PLACE